

# 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. With the strong economy and low unemployment rates, the Board will put more focus on serving the populations that are often overlooked, such as Justice Involved Individuals, Individuals with disabilities and Older Workers.

### 2. 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 sub-contractors to ensure that the region stays on target to meet or exceed the goals.

**3. 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. Due to the low unemployment rate, 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, the highest gaps are in Health Care & Related, Business & Sales, and Transportation. Production has the largest surplus of workforce according to this data. **In 2019, NE manufacturing employers have indicated they would expand if they could find available workers.**

NE WDA	Total	Health Care & Related	Business & Sales	Transportation	Science & Technology	Other Services	Food Service	*CIMR	Management & Support	Production
Number of Job Ads	9,090	2,647	1,389	1,158	415	572	380	546	1,644	339
% of Job Ads	100%	29.1%	15.3%	12.7%	4.6%	6.3%	4.2%	6.0%	18.1%	3.7%
Number of Jobseekers	4,362	462	404	346	126	301	252	654	1,194	622
% of Jobs Sought	100%	10.60%	9.27%	7.93%	2.90%	6.90%	5.77%	15.00%	27.38%	14.26%
Gap	-	18.5%	6.0%	4.8%	1.7%	-0.6%	-1.6%	-9.0%	-9.3%	-10.5%

\*Construction, Installation, Maintenance & Repair

<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.

#### **4. 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, whether it involves 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. 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 Services Team 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 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 job centers. 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.

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 three 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 they will provide them 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	UbiDuo (Face-to-Face Communication)
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.

As part of our One-Stop Certification, we will be asking our partners that serve people with disabilities to evaluate our job centers for ADA Accessibility and continue to provide additional training for our staff.

- 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. Benchmarks are contained in the Sub-Contractor 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 sub-contractors. 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 Sub-Contractors on a continuous basis. The Fiscal Officer monitors the Sub-Contractors 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;**

In the Northeast Region, personal income is below the state average of \$44,978 in all 16 counties. The highest per capita income in the region is Montgomery County (\$40,795) and the lowest is Schuyler County (\$27,614).

The statewide poverty rate of working age persons, or those 18-64 years, is 14.1 percent. Five counties have a poverty rate less than the state average, including Warren (11.3 percent), Monroe (11.8 percent), Lincoln (12.1 percent), Scotland (13.1 percent), and Shelby (13.1 percent). The County with the highest poverty rate is Adair County at 31.6 percent.

	2017 Per Capita Personal Income	Working Age Population living at or below poverty level	
		Number	Percentage
Missouri	\$44,978	508,894	14.1
Adair	\$32,037	4,692	31.6
Clark	\$34,332	555	14.5
Knox	\$32,165	430	19.8
Lewis	\$32,809	768	14.2
Lincoln	\$38,584	4,052	12.1
Macon	\$40,631	1,318	15.8
Marion	\$38,916	2,751	17.1
Monroe	\$39,260	573	11.8
Montgomery	\$40,795	1,014	15.4
Pike	\$33,735	1,304	14.1
Ralls	\$40,220	864	14.5
Randolph	\$38,726	2,216	16.3
Schuyler	\$27,614	379	15.9
Scotland	\$32,434	338	13.1
Shelby	\$37,346	438	13.1
Warren	\$39,093	2,217	11.3

Sources: Per Capita Personal Income - Bureau of Economic Analysis 2017  
 Poverty Level - American Community Survey 5 year data (2013-2017)

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

Statewide, 14.7 percent of working age Missourians report a barrier to employment. In nine of the 16 counties of the Northeast Region, the percentage of persons with barriers to employment is lower than the state average. Macon County has the highest percentage at 18.4 percent.

Barriers to employment can be homelessness, disabilities, and limited proficiency with the English language. In nine of the 16 counties in this region, the percentage of the population with a disability is higher than the state average; with Macon County having the highest percentage at 17.8. The percentage of the population with some difficulty speaking English is lower than the state average in all counties in the region.

Barriers to Employment								
County	Emergency and transitional shelters for people experiencing homelessness	Population 18 to 64 years with a Disability	Population 18 to 64 years with a Disability	Population with Some Difficulty with English	Population with Some Difficulty with English	Total Working Age Population with a Barrier to Employment	Total Population age 18-64	% of Working Age Population with a Barrier to Employment
<b>Missouri</b>	<b>2,609</b>	<b>463,456</b>	<b>12.7%</b>	<b>49,514</b>	<b>1.4%</b>	<b>537,757</b>	<b>3,658,653</b>	<b>14.7%</b>
Adair	0	1,546	9.0%	230	1.3%	1,864	17,173	10.9%
Clark	0	406	10.7%	0	0.0%	415	3,799	10.6%
Knox	0	382	17.5%	0	0.0%	396	2,177	17.9%
Lewis	0	601	10.2%	31	0.5%	677	5,878	11.4%
Lincoln	0	4,799	14.4%	179	0.5%	5,113	33,353	15.1%
Macon	0	1,503	18.0%	17	0.2%	1,533	8,332	18.4%
Marion	5	2,126	12.7%	0	0.0%	2,197	16,746	13.1%
Monroe	0	782	16.1%	13	0.3%	831	4,861	16.8%
Montgomery	0	968	14.7%	0	0.0%	1,006	6,571	15.2%
Pike	0	1,120	12.1%	27	0.3%	1,235	9,277	13.2%
Ralls	0	648	10.9%	3	0.1%	682	5,950	11.5%
Randolph	0	2,042	14.8%	75	0.5%	2,205	13,754	15.7%
Schuyler	0	340	14.2%	14	0.6%	355	2,391	14.8%
Scotland	0	300	11.6%	25	1.0%	325	2,582	12.6%
Shelby	0	473	14.2%	10	0.3%	483	3,342	14.5%
Warren	0	2,490	12.7%	86	0.4%	2,760	19,590	14.1%

Sources: 2013-2017 American Community Survey 5-Year Estimates  
Homeless Data: U.S. Census Bureau, 2010 Census, table PCT20

We have also found that some of the less obvious barriers include lack of transportation and/or childcare and basic skills deficiency.

**d. Employment rates for the last 5 years;**

The unemployment rate in the 16 counties of the Northeast Region has declined steadily from 2015-2018. In the first nine months of 2019, the unemployment rate has increased slightly in all counties. The statewide average unemployment rate for 2019 through September is 3.4 percent. The unemployment rate in nine counties is at or below the state average, with the lowest percentage in Knox County (2.9 percent) and the highest in Schuyler County (4.6 percent).

<b>Unemployment by County - Northeast Region</b>					
Year	2015	2016	2017	2018	2019 thru Sept
Missouri	5.0	4.6	3.8	3.2	3.4
Adair	5.6	5.7	4.3	3.0	4.1
Clark	7.1	7.3	5.6	3.0	3.7
Knox	3.9	3.5	3.2	2.0	2.9
Lewis	4.9	4.5	3.4	2.0	3.3
Lincoln	5.2	4.5	3.6	3.0	3.4
Macon	5.3	4.8	3.6	2.0	3.5
Marion	4.4	4.3	3.6	3.0	3.3
Monroe	5.2	4.8	4.3	3.0	4.2
Montgomery	5.0	4.6	3.3	2.0	3.2
Pike	4.6	4.5	3.4	3.0	3.6
Ralls	4.2	4.0	3.1	2.0	3.3
Randolph	6.0	5.2	4.5	3.0	4.0
Schuyler	5.8	6.3	4.8	4.0	4.6
Scotland	4.5	4.1	3.1	2.0	3.3
Shelby	4.7	4.1	3.4	3.0	3.2
Warren	4.8	4.2	3.2	2.0	3.0

Source: Local Area Unemployment Statistics

**e. Major layoff events over the past three years and any anticipated layoffs**

Company Name	Location(s)	County	Type of Notice	# Affected	Layoff or Closing Date
<b>Arcadia Metalcraft</b>	<b>Monroe City</b>	<b>Monroe</b>	<b>Layoff</b>	<b>60</b>	<b>10/2019</b>
<b>Kroger</b>	<b>Warrenton</b>	<b>Warren</b>	<b>Closure</b>	<b>44</b>	<b>5/30/19</b>
<b>ShopKo</b>	<b>Memphis</b>	<b>Scotland</b>	<b>Closure</b>	<b>15</b>	<b>3/7/19</b>
<b>Conti-Tech</b>	<b>Hannibal</b>	<b>Marion</b>	<b>Closure</b>	<b>34</b>	<b>2/21/18</b>
<b>ShopKo</b>	<b>Palmyra</b>	<b>Marion</b>	<b>Closure</b>	<b>19</b>	<b>12/8/17</b>
<b>Buckhorn Rubber</b>	<b>Hannibal</b>	<b>Marion</b>	<b>Closure</b>	<b>119</b>	<b>10/20/2017</b>
<b>Ortech</b>	<b>Kirksville</b>	<b>Adair</b>	<b>Closure</b>	<b>12</b>	<b>11/20/17</b>
<b>Dresser Arrow</b>	<b>Rand Louisiana</b>	<b>Pike</b>	<b>Closure</b>	<b>20</b>	<b>9/11/17</b>

NEMO WDB had two major layoffs in the past two years that were significant. The GM Strike impacted Arcadia Metalcraft, an automotive diecasting supplier, located in Monroe City. Arcadia is trying to recover from this setback, but it will take time to rebuild the business and contracts lost. We had layoffs this summer due to the GM strike in Wentzville, but most of them returned after the strike ended. Some were people who worked for suppliers to the General Motors Plant in Wentzville. It is important to note that this does not include a complete count of displaced workers from companies that were not provided Employment Transition services. Buckhorn Rubber in Hannibal moved their production out of the country. Most of the people affected were able to find employment with other local manufacturers and some changed careers. Kroger closed in Warrenton and the two Shopko Department Stores that closed were in small communities so even though the numbers were not high, it had an impact on the towns.

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

In Lincoln and Warren County, the proximity to St. Charles County is affecting them. The Board, Economic Development, Chambers, Education, and Local Elected Officials will develop a plan of how they will meet the needs of the businesses and jobseekers in those areas. Lack of post-secondary education opportunities with short-term training, housing, childcare, and public transportation are all barriers that need to be addressed. In Adair County, they have seen some large significant construction projects and have attracted more retail and hotel/tourism businesses. This area has great potential to continue to grow. The community leaders are dedicated to growing Adair and surrounding counties.

**7. Labor Market Analysis**

Provide an analysis of the LWDA’s current labor market including:

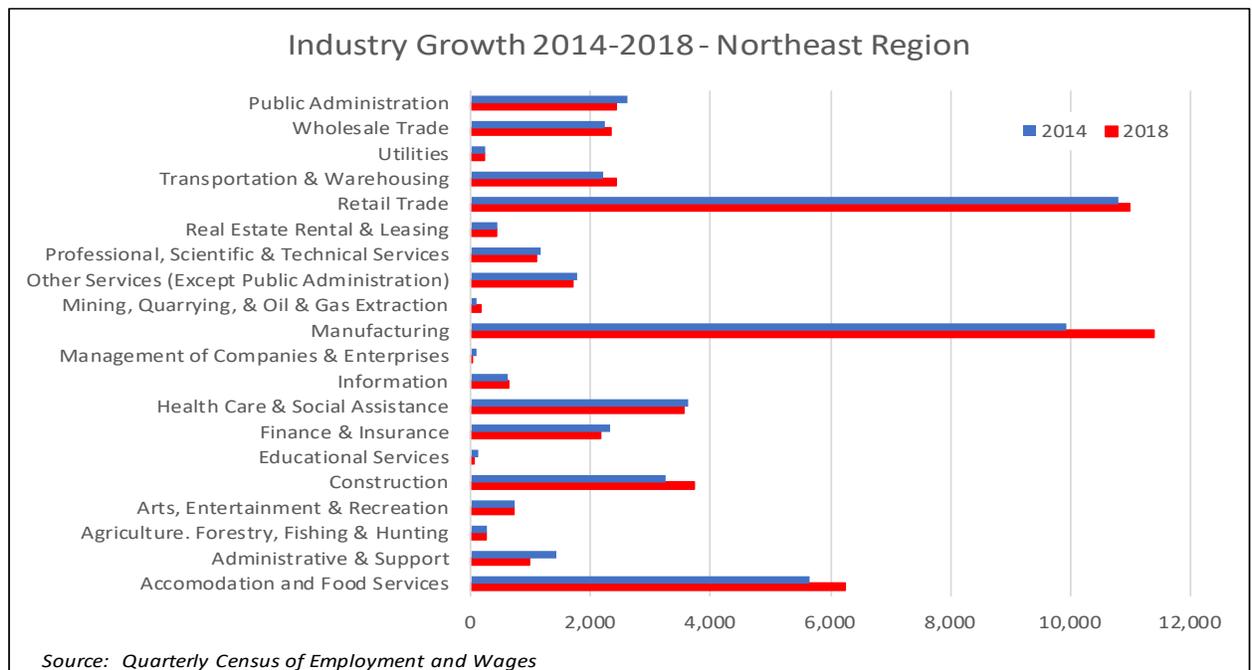
**a. Existing Demand Industry Sectors and Occupations**

All sectors are hiring. Food processing and manufacturing have a need for skilled operations people. Retail, fast food, sales, and banking all have openings for no or low skill employees, but possessing basic soft skills would be a plus. Healthcare providers are in great need for employees.

**Current Industry Demand**

Over time, several of the Northeast Region’s industries have grown steadily. Over the past 5 years, five industry groups have increased employment at a pace higher than the region’s average growth rate of 4.4 percent. Those industries are *Manufacturing* (1,460 at 14.7 percent), *Accommodation and Food Services* (608 at 10.8 percent), *Construction* (472 at 14.5 percent), *Transportation and Warehousing* (217 at 9.8 percent), and *Mining, Quarrying, and Oil and Gas Extraction* (66 at 6.29 percent).

The industries identified as currently in-demand also align with the findings of Missouri’s 2018 initiatives, Best in Midwest and Talent for Tomorrow. Statewide and regional data for the initiatives include an analysis of labor market information and industry data, while incorporating stakeholder feedback gathered through meetings held across the state. The work of some industries identified through this process, Information Technology and Agriculture, cross between many different industry sectors.



## 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 businesses.

The Northeast Region has two industries with LQs higher than 3, *Gasoline Stations* (4.0) and *NonMetallic Product Manufacturing* (3.2). Other industries with high LQs are *Crop Production* (2.0), *Animal Production* (1.9), *Truck Transportation* (1.8), *Nursing and Resident Care* (1.8), *Building Materials and Garden Supplies* (1.7), and *Heavy and Civil Engineering* (1.6).

2018 Northeast Region Location Quotients		
Industry	Employment	Location Quotient
Gasoline Stations	1,806	4.0
NonMetallic Product Manufacturing	363	3.2
Crop Production	489	2.0
Animal Production	237	1.9
Truck Transportation	1,209	1.8
Nursing and Resident Care	3,170	1.8
Building Materials and Garden Supplies	1,149	1.7
Heavy and Civil Engineering	954	1.6
General Merchandise Stores	1,301	1.4
Credit Intermediation & Related Activities	1,813	1.4
Wood Product Manufacturing	216	1.4
Transportation Equipment Manufacturing	461	1.1
Repair and Maintenance	804	1.1
Merch Wholesalers, nondurable goods	1,049	1.1
Motor Vehicle Parts Dealers	1,047	1.1

Source: MERIC, QCEW, 2018 Annual Averages

## Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From July 2018-June 2019, nearly 5,000 on-line job ads were placed for jobs located in the Northeast Region according to Labor Insight/Burning Glass.

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, Customer Service Representatives, Laborers and Freight, Stock, and Material Movers, Stock Clerks and Order Fillers, and Food Preparation and Serving Workers*. Occupations with the most job postings in the Next category are *Heavy and Tractor-Trailer Truck Drivers, Supervisors of Retail Sales Workers, Sales Representatives, Merchandise Displayers and Window Trimmers, and Production Workers*. Later occupations with the highest number of job postings are *Registered Nurses, Family and General Practitioners, Managers, Physicians and Surgeons, and Medical and Health Service Managers*. Many of the occupations with the higher number of job postings also appear on the list of jobs with the highest number of projected openings through 2026. The occupations with high numbers of job postings and high numbers of projected annual openings are identified with the star in the table below.

Top Job Ads - Northeast Region		
Occupation	Job Postings	
<b>NOW - Typically requires high school education or less and short-term training</b>		
Retail Salespersons	161	★
Customer Service Representatives	147	★
Laborers and Freight, Stock, and Material Movers, Hand	97	★
Stock Clerks and Order Fillers	84	★
Combined Food Preparation and Serving Workers	83	★
Security Guards	67	
Cashiers	63	★
Personal Care Aides	52	★
Light Truck or Delivery Services Drivers	41	★
Driver/Sales Workers	38	
<b>NEXT - Typically requires moderate/long-term training or experience or education beyond high school</b>		
Heavy and Tractor-Trailer Truck Drivers	243	★
First-Line Supervisors of Retail Sales Workers	135	★
Sales Representatives, Wholesale and Manufacturing	95	★
Merchandise Displayers and Window Trimmers	78	
Production Workers, All Other	76	
Food Service Managers	53	
First-Line Supervisors of Food Preparation and Serving Workers	52	
Licensed Practical and Licensed Vocational Nurses	51	
Nursing Assistants	43	★
Maintenance and Repair Workers, General	41	★
<b>LATER - typically requires a bachelor's degree or higher education</b>		
Registered Nurses	256	★
Family and General Practitioners	69	
Managers, All Other	62	★
Physicians and Surgeons, All Other	60	
Medical and Health Services Managers	56	★
Occupational Therapists	49	
Physical Therapists	42	
Speech-Language Pathologists	35	
Software Developers, Applications	35	
General and Operations Managers	33	★

Source: Labor Insight/Burning Glass job ads between July 2018-June 2019

★ = Top Job Openings in Now, Next and Later categories, 2016-2026 Occupational Projections for Northeast Region, MERIC

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

### Missouri Workforce 2019 Survey

In April through June of 2019, over 1,600 Missouri companies were surveyed to gauge the state of Missouri's workforce from the employers' point of view. Companies were randomly selected from a categorized list of Missouri Businesses queried from the Reference USA employer database. Employers surveyed represented the mix of industries found in Missouri and were equally located in metro and non-metro areas of the state. The 14 questions help with understanding hiring trends, skill needs and shortages, experience, and education requirements of Missouri employers.

A portion of the survey questions asked employers about changes in employment level within the past 12 months. The responses from employers were very similar, and in fact, within 2 percentage points of the state average. Almost half of employers reported that employment levels remained the same as

the year before. Employment increased slightly for 22 percent of businesses and significantly for an additional 8 percent. Twenty-one percent of employers report decreases in employment.

Employers were also asked about planned employment growth during the next year. Nearly half of employers plan to maintain current employment over the next 12 months. Almost one-third of employers plan to slightly increase employment while 4 percent plan significant employment increases. Over the next year, fifteen percent of employers plan slight decreases and 3 percent significant decreases in their workforce.

### b. Emerging Demand Industry Sectors and Occupation

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

Northeast Region believes Additive Manufacturing (3D Printing) has potential as an emerging market in the area and will be working with educational institutions to promote this training with in and out of school jobseekers.

### 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 2026.

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 *Educational Services, Ambulatory Health Care Services, Nonstore Retailers, Social Assistance, and Food Manufacturing.*

Industry Projections 2016-2026 - Northeast Region						
NAICS	Industry	Employment				
		2016 Estimated	2026 Projected	# Change	% Change	
000000	Total All Industries	82,319	86,410	4,091	4.97%	
611000	Educational Services	9,458	10,258	800	8.45%	
621000	Ambulatory Health Care Services	2,971	3,569	598	20.14%	
454000	Nonstore Retailers	1,209	1,753	544	45.01%	
624000	Social Assistance	2,196	2,676	480	21.87%	
311000	Food Manufacturing	2,177	2,587	410	18.85%	
452000	General Merchandise Stores	2,557	2,900	343	13.43%	
561000	Administrative and Support Services	1,282	1,499	217	16.94%	
493000	Warehousing and Storage	919	1,126	207	22.53%	
238000	Specialty Trade Contractors	1,909	2,103	194	10.15%	
813000	Religious, Grantmaking, Civic, Professional, & Similar Organizations	1,543	1,727	184	11.95%	

Source: 2016-2026 Long-Term Industry Projections, MERIC

### 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 and higher than the average growth rate of 5.11 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, Laborers and Freight, Stock, and Material Movers, Janitors and Cleaners, Food Preparation and Serving Workers, and Cashiers*. The largest growth in Next occupations is in the occupations of *Heavy and Tractor-Trailer Truck Drivers, Pharmacy Technicians, Maintenance and Repair Workers, Supervisors of Retail Sales Workers, and Teacher Assistants*. Later occupations with the highest growth are *Registered Nurses, Elementary School Teachers, General and Operations Managers, Secondary School Teachers, and Substitute Teachers*. These occupations are consistent with the industries identified as emerging industries.

<b>Highest Growth Openings -Northeast Region</b>						
<b>Occupation</b>	<b>% Growth</b>	<b>Average Wage</b>	<b>Annual Openings</b>			
			<b>Exits</b>	<b>Transfers</b>	<b>Growth</b>	<b>Total</b>
<b>NOW- Typically requires high school education or less and short-term training</b>						
Personal Care Aides	19.94%	\$21,783	127	96	29	252
Laborers and Freight, Stock, and Material Movers, Hand	14.45%	\$28,166	74	128	20	222
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	11.13%	\$25,358	83	80	13	176
Combined Food Preparation and Serving Workers, Including Fast Food	7.89%	\$19,805	152	159	13	323
Cashiers	4.01%	\$19,923	272	266	11	549
Childcare Workers	11.89%	\$20,191	82	62	11	155
Packers and Packagers, Hand	22.03%	\$26,272	36	43	10	89
Customer Service Representatives	10.66%	\$29,118	53	77	10	140
Construction Laborers	8.95%	\$44,977	37	70	9	116
Retail Salespersons	3.00%	\$24,696	126	158	6	291
<b>NEXT - Typically requires moderate to long-term training or experience or education beyond high school</b>						
Heavy and Tractor-Trailer Truck Drivers	6.53%	\$41,850	92	136	14	242
Pharmacy Technicians	30.70%	\$27,026	17	23	14	53
Maintenance and Repair Workers, General	6.78%	\$34,517	53	72	9	133
First-Line Supervisors of Retail Sales Workers	6.72%	\$35,267	43	79	8	129
Teacher Assistants	9.38%	\$22,386	41	34	7	81
Packaging and Filling Machine Operators and Tenders	15.11%	\$33,386	16	22	5	43
Medical Secretaries	17.74%	\$30,517	16	15	5	35
Medical Assistants	21.28%	\$28,033	9	13	4	26
Industrial Machinery Mechanics	14.56%	\$60,787	10	15	4	28
First-Line Supervisors of Production and Operating Workers	5.22%	\$52,805	22	44	4	70
<b>LATER - Typically requires a bachelor's degree or higher education</b>						
Registered Nurses	11.57%	\$53,883	36	28	14	78
Elementary School Teachers, Except Special Education	8.67%	\$46,813	47	52	12	110
General and Operations Managers	6.85%	\$71,387	30	87	10	126
Secondary School Teachers, Except Special and Career/Technical Education	8.49%	\$42,516	35	42	9	86
Substitute Teachers	10.94%	\$23,064	45	34	8	87
Child, Family, and School Social Workers	18.14%	\$33,672	16	29	8	53
Health Specialties Teachers, Postsecondary	27.27%	\$106,343	7	7	5	19
Mental Health and Substance Abuse Social Workers	19.64%	\$37,974	9	16	4	29
Speech-Language Pathologists	27.22%	\$63,512	3	6	4	13
Market Research Analysts and Marketing Specialists	29.37%	\$40,814	4	11	4	20

Source: 2016-2026 Long-Term Occupational Projections, MERIC

### 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.

Interviews with local economic developers, employers, and Board members show welding, CNC, CPT, Engineers, Truck Drivers, Maintenance, Machine Tool, Drafting, Design and Blue Print Reading, Childcare Workers, Teachers, and Healthcare workers at all levels are in demand in Northeast Region. Northeast Missouri Development Partnership is in the process of compiling data for a labor-demand study that will further enlighten the Board on the region’s needs.

### 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. Labor Insight/Burning Glass 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 intelligence on employer needs.

Five industries growing faster than the regional average over the last five years were identified in the Economic Analysis section of the Plan. These industries are listed below with the specialized skills, certifications, and software and programming requested most by employers in job ads. Information is added in all regions as Information Technology workers are required by all industries in the state. Less than five Certifications and Software/Programming skills were listed in job ads for some industries.

In the software and programming category, Microsoft Office and its products such as Word, Excel, PowerPoint, and Access ranked at the top of the list across all 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	Lifting Ability	Driver's License	SAP
	Packaging	Forklift Operator Certification	SolidWorks
	Repair	Six Sigma Black Belt Certification	AutoCAD
	Forklift Operation	Project Management Certification	Enterprise Resource Planning (ERP)
	Machinery	Professional in Human Resources	HAZOP
Accommodation and Food Service	Cleaning	Driver's License	Adobe Acrobat
	Teaching	ServSafe	Apache Groovy
	Customer Service	Registered Dietitian	SAS
	Retail Industry Knowledge	Food Handler Certification	Word Processing
	Food Preparation		
Construction	Repair	Driver's License	Word Processing
	Electrical Work	OSHA Safety 10 Hour	AutoCAD
	Machinery	Welding Certification	
	Welding	Commercial Driver's License (CDL)	
	Customer Service	Occupational Safety and Health Administration Certification	
Transportation & Warehousing	Truck Driving	Commercial Driver's License (CDL)	AS/400
	Over The Road	Driver's License	SAP
	Repair	Automotive Service Excellence (ASE) Certification	Swift (Programming Language)
	Lifting Ability	Forklift Operator Certification	AutoCAD
	Transportation Industry Knowledge	Department of Transportation (DOT) Medical Certification	Virtual Private Networking (VPN)
Mining, Quarrying, & Oil & Gas Extraction	Equipment Operation	Driver's License	SAP
	Welding	Commercial Driver's License (CDL)	Word Processing
	Teaching	ASME Pressure Vessel Section VIII	
	Customer Service		
	Materials Transport		
Information Technology	Sales	Driver's License	SQL
	Retail Sales	Professional in Human Resources	Java
	Broadcast Industry Knowledge		NoSQL
	SQL		Python
	Java		Customer Relationship Management (CRM)

Source: Labor Insight/Burning Glass, 2018 job ads

## 8. Workforce Analysis

### a. Employment and Unemployment

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

According to our local economic development partners, the employers in Northeast Region are using more technology and automation. Many of the employers are utilizing more part-time or temporary workers due to lack of qualified applicants, high absenteeism, and turnover. Many of the employers indicate they will hire someone with very basic skills, if they are willing to work and, in some cases, be able to pass a drug test.

### Population Data

The U.S. Census Bureau estimates that Missouri's population grew to over 6.1 million, up by 0.3 percent in 2018 from the previous year. In the Northeast Region over the past year, the population in 7 of the 16 counties grew at a faster rate than the state as a whole. The highest growth rate was in Lincoln County, adding over 1,500 residents from 2017 to 2018, and adding nearly 3,900 residents from 2013 to 2018.

Northeast Region Population Change by County					
County	1 Year Change 2017-2018		5 year change 2013-2018		
	Percentage	Number	Percentage	Number	
Missouri	0.3%	17,840	1.4%	85,794	
Adair	0.1%	33	-1.4%	-362	
Clark	1.7%	115	-0.8%	-55	
Knox	-0.7%	-28	-2.8%	-113	
Lewis	-1.1%	-109	-2.5%	-255	
Lincoln	2.8%	1,552	7.2%	3,871	
Macon	-0.6%	-88	-2.1%	-320	
Marion	-0.1%	-21	-0.6%	-175	
Monroe	0.6%	54	-1.2%	-102	
Montgomery	0.9%	106	-2.7%	-322	
Pike	-0.2%	-42	-0.6%	-105	
Ralls	-0.1%	-10	0.5%	55	
Randolph	-0.7%	-169	-0.7%	-181	
Schuyler	1.9%	85	5.2%	228	
Scotland	0.1%	3	1.5%	74	
Shelby	0.5%	33	-1.7%	-103	
Warren	1.0%	346	5.3%	1,761	

Source: US Census, Population Estimates

### Demographics

In some ways, Northeast Region's population is similar to Missouri's population. In most of the region's counties, a smaller percentage of the population is in the age groups of 25-34 years and 35-54 years than the state average of 32.5 percent. The population age 55 and over is above the state average of 28.9 percent in 13 of the 16 counties. The county with the highest percentage of residents age 55 and up is Monroe County with 37.4 percent in this age group.

The male/female gender split is close to the state average in all counties. In Missouri, 9.7 percent of citizens are civilian veterans. In 10 of the 16 counties of the Northeast Region, the percentage of veterans is at or above the above the state average. The county with the highest percentage of veterans in the region is Macon County (12.1 percent).

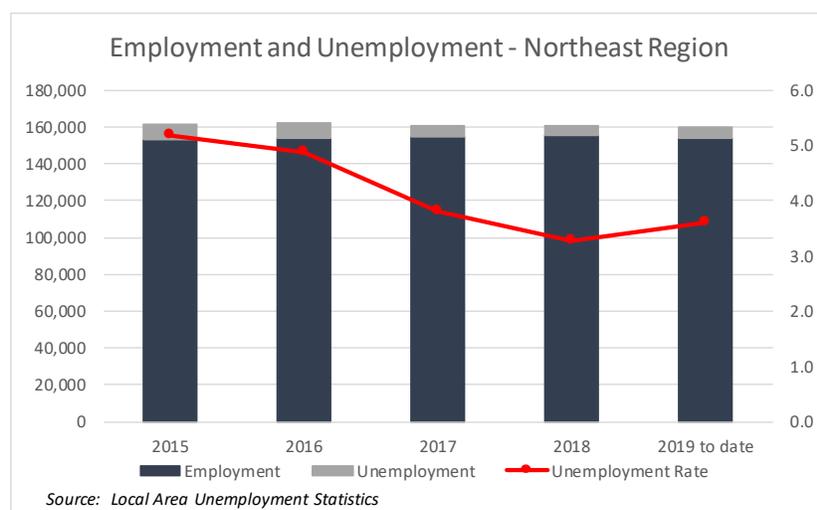
Adair County has experienced a large increase in Congolese and West African immigrants. Race/Ethnicity statistics for Missouri are different from the county averages of most counties in the region. All counties in the region have a lower percentage of minorities than the state average.

County	Total Population				Gender		Veterans Civilian	Race/Ethnicity							
	Under 25 years	Age 25-34	Age 35-54	Age 55+	Male	Female		White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Some other race	Two or more races	Hispanic or Latino
Missouri	32.5%	13.3%	25.3%	28.9%	49.1%	50.9%	9.7%	79.8%	11.5%	0.4%	1.8%	0.1%	0.1%	2.2%	4.0%
Adair	47.2%	10.2%	18.0%	24.6%	47%	53%	6.4%	90.5%	2.4%	0.2%	2.3%	0.1%	0.2%	1.8%	2.3%
Clark	30.4%	10.2%	24.9%	34.4%	51%	49%	10.3%	97.2%	0.3%	0.2%	0.1%	0.0%	0.0%	1.7%	0.5%
Knox	32.1%	9.4%	23.2%	35.3%	51%	49%	10.7%	96.5%	0.4%	0.0%	0.1%	0.4%	0.0%	1.7%	1.0%
Lewis	35.0%	11.1%	22.9%	30.9%	50%	50%	10.2%	92.8%	2.9%	0.6%	0.2%	0.1%	0.0%	1.6%	1.7%
Lincoln	34.6%	12.7%	27.1%	25.6%	50%	50%	9.5%	93.4%	1.9%	0.2%	0.4%	0.1%	0.0%	1.7%	2.3%
Macon	31.1%	10.5%	23.3%	35.1%	50%	50%	12.1%	94.0%	2.3%	0.3%	0.4%	0.0%	0.1%	1.7%	1.3%
Marion	32.7%	12.2%	24.7%	30.4%	48%	52%	10.8%	90.2%	4.9%	0.2%	0.7%	0.1%	0.1%	2.2%	1.6%
Monroe	28.9%	9.8%	23.8%	37.4%	51%	49%	10.6%	93.3%	3.4%	0.1%	0.2%	0.2%	0.0%	1.1%	1.6%
Montgomery	29.7%	10.5%	24.7%	35.2%	50%	50%	10.7%	94.4%	1.4%	0.1%	0.1%	0.2%	0.0%	1.9%	1.8%
Pike	31.1%	13.2%	25.8%	29.9%	55%	45%	10.6%	88.3%	5.9%	0.5%	0.6%	0.1%	0.1%	2.3%	2.2%
Ralls	29.0%	9.6%	26.1%	35.4%	51%	49%	10.7%	95.8%	1.3%	0.5%	0.5%	0.0%	0.0%	0.8%	1.2%
Randolph	31.4%	13.5%	26.7%	28.4%	52%	48%	9.3%	89.0%	5.7%	0.5%	0.6%	0.1%	0.1%	2.0%	2.0%
Schuyler	34.5%	9.9%	23.1%	32.6%	50%	50%	7.5%	97.3%	0.8%	0.0%	0.0%	0.0%	0.0%	1.2%	0.7%
Scotland	36.3%	11.3%	22.0%	30.5%	49%	51%	7.4%	97.5%	1.7%	0.0%	0.0%	0.0%	0.0%	0.5%	0.3%
Shelby	31.2%	10.3%	23.6%	34.9%	50%	50%	9.0%	95.9%	2.0%	0.0%	0.1%	0.0%	0.0%	0.3%	1.7%
Warren	31.2%	11.8%	25.6%	31.4%	50%	50%	10.8%	92.0%	2.3%	0.5%	0.4%	0.2%	0.0%	1.3%	3.2%

Sources: 2013-2017 American Community Survey 5-Year Estimates

## Employment and Unemployment

The number of Missourians in the labor force has remained relatively steady over the past 5 years at close to 160,000. The number of persons employed has decreased steadily since 2015 from just over 8,300 to just over 5,700 in the Northeast Region.



## Labor Force Participation

The Labor Force Participation Rate is the number of people available for work as a percentage of the total population. Using American Community Survey 5 year data through 2017, Missouri's Labor Force Participation Rate is 63.2 percent. In comparison, the rate for the Northeast Region is lower at 59.3 percent. The county with the highest Labor force Participation Rate in the Northeast Region is Shelby County (64.4 percent) and the lowest is Pike County (53.1 percent).

## b. Labor Market Trends

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

### Top Growing Occupations

Over the long term, industry needs for certain occupations grow while others decline. A trained and ready workforce is needed to fill employer demand and offer job seekers bright prospects for 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 14 Workforce Development regions. These projections provide insight on the occupations that are growing and declining. The total number of openings account for 3 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 5 jobs by the number of projected openings. These projections extend through 2026 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 openings in the Now category are *Cashiers* (5,489), *Food Preparation and Serving Workers* (3,231), *Waiters and Waitresses* (3,120), *Retail Salespersons* (2,905), and *Secretaries and Administrative Assistants* (2,743). The reason for a high number of openings is turnover within these occupations.

Occupations with the highest number of openings in the Next category are *Heavy and Tractor-Trailer Truck Drivers* (2,415), *Nursing Assistants* (1,434), *Retail Sales Supervisors* (1,294), *Bookkeeping, Accounting, and Auditing Clerks* (1,060), and *Restaurant Cooks* (835). 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 openings are *General and Operations Managers* (1,262), *Elementary School Teachers* (1,103), *Substitute Teachers* (866), *Secondary School Teachers* (859), and *Farmers, Ranchers, and Other Agricultural Managers* (835). According to the job ads, some of the jobs listed in this category are also in high demand in the region.

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*.

Northeast Region Long-Term Occupational Projections							
Occupation	2016	2026	Growth Openings	Exits	Transfers	Total Openings	Median Wages
	Estimated Employment	Projected Employment					
<b>NOW</b>							
Cashiers	2,840	2,954	114	2,720	2,655	5,489	\$18,502 🔥
Food Prep. & Serving Workers	1,647	1,777	130	1,516	1,585	3,231	\$18,741 🔥
Waiters and Waitresses	1,687	1,665	-22	1,241	1,901	3,120	\$18,891
Retail Salespersons	1,965	2,024	59	1,263	1,583	2,905	\$21,765 🔥
Secretaries and Administrative Assistants	2,899	2,679	-220	1,502	1,461	2,743	\$28,961
<b>NEXT</b>							
Heavy and Tractor-Trailer Truck Drivers	2,097	2,234	137	918	1,360	2,415	\$39,265 🔥
Nursing Assistants	1,304	1,293	-11	789	656	1,434	\$22,840 🔥
First-Line Supervisors of Retail Sales Workers	1,131	1,207	76	431	787	1,294	\$33,320 🔥
Bookkeeping, Accounting, and Auditing Clerks	989	971	-18	607	471	1,060	\$31,173
Cooks, Restaurant	577	598	21	344	470	835	\$19,480
<b>LATER</b>							
General and Operations Managers	1,402	1,498	96	301	865	1,262	\$60,599 🔥
Elementary School Teachers	1,350	1,467	117	465	521	1,103	\$44,731
Substitute Teachers	695	771	76	447	343	866	\$22,885
Secondary School Teachers	1,083	1,175	92	346	421	859	\$39,819
Farmers, Ranchers, and Other Agricultural Managers	1,076	1,110	34	639	162	835	n/a

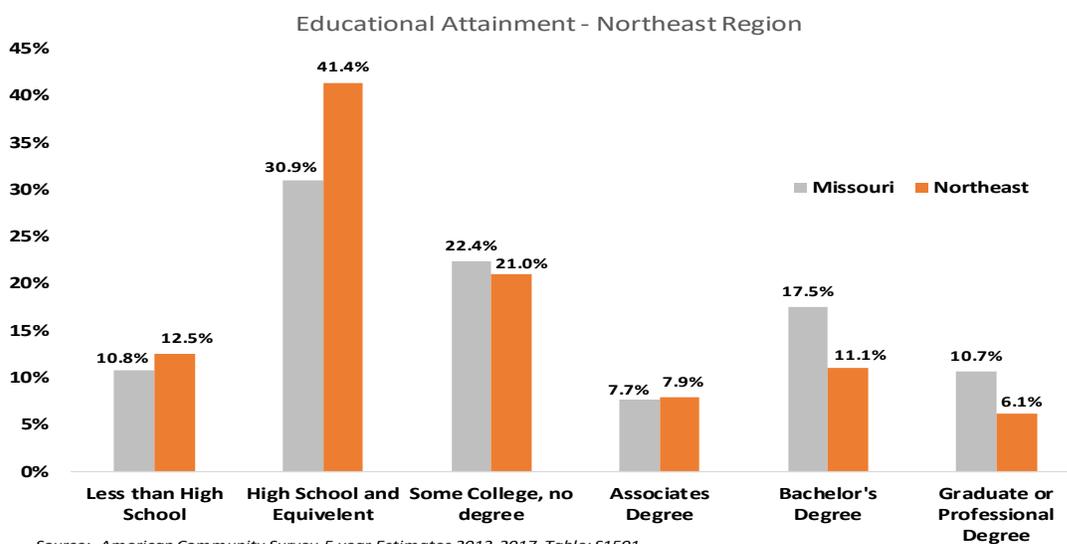
🔥 denotes occupations in the top ten for 2018 on-line job ads in the region and within the Now-Next-Later classification.  
 Source: MERIC Occupational Projections 2016-2026

### 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. More Missourians have either a high school diploma or some college education, but no degree, compared to the national average. However, less Missourians have earned an associate’s degree, bachelor’s degree, or graduate/professional degree than the national average. In the Northeast Region, the educational attainment rates for individuals with a high school diploma and Associate’s Degree are higher than the state average. However, the percentage of people in the region with some college, but no degree are slightly below the state averages.

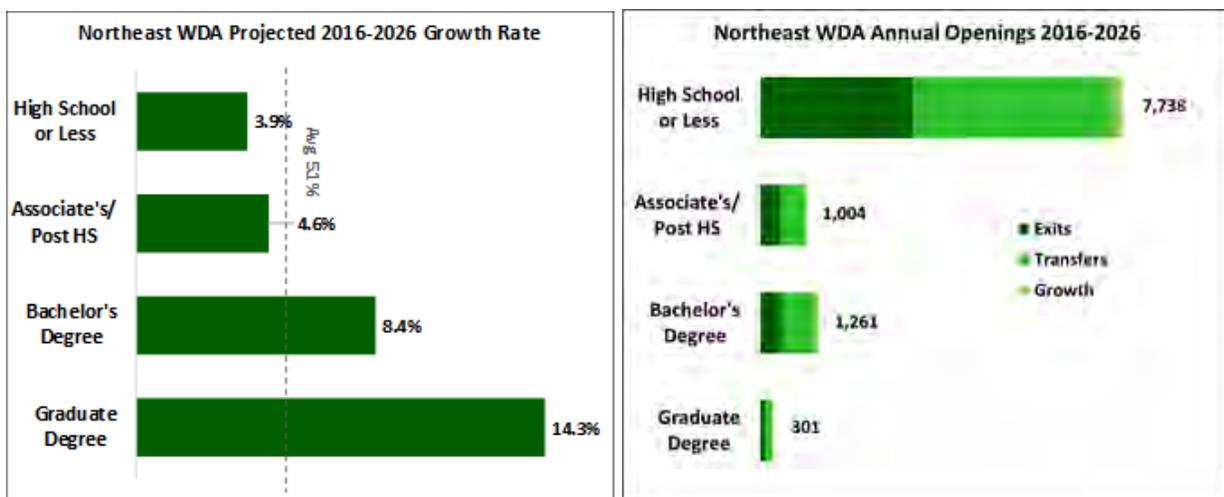


## Occupational Projections

Long-term projections are used to identify the fastest growing occupations, as well as occupations with a high number of openings through 2026.

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 than the Northeast WDA average. 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 2026. 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

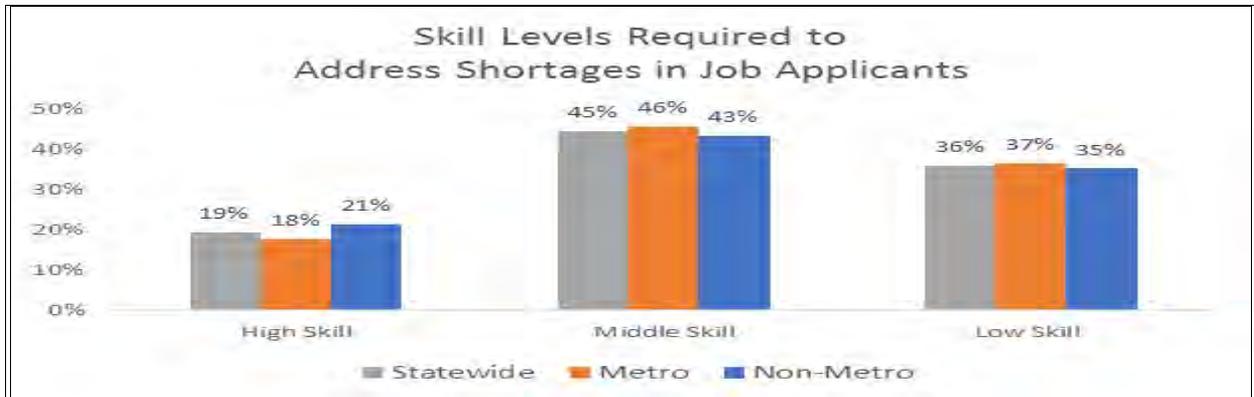
Describe apparent 'skill gaps' in the local area. How were the "skills gaps" determined?

### Missouri Workforce 2019 Survey

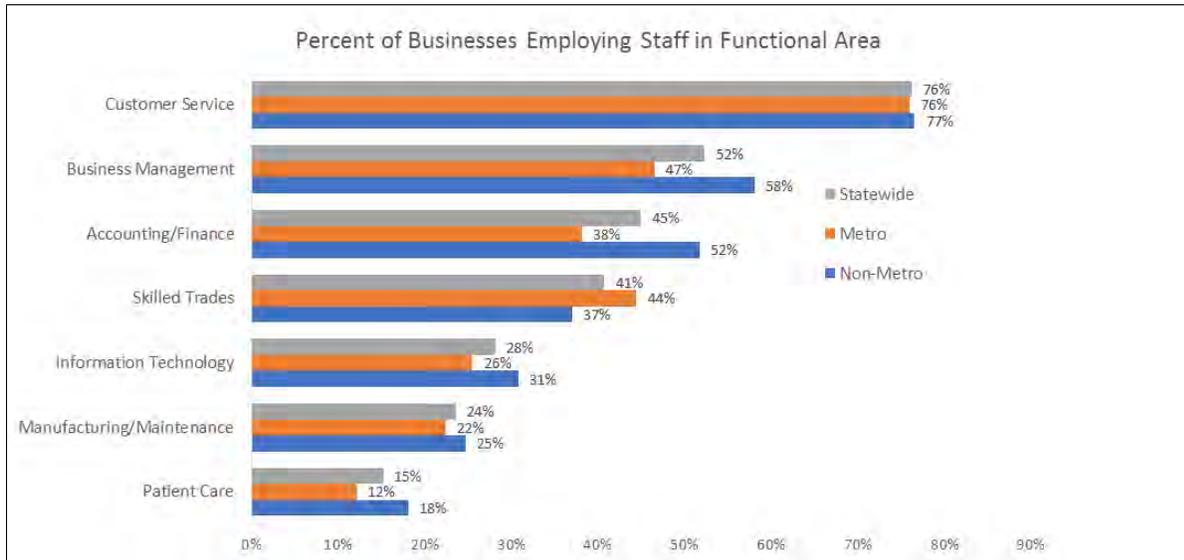
In April through June of 2019, over 1,600 Missouri companies were surveyed to gauge the state of Missouri's workforce from the employers' point of view. Companies were randomly selected from a categorized list of Missouri Businesses queried from the Reference USA employer database. Employers surveyed represented the mix of industries found in Missouri and were equally located in metro and non-metro areas of the state. The 14 questions help with understanding hiring trends, skill needs and shortages, experience, and education requirements of Missouri employers.

One of the survey questions asked employers about any planned changes in employment levels during the next 12 months. While 49 percent anticipate employment remaining the same as previous years, 33 percent plan to increase employment. This statistic is significant as we begin to understand employer skill needs and gaps, as well as barriers to expanding employment.

Twenty-eight percent of employers responded that they are experiencing a shortage of skilled applicants, and the responses were similar in the metro and non-metro areas. Most of the shortages were in middle-skill jobs, or jobs that require education and/or training beyond a high school diploma but do not require a four-year degree.



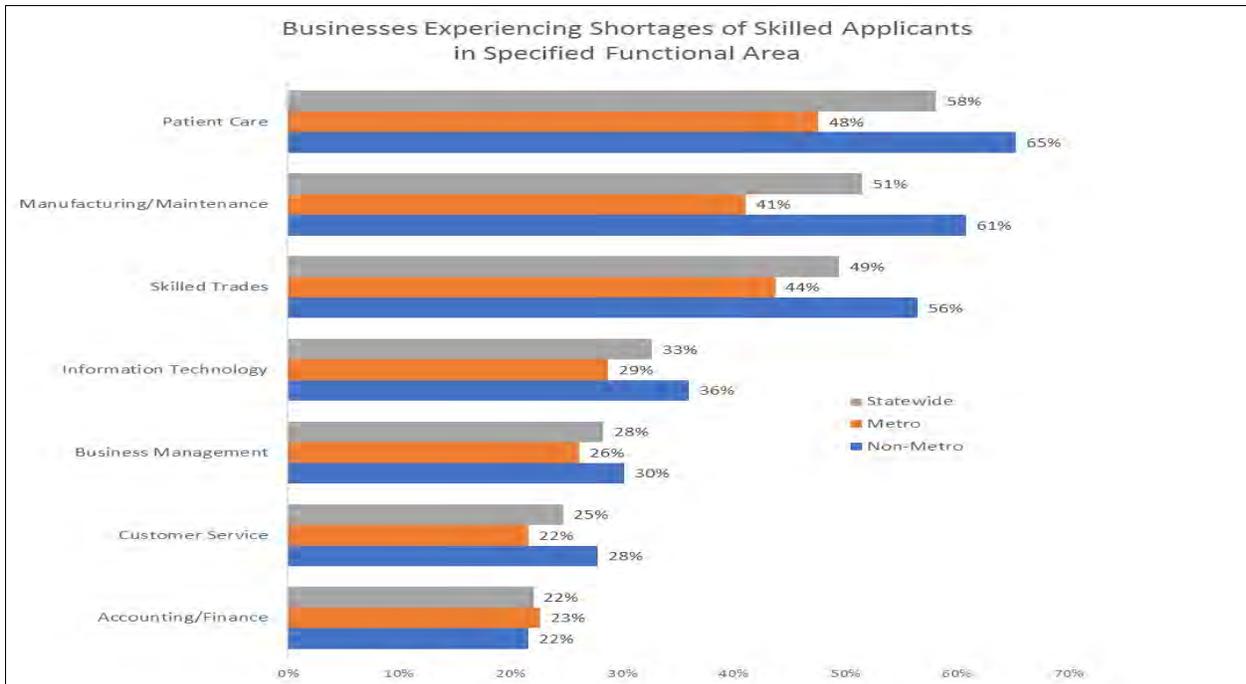
Companies employ workers in a variety of occupations, or functional areas. The companies were asked about employment within those functional areas of their businesses as a means of understanding the types of jobs Missouri employers have working in their businesses.



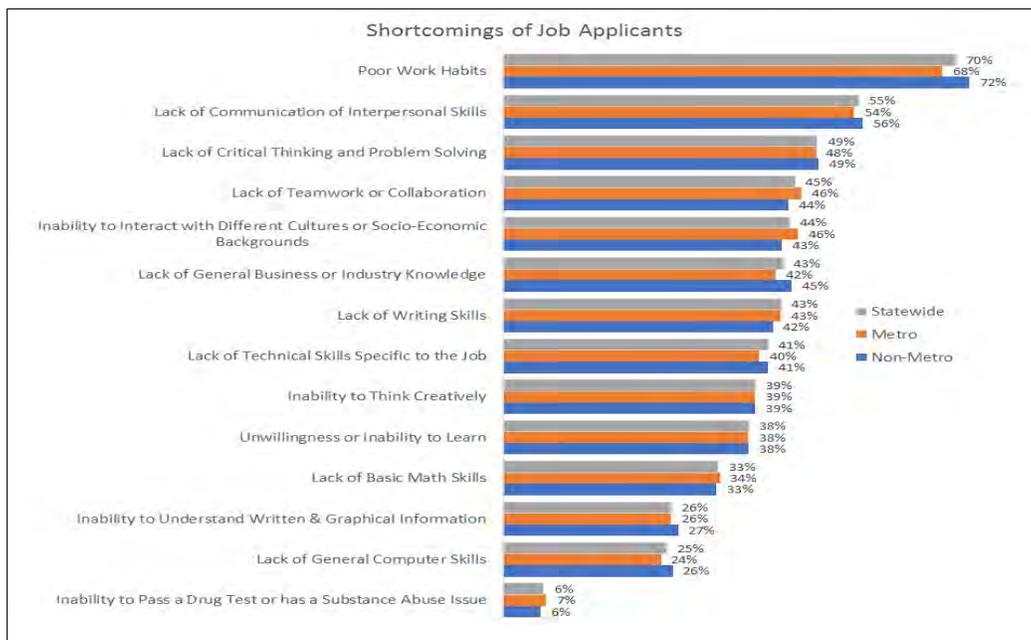
Companies indicating that they had employees in each functional area were then asked if they were seeing a shortage of skilled applicants in those areas. In every area except *Accounting*, a greater number of non-metro than metro areas are seeing a shortage of skilled applicants.

The largest majority of employers in Northeast Region indicate applicants are lacking in soft skills, professional skills, math skills, analytical thinking, problem solving skills and communication skills.

In Lincoln County and Warren County, the Job Center is partnering with the economic development districts, who are working with educational institutions, to build workforce development training centers in each county to address skills gaps and needs of employers. These centers will collaborate with local industries to train the students, including adults, on what the industry needs and prepare them with the skills necessary to transition into employment positions immediately. Lincoln and Warren Counties are in growth areas with a projected population growth of 5-8%.



Over 90 percent of companies surveyed reported at least one shortcoming in recent job applicants. The most common shortcoming cited is poor work habits, followed by lack of communication skills and lack of critical thinking and problem solving. The results are similar in Missouri’s metro and non-metro areas, indicating that applicant shortcomings, particularly in soft skills, is consistent across the state.



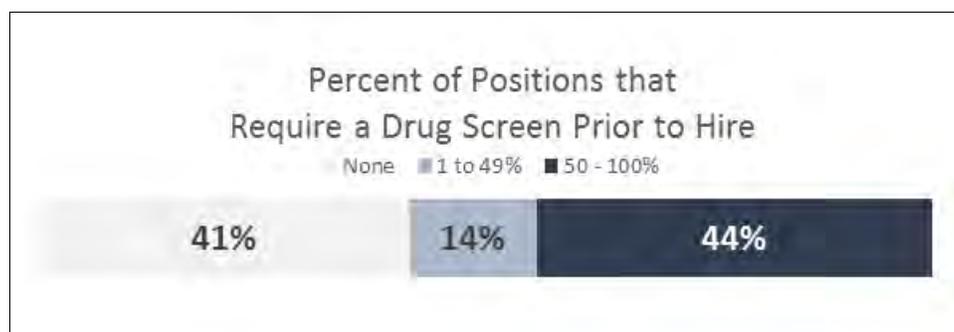
Individuals who are justice-involved or have difficulty passing a drug screen or background check often have a more difficult time finding employment. With low unemployment and high job opening rates, many employers are considering traditionally overlooked groups of potential employees. Nearly all

employers report that they require a background check prior to employment for at least half of their positions. Results were similar for metro and non-metro areas. Despite nearly all employers requiring a background check, less than 1 percent stated they would not hire a person convicted of a felony.

Northeast Region will continue to work closely with the two correctional facilities in the region as well as the local and county justice systems to transition individuals from the justice system to employment in our local communities.



Forty-one percent of employers statewide report they do not require a drug screen prior to hire for any of their positions, while another 14 percent require the screen for up to half of their positions. The results are similar for 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. Students can select which courses they want to take. 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. We have also placed Teknimedia at the Paris Senior Center, Randolph County Caring Communities and several employer locations.

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 three Comprehensive Job Centers, an Affiliate Job Center 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 be counseled 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.

Link: <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. A variety of 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 Randolph County  
(Satellite sites in Hannibal, Kirksville, and Macon)
- 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. *See OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](http://jobs.mo.gov/dwdissuances).*
- 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. *See OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](http://jobs.mo.gov/dwdissuances).*

### 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.](#) , 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 OWD Workforce Coordinator for the NEMO region. The Workforce Coordinator provides on-site or in-person ETT services to any layoff affecting 25 or more. Layoffs affecting 24 or less may be offered on-site services as needed or requested by the employer. At a minimum, smaller layoffs will be provided informational packets that include the ETT programs and services brochure, the Division of Employment Security (DES) UI Benefits fact sheet, the Missouri Economic Research Information Center (MERIC) regional Real Time Labor Market Summary and any other information deemed appropriate. Every ETT event is unique, therefore, each event shall be assessed individually, and services provided shall be determined based on the wishes of the employer, the needs of the affected workers, and the timeframe of the layoff. Workforce Coordinators are the designated lead for all layoff events, however, local staff are included and informed to ensure both employers and affected workers receive all needed services. Workforce Coordinators coordinate with the Executive Director, Functional Leaders, regional business services team, Union Representatives, and community groups. The Executive Director and Missouri Job Center Functional Leaders are kept informed throughout the ETT process and notified of layoff activity, meeting dates, planned events, and changes in layoff schedules. The Workforce Coordinator is the primary contact for employers participating in ETT. During the initial contact with the company an assessment will be conducted which may include but not necessarily be limited to: 1) layoff plans and the schedule of the employer; 2) potential for averting the layoff by consulting with State or local Economic Development agencies; 3) assistance needs of the affected workers; 4) reemployment prospects for workers in the local community; and 5) available resources to meet the needs of the affected workers. After the initial assessment is completed, the Workforce Coordinator will provide the necessary agencies, 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 Workforce Coordinator is responsible for maintaining awareness of business hiring and layoff activities in the region. These proactive measures include participating in local business organization meetings, developing linkages with economic development organizations and local union representatives, and reviewing business news/media for any issues that may adversely affect businesses in the region. The Workforce Coordinator attends and speaks at a variety of business and agency driven events regularly to make business and agencies aware of the ETT services that are available in the region free of charge.

- d. 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 in to 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 Functional Leader 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. (In Process)**

- c. 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). UInteract 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/dwdissuances](https://jobs.mo.gov/dwdissuances) 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 Sub-Contractors (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 Sub-Contractors 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 sub-contractors 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.

Subcontractors of WIOA services in the Northeast region are reviewed and approved by the Board at least annually. Quarterly progress reports are presented to the Functional Leaders at the Quarterly Meeting; those reports include performance-to-date information and expenditures. Performance results for the Region and each sub-contractor 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 Sub-Contractor 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, and other 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 Sub-Contractors 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.

PY2020 Performance Measures have not been negotiated to date and will be added to the local plan when we have a final agreement with OWD. We will submit a local plan modification at that time, if required.

### **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 an initial 30-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](http://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 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.

### **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 Sub-Contractors 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 in different 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 contact with a youth participant's employer, including assistance in addressing work-related problems that arise.</p>	<p>The Case Managers do regular follow-ups with youth to ensure they are successful. These contacts are made 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 identifies 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 may consist 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's 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](http://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](http://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](http://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](http://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](http://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 state wide 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 three full-service job centers, the affiliate site, access points, or through any internet connection. This allows customers to access services at various locations including public libraries, schools, personal computers, etc. The [jobs.mo.gov](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 that 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 UInteract 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. 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 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 Apprenticeship 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.

### **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.

### **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 meetings 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 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 Skype. 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 a some money to get started upon release. 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 skillup 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	51
MACON	89% COMPLETED	27
MARION	2019	58
MONROE	2019	22
MONTGOMERY	2018	22
PIKE	88% COMPLETED	30
RALLS	2018	16
RANDOLPH	2016	52
SCOTLAND	NOT PARTICIPATING YET	3
SCHUYLER	NOT PARTICIPATING YET	2
SHELBY	82% COMPLETED	12
WARREN	2017	39

## 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.

## REQUIRED ATTACHMENTS

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**

# Attachment 7

## Local Workforce Development Board

### ATTESTATION FOR REVIEW OF BY-LAWS

The following form must be completed and submitted to the Division of Workforce Development annually. The purpose of the form is to assure that all members of the Local Workforce Development Board have reviewed and understand their current by-laws. The form must be signed and dated by at least a quorum of the membership. Please include the printed name of the member on the line below their signature.

Name of Local Workforce Development Board: NEMO Workforce Development Board

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

Corey Mehaffy 5-19-20  
 Corey Mehaffy, Chairperson Date

\_\_\_\_\_  
 Mike McGhee Date

\_\_\_\_\_  
 Dennis Gill Date

Mark Chambers 4/21/2020  
 Mark Chambers Date

\_\_\_\_\_  
 Les Cardwell Date

Michael Puroil 5/19/2020  
 Michael Puroil Date

Annette Sweet 4/21/20  
 Annette Sweet Date

Vincci (Mac) Wilt 5/20/20  
 Vincci (Mac) Wilt Date

Donny J. Carroll 05/19/20  
 Donny Carroll Date

Stephen Garner May 20/2020  
 Stephen Garner Date

Jim Koive 4-21-2020  
 Jim Koive Date

Janice Robinson 4-22-20  
 Janice Robinson Date

Carolyn Chrisman 4-21-2020  
 Carolyn Chrisman Date

Lydia McCellan 4/29/2020  
 Lydia McCellan Date

Kara Berlin-Bates 4/21/2020  
 Kara Berlin-Bates Date

Gabe Suddarth 5-27-20  
 Gabe Suddarth Date

\_\_\_\_\_  
 Shyla Brauch Date

Allie Bennett 04/20/2020  
 Allie Bennett Date

Darin Arnsmeyer 5/16/20  
 Darin Arnsmeyer Date

\_\_\_\_\_  
 Joe Rubison Date

\_\_\_\_\_  
 Steve Sellenriek Date

\_\_\_\_\_  
 Date

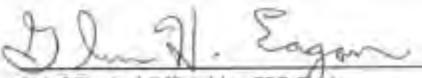
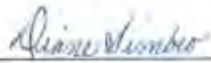
Brauch, Shyla  
 Brauch, Shyla (Jun 8, 2020 11:36 CDT)  
 Shyla Brauch Date

**STATEMENT OF ASSURANCES CERTIFICATION**

The officials listed below certify through their signature that the region has met the following requirements:

- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations and WIOA service providers) were involved in the development of this plan;
- Assures a written agreement has been developed between the local workforce development board and the current one-stop operator(s);
- Assures a written agreement has been developed between the chief elected official(s) and the local workforce development board;
- Assures the chief elected official(s) agree(s) with the selection of the one-stop operator;
- Assures the chief elected official(s) authorized the designation/selection of the region's fiscal agent;
- Assures the Governor and his administrative staff that all WDB members are nominated, and maintenance of membership over time is completed, on good faith and actions in compliance with the Office of Workforce Development WDB member certification OWD Issuance 10-2018.
- Assures the CEO, LWDB members and LWDB staff have read and understand the Conflict of Interest policy; and
- Assures the plan received a 30-day public comment period.

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

<u></u>	<u>2-4-20</u>
Chief Elected Official (or CEO Chair)	Date
<u></u>	<u>2-4-20</u>
Workforce Development Board Chair	Date
<u></u>	<u>2-4-2020</u>
Workforce Development Board Director	Date

## 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 public comment period shall consist of 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)

LOCAL COMPREHENSIVE ONE STOP JOB CENTERS The Northeast Region consists of three “comprehensive” full service One-Stop Missouri Job Centers located in Warrenton, Kirksville and Hannibal. Additionally, is an Affiliate site located in La Belle MO and an Access Point located in Macon MO.

Below is a listing of the job centers and our partners and the services provided by these partners. Some of our partners are co-located full time or part time at the job centers and affiliate sites. Physically collocated partners are indicated with a red checkmark.

NAME OF JOB CENTER	Missouri Comprehensive Job Center Hannibal	Missouri Comprehensive Job Center Kirksville	Missouri Comprehensive Job Center Warrenton	Affiliate Job Center La Belle	Access Point Macon
ADDRESS	203 North 6 <sup>th</sup> Street, Hannibal MO 63401	2105 East Normal, Kirksville MO 63501	111 Steinhagen Road Warrenton MO 63383	103 South Third La Belle MO 63447	1404 South Missouri Suite 221 Macon MO 63552
PHONE NUMBER	573-248-2520	660-785-2400	636-456-9467	660-213-3221	660-385-6570
FAX NUMBER	573-248-2526	660-785-2404	636-456-2329	660-213-3223	660-385-6576

PARTNER / SERVICES OFFERED Services offered at the One-Stop indicated with a Black Checkmark. Services Offered & Physically Located at the One-Stop is indicated with a Red Checkmark	Missouri Job Center Hannibal	Missouri Job Center Kirksville	Missouri Job Center Warrenton	Affiliate Job Center Labelle	Access Point Macon
Office of Workforce Development – Wagner-Peyser Basic Career Employment and Training Services, Trade Act, Veteran’s Employment Services	✓	✓	✓		
Boonslick Regional Planning Commission – (Sub-contractor to the NEMO WDB) WIOA Title 1 B Adult and Dislocated Worker and Youth, TANF Skillup, TANF Food & Nutrition Services, TANF Youth Jobs League, WIOA Intensive Employment and Training Services			✓		
GAMM, Inc. – (Sub-contractor to the NEMO WDB) WIOA Title 1 B Adult and Dislocated Worker and Youth, TANF Skillup, TANF Food & Nutrition Services, TANF Youth Jobs League, WIOA Intensive Employment and Training Services	✓	✓		✓	✓
Moberly Area Community College – Adult Education Literacy – Moberly and Bowling Green	✓	✓			
Macon County R-1 School District – Adult Education Literacy – Macon, Monroe City, Hannibal, Shelbina, LaBelle, & Kirksville	✓	✓		✓	

PARTNER / SERVICES OFFERED **Physically Located at the One-Stop is indicated with a Red Checkmark	Missouri Job Center Hannibal	Missouri Job Center Kirksville	Missouri Job Center Warrenton	Affiliate Job Center Labelle	Affiliate Job Center Macon
St. Charles Community College – Adult Education Literacy – Warren, Lincoln, and Pike County			√		
Post-Secondary Vocational Education under Carl Perkins Act – Kirksville Area Technical School		√			
Post-Secondary Vocational Education under Carl Perkins Act – Pike Lincoln Technical Center	√		√		
Post-Secondary Vocational Education under Carl Perkins Act – Moberly Area Technical School	√	√			
Post-Secondary Vocational Education under Carl Perkins Act – Macon County R-1 School Adult Education	√	√			
Post-Secondary Vocational Education under Carl Perkins Act – Hannibal Career and Technical Center	√				
SER National – SCSEP Older Worker Employment and Training	√	√			
AARP – SCSEP Older Worker Employment and Training			√		
Vocational Rehabilitation and Vocational Rehabilitation Services for the Blind – Specialized Services for Individuals with Disabilities	√	√	√		
Division of Employment Security – Unemployment Services, RESEA (Re-employment Services and Eligibility Assessment)	√	√	√		
Migrant Seasonal Farmworkers and United Migrant Opportunity Services – Employment/Training Services	√	√	√		
Department of Corrections , including Probation and Parole – Referrals for Employment and Training	√	√	√		
Community Service Block Grant (NECAC) – Support & Resources for Low-Income families, Partner for SkillUp	√	√	√		
TANF – Missouri Work Assistance – Training and Employment Services for individuals receiving cash payments from TANF.	√	√	√		

## **NEMO WDB ONE-STOP OPERATORS**

	<b>GAMM, INC.</b>	<b>BOONSLICK REGIONAL PLANNING COMMISSION</b>
<i>ADDRESS</i>	103 South Third	111 Steinhagen Road
<i>PHONE NUMBER</i>	La Belle MO 63447 660-213-3221	Warrenton MO 63383 636-456-9467
<i>FAX NUMBER</i>	660-213-3223	636-456-2329
<i>PRIMARY CONTACT</i>	DANA KELLER, EXECUTIVE DIRECTOR	CHAD EGGEN, EXECUTIVE DIRECTOR
<i>WEBSITE</i>	<a href="https://gamminc.org">https://gamminc.org</a>	<a href="http://boonslick.org/missouri-job-center-warrenton-2/">http://boonslick.org/missouri-job-center-warrenton-2/</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.

LOCAL COMPREHENSIVE ONE STOP JOB CENTERS The Northeast Region consists of three “comprehensive” full service One-Stop Missouri Job Centers located in Warrenton, Kirksville and Hannibal. Additionally, there is an AFFILIATE JOB CENTER are located in La Belle MO and an Access Point Macon MO.

Below is a listing of the partners that offer services at the job centers and affiliate sites along with a description of the services they provide and their contact information. Physically collocated partners are indicated with a red checkmark.

NAME OF JOB CENTER	Missouri Comprehensive Job Center Hannibal	Missouri Comprehensive Job Center Kirksville	Missouri Comprehensive Job Center Warrenton	Affiliate Job Center La Belle	Access Point Macon
ADDRESS	203 North 6 <sup>th</sup> Street, Hannibal MO 63401	2105 East Normal, Kirksville MO 63501	111 Steinhagen Road Warrenton MO 63383	103 South Third La Belle MO 63447	1404 South Missouri Suite 221 Macon MO 63552
PHONE NUMBER	573-248-2520	660-785-2400	636-456-9467	660-213-3221	660-385-6570
FAX NUMBER	573-248-2526	660-785-2404	636-456-2329	660-213-3223	660-385-6576

PARTNER / SERVICES OFFERED <b>**Physically Located at the One-Stop is indicated with a Red Checkmark</b>	Missouri Job Center Hannibal	Missouri Job Center Kirksville	Missouri Job Center Warrenton
Office of Workforce Development – Wagner-Peyser Basic Career Employment and Training Services, Trade Act, Veteran’s Employment Services	Kim Cull ✓ 203 North 6 <sup>th</sup> St. Hannibal MO 63401 573-248-2520 <a href="mailto:kim.cull@dhewd.mo.gov">kim.cull@dhewd.mo.gov</a>	James Smith ✓ 2105 East Normal Kirksville MO 63501 660-785-2400 <a href="mailto:james.smith@dhewd.mo.gov">james.smith@dhewd.mo.gov</a>	Dorothy Jones ✓ <b>Part-time</b> 111 Steinhagen Road Warrenton MO 63383 636-456-9467 <a href="mailto:dorothy.jones@dhewd.mo.gov">dorothy.jones@dhewd.mo.gov</a>
Boonslick Regional Planning Commission – (Sub-contractor to the NEMO WDB) WIOA Title 1 B Adult and Dislocated Worker and Youth, TANF Skillup, TANF Food & Nutrition Services, TANF Youth Jobs League, WIOA Intensive Employment and Training Services			Janet Hickey ✓ 111 Steinhagen Road Warrenton MO 63383 636-456-9467 <a href="mailto:janet.hickey@boonslick.org">janet.hickey@boonslick.org</a>
PARTNER / SERVICES	Missouri Job Center	Missouri Job Center	Missouri Job Center

OFFERED <b>**Physically Located at the One-Stop is indicated with a Red Checkmark</b>	Hannibal	Kirkville	Warrenton
GAMM, Inc. – (Sub-contractor to the NEMO WDB) WIOA Title 1 B Adult and Dislocated Worker and Youth, TANF Skillup, TANF Food & Nutrition Services, TANF Youth Jobs League, WIOA Intensive Employment and Training Services	Erica Davis ✓ 203 North 6 <sup>th</sup> St. Hannibal MO 63401 573-248-2520 <a href="mailto:gammerica@gmail.com">gammerica@gmail.com</a>	Mandy McClanahan ✓ 2105 East Normal Kirkville MO 63501 660-785-2400 <a href="mailto:gammam@marktwain.net">gammam@marktwain.net</a>	
Moberly Area Community College – Adult Education Literacy – Moberly and Bowling Green	Shannon Hinson Main Building, Room 236A Moberly MO 65270 660-263-4100 x 11312 <a href="mailto:ShannonHinson@macc.edu">ShannonHinson@macc.edu</a>	Shannon Hinson Main Building, Room 236A Moberly MO 65270 660-263-4100 x 11312 <a href="mailto:ShannonHinson@macc.edu">ShannonHinson@macc.edu</a>	
Macon County R-1 School District – Adult Education Literacy – Macon, Monroe City, Hannibal, Shelbina, LaBelle, & Kirkville	Lydia McClellan ✓ 203 North 6 <sup>th</sup> St. Hannibal MO 63401 573-248-2520 <a href="mailto:lmcclellan@macon.k12.mo.us">lmcclellan@macon.k12.mo.us</a>	Lydia McClellan 702 North Missouri Street Macon MO 63552 660-385-2158 <a href="mailto:lmcclellan@macon.k12.mo.us">lmcclellan@macon.k12.mo.us</a>	
St. Charles Community College – Adult Education Literacy – Warren, Lincoln, and Pike County			Mandy Rose 4601 Mid Rivers Mall Drive Cottleville MO 63376 636-922-8409 <a href="mailto:arose@stchas.edu">arose@stchas.edu</a>
Post-Secondary Vocational Education under Carl Perkins Act – Kirkville Area Technical School		Jesse Wolf 1103 South Cottage Grove Kirkville MO 63501 660-685-2865 <a href="mailto:jwolf@kirkville.k12.mo.us">jwolf@kirkville.k12.mo.us</a>	
Post-Secondary Vocational Education under Carl Perkins Act – Pike Lincoln Technical Center	Martin Hanley 342 VoTech Road, Eolia, MO 63344 Phone: 573-485-2900 <a href="mailto:hanleym@pltc.edu">hanleym@pltc.edu</a>		
Post-Secondary Vocational Education under Carl Perkins Act – Moberly Area Technical School		Sam Richardson 1623 Gratz Brown Road Moberly, MO 65270 Phone: 660-269-2690 <a href="mailto:samrichardson@moberlyspartans.org">samrichardson@moberlyspartans.org</a>	
Post-Secondary Vocational Education under Carl Perkins Act – Macon County R-1 School Adult Education		Lydia McClellan 702 North Missouri Street Macon MO 63552 660-385-2158 <a href="mailto:lmcclellan@macon.k12.mo.us">lmcclellan@macon.k12.mo.us</a>	
Post-Secondary Vocational Education under Carl Perkins Act – Hannibal Career and Technical Center	Brent Meyer 4550 McMasters Hannibal MO 63401 573-221-4430 <a href="mailto:bdmeyer@hannibal60.com">bdmeyer@hannibal60.com</a>		
PARTNER / SERVICES OFFERED	Missouri Job Center Hannibal	Missouri Job Center Kirkville	Missouri Job Center Warrenton

<b>**Physically Located at the One-Stop is indicated with a Red Checkmark</b>			
SER National – SCSEP Older Worker Employment and Training	3610 Buttonwood Dr. #200 Columbia, MO 65201 573-886-8988	3610 Buttonwood Dr. #200 Columbia, MO 65201 573-886-8988	
AARP – SCSEP Older Worker Employment and Training			Seven Hills Plaza 11679 West Florissant Avenue Florissant, MO 63033 314-830-3600 ryeaton@aarp.org
Vocational Rehabilitation and– Specialized Services for Individuals with Disabilities	Kara Berlin-Bates 112 Jaycee Drive Hannibal, MO 63401-2275 Phone: 573-248-2410 Kara.Berlin-Bates@vr.dese.mo.gov	Scott Evanoski 1612 N. Osteopathy, Ste B Kirksville, MO 63501-2759 Phone: 660-785-2550 Scott.Evanoski@vr.dese.mo.gov	Janis Miller 3737 Harry S. Truman Blvd., Ste 400 St. Charles, MO 63301-4052 Phone: 636-940-3300 Janis.Miller@vr.dese.mo.gov
Vocational Rehabilitation Services for the Blind	Keith Roderick PO Box 2320 615 Howerton Court Jefferson City, MO 65102 Telephone: (573) 751-4249 Keith.A.Roderick@dss.mo.gov	Keith Roderick PO Box 2320 615 Howerton Court Jefferson City, MO 65102 Telephone: (573) 751-4249 Keith.A.Roderick@dss.mo.gov	Keith Roderick PO Box 2320 615 Howerton Court Jefferson City, MO 65102 Telephone: (573) 751-4249 Keith.A.Roderick@dss.mo.gov
Division of Employment Security – Unemployment Services, RESEA	Kim Cull ✓ 203 North 6 <sup>th</sup> St. Hannibal MO 63401 573-248-2520 <a href="mailto:kim.cull@dhewd.mo.gov">kim.cull@dhewd.mo.gov</a>	Belinda Ames ✓ 2105 East Normal Kirksville MO 63501 660-785-2400 <a href="mailto:belinda.ames@dhewd.mo.gov">belinda.ames@dhewd.mo.gov</a>	Janet Hickey ✓ 111 Steinhagen Road Warrenton MO 63383 636-456-9467 <a href="mailto:janet.hickey@boonslick.org">janet.hickey@boonslick.org</a>
Migrant Seasonal Farmworkers and United Migrant Opportunity Services Employment/Training Services	Shirley P. Aviles Farmworker Programs Manager UMOS, Inc. 2701 S. Chase Ave. Milwaukee, WI 53207 414-389-6203 <a href="mailto:Shirley.Aviles@umos.org">Shirley.Aviles@umos.org</a>	Shirley P. Aviles Farmworker Programs Manager UMOS, Inc. 2701 S. Chase Ave. Milwaukee, WI 53207 414-389-6203 <a href="mailto:Shirley.Aviles@umos.org">Shirley.Aviles@umos.org</a>	Shirley P. Aviles Farmworker Programs Manager UMOS, Inc. 2701 S. Chase Ave. Milwaukee, WI 53207 414-389-6203 <a href="mailto:Shirley.Aviles@umos.org">Shirley.Aviles@umos.org</a>
Department of Corrections Re-Entry & Probation and Parole – Referrals for Employment and Training	Kevin Knickerbocker 2002 Warren Barret Drive Hannibal MO 63401 573-248-2450 <a href="mailto:kevin.knickerbocker@doc.mo.gov">kevin.knickerbocker@doc.mo.gov</a>	Kevin Knickerbocker 2002 Warren Barret Drive Hannibal MO 63401 573-248-2450 <a href="mailto:kevin.knickerbocker@doc.mo.gov">kevin.knickerbocker@doc.mo.gov</a>	Kevin Knickerbocker 2002 Warren Barret Drive Hannibal MO 63401 573-248-2450 <a href="mailto:kevin.knickerbocker@doc.mo.gov">kevin.knickerbocker@doc.mo.gov</a>
Community Service Block Grant (NECAC) – Support & Resources for Low-Income families, Partner for SkillUp	Janice Robinson NECAC 815 Business Highway 61N Bowling Green MO 63334 573-324-6633 <a href="mailto:jrobinson@necac.org">jrobinson@necac.org</a>	Janice Robinson NECAC 815 Business Highway 61N Bowling Green MO 63334 573-324-6633 <a href="mailto:jrobinson@necac.org">jrobinson@necac.org</a>	Janice Robinson NECAC 815 Business Highway 61N Bowling Green MO 63334 573-324-6633 <a href="mailto:jrobinson@necac.org">jrobinson@necac.org</a>
TANF – Missouri Work Assistance – individuals receiving cash payments from TANF	MERS/Goodwill Karla Strode ✓ 203 North 6 <sup>th</sup> Street Hannibal MO 63401 573-248-2520 kstrode@mersgoodwill.org	MERS/Goodwill 2301 S Franklin Street Suite 5 Kirksville, MO 63501 660-627-2857	MERS/Goodwill Sutarrah Campbell 518 East Cherry Street Troy MO 63379 636-528-2595



## NEMO WORKFORCE DEVELOPMENT BOARD

# MEMORANDUM OF UNDERSTANDING PY 2020 - 2024

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111 East Monroe • Paris, Missouri 65275 • Tel: 660.327.5125 • Fax: 660.327.5128 • TTY: Dial 7-1-1  
[www.nemowib.org](http://www.nemowib.org)

*The NEMO Workforce Development Board is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.  
Missouri TTY users may dial 7-1-1.*

## **I. LEGAL AUTHORITY**

The Workforce Innovation and Opportunity Act (WIOA) Section 121(c)(1) requires that the local Workforce Development Board (WDB), with the agreement of the Chief Elected Officials (CEO), shall develop and enter into a memorandum of understanding (MOU) between the Local WDB and the One-Stop Partners consistent with WIOA Section 121(c)(2), concerning the operation of the One-Stop Delivery System in the local Workforce Development Area (LWDA). “The MOU is the product of local discussion and negotiation and is an agreement developed and executed between the Local WDB and the One-Stop Partners. Agreement of the CEO and the One-Stop Partners, relating to the operation of the One-Stop Delivery System in the LWDA. Northeast Missouri Workforce Development Board is not required to develop a regional plan under sec. 106 of WIOA.” [20 CFR 678.500 (a), 34 CFR 361.500(a), and 34 CFR 463.500(a) and in federal guidance.

Additionally, the sharing and allocation of infrastructure costs among One-Stop Partners is governed by WIOA sec. 121(h), it’s implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) at 2 CFR part 200.

Therefore, pursuant to the above legal requirements, Northeast Missouri Workforce Development Board, with the agreement of the CEOs, shall develop and enter into a MOU (between the Local WDB and the One-Stop Partners) concerning the operation of the One-Stop Delivery System in each regional area. The MOU shall contain provisions describing services to be provided through the One-Stop Delivery System including the manner in which services will be coordinated and delivered through such system. The MOU shall include how the costs of such services and the operating costs of such system will be apportioned through an infrastructure funding agreement (IFA). The MOU shall include a description of the methods of referral for appropriate services and activities between the One-Stop Operator and partner agencies.

## TABLE OF CONTENTS

<b>I.</b>	<b>Introduction</b>	<b>4</b>
	<b>Mission Statement</b>	<b>4</b>
	<b>Vision Statement</b>	<b>4</b>
	<b>Shared Vision</b>	<b>5</b>
<b>II.</b>	<b>Strategic Vision</b>	<b>6</b>
	<b>A. Name and Locations of Comprehensive &amp; Affiliate One-Stop Centers</b>	<b>6</b>
	<b>B. Parties to the MOU</b>	<b>6</b>
	<b>C. One-Stop Center Services</b>	<b>9</b>
	<b>D. Responsibilities of the Missouri Job Center One-Stop Partners</b>	<b>12</b>
	<b>E. Data Sharing</b>	<b>12</b>
<b>III.</b>	<b>Services to be Provided</b>	<b>13</b>
	<b>A. Description of Comprehensive and Affiliate One-Stop Services</b>	<b>14</b>
	<b>B. Procurement of the One-Stop Operator</b>	<b>18</b>
	<b>C. Administrative and Operations Management Sections</b>	<b>21</b>
<b>IV.</b>	<b>Shared Funding of Infrastructure Process</b>	<b>21</b>
	<b>A. One-Stop Operating Budget</b>	<b>21</b>
<b>V.</b>	<b>Funding of Services and Operating Costs/Infrastructure Funding Agreement</b>	<b>22</b>
<b>VI.</b>	<b>Systematic Referral Process for Job Center Customers</b>	<b>24</b>
<b>VII.</b>	<b>Access</b>	<b>25</b>
	<b>A. Non-Discrimination and Equal Opportunity</b>	<b>25</b>
	<b>B. Physical Accessibility</b>	<b>25</b>
	<b>C. Programmatic Accessibility</b>	<b>25</b>
<b>VIII.</b>	<b>Human Resources Management</b>	<b>26</b>
<b>IX.</b>	<b>One-Stop Delivery System Performance Criteria</b>	<b>26</b>
<b>X.</b>	<b>Governance of the One-Stop Delivery System</b>	<b>27</b>
<b>XI.</b>	<b>Duration, Modification and Revisions (including Severability, Amendment Procedures and Renewal Procedures)</b>	<b>28</b>
<b>XII.</b>	<b>Termination</b>	<b>29</b>
<b>XIII.</b>	<b>Authority and Signatures</b>	<b>30</b>
	<b>Attachments:</b>	
	<b>Operating Budgets referenced on Page 22</b>	
	<b>Hannibal Job Center: MOU-AA1, MOU-AA2, MOU-AA3</b>	
	<b>Kirksville Job Center: MOU-BB1, MOU-BB2, MOU-BB3</b>	
	<b>Warrenton Job Center: MOU-CC1, MOU-CC2, MOU-CC3</b>	
	<b>Services Matrix referenced on Page 6 MOU-DD</b>	

## I. INTRODUCTION

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration by the Northeast Missouri Workforce Development Board, Inc., hereafter referred to as NEMO WDB; and the One-Stop Delivery System signatory partners (“the Partners”) hereafter named. It describes how we will use their various funding streams and resources to serve their mutual customers, both jobseekers and employers, through an integrated system of service delivery operated at three comprehensive sites (Hannibal, Kirksville, and Warrenton), called Missouri Job Centers, and two affiliated satellite sites (La Belle and Macon). We understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies. In addition to these sites, NEMO WDB and the Partners agree to utilize all of our sites to meet customers where they are and work together to accomplish our shared goals.

## II. MISSION STATEMENT

The mission of the Workforce Development Board is to maintain a private and public partnership within Northeast Missouri that:

1. Develops workforce development policies
2. Evaluates local workforce skills needed by local business and industry
3. Oversees the local workforce development efforts
4. Ensures the coordinated and efficient use of workforce development resources
5. Provides leadership, direction and accountability for the resources.

## III. VISION STATEMENT

The Northeast Missouri Workforce Investment Board, Inc. dba Northeast Missouri Workforce Development Board, Inc. located at 111 East Monroe Street, Paris, Missouri 65275, acts as an oversight and coordinating agent for a sixteen county area known as the Northeast Missouri Workforce Development Area.

The Board, in coordination with area Chief Local Elected Officials, has the responsibility to spearhead a partnership targeted with improving and enhancing the readiness of the area’s workforce, which supports area economic development and competition in the global economy of the 21st century.

The Northeast Missouri Workforce Development Board coordinates and oversees delivery of services to sixteen (16) counties in Northeast Missouri. The counties served are Adair, Clark, Knox, Lewis, Lincoln, Macon, Marion, Monroe, Montgomery, Pike, Ralls, Randolph, Schuyler, Scotland, Shelby and Warren.

## Shared vision and commitment of the NEMO WDB and required Partners to a high quality local workforce delivery system

1. 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.
2. 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. Northeast Missouri Workforce Development Board has built strong networks throughout NE Missouri and beyond. This network has helped the NE Region expand programs for populations that are often overlooked, such as Justice Involved Individuals, Individuals with Disabilities, Youth, and Older 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. With the strong economy and low unemployment rates, the ability to coordinate and collaborate with our partners has strengthened and will continue to strengthen to build innovative programs to serve our business and job seeking customers.

3. The NEMO Workforce Development Board will hold Partner Convening sessions at the beginning of the Program Year to establish strategic goals, following our PY2020 Local Plan, and the timeline to accomplish these goals. There will be a session held in each of the three sub-regions and the group will set future dates to meet.
4. During the writing of the local plan, most of the Partners were contacted for input into the PY2020-2024 plan. The Board created the MOU and IFA based on input gained during this process. The MOU and IFA were sent to each of the partners and a conference call was held to discuss any issues or ideas regarding the documents. Once agreement was determined, the contracts were sent to the Partners for signature.
5. Most Partners participated in the local process via the conference call or individual meetings. For those partners that were unable to meet, we were able to communicate via email.
6. If consensus is not reached by all partners, the Office of Workforce Development will be informed of the impasse. They will intervene in the process if needed.

**II. STRATEGIC VISION**

The purpose of the Missouri Job Centers is to advance the economic well-being of the NEMO WDB by developing and maintaining a quality workforce. The Centers shall serve as focal points for local and regional workforce innovation initiatives. Achieving this will require delivering high quality and integrated workforce innovation, education, and economic development services for jobseekers, incumbent workers, and employers. In order to deliver these services successfully, we will need the assistance of our partners.

**A. NAME AND LOCATION OF COMPREHENSIVE ONE-STOP CENTER(S) & AFFILIATE JOB CENTERS**

LOCAL COMPREHENSIVE ONE STOP JOB CENTERS The Northeast Region consists of three “comprehensive” full service One-Stop Missouri Job Centers located in Warrenton, Kirksville and Hannibal. Additionally, there is an Affiliate sites located in La Belle MO and Access Point in Macon MO.

<i>NAME OF JOB CENTER</i>	Missouri Comprehensive Job Center Hannibal	Missouri Comprehensive Job Center Kirksville	Missouri Comprehensive Job Center Warrenton	Affiliate Job Center La Belle	Access Point Macon
<i>ADDRESS</i>	203 North 6 <sup>th</sup> Street, Hannibal MO 63401	2105 East Normal, Kirksville MO 63501	111 Steinhagen Road Warrenton MO 63383	103 South Third La Belle MO 63447	1404 South Missouri Suite 221 Macon MO 63552
<i>PHONE NUMBER</i>	573-248-2520	660-785-2400	636-456-9467	660-213-3221	660-385-6570
<i>FAX NUMBER</i>	573-248-2526	660-785-2404	636-456-2329	660-213-3223	660-385-6576

**B. PARTIES TO THE MOU**

This MOU is a collaborative agreement between the CLEOs, the NEMO WDB, and the One-Stop Partners as listed below:

- WIOA Title I Adult, Dislocated Worker, and Youth
- WIOA Title II Adult Education and Literacy
- WIOA Title III Wagner-Peyser
- WIOA Title IV Vocational Rehabilitation
- Carl Perkins Career Technical Education
- Title V Older Americans Act
- Job Corps
- Native American Programs (Section 166)
- Migrant Seasonal Farmworkers (Section 167)
- Veterans
- Youth Build
- Trade Adjustment Assistance Act

- Community Services Block Grant
- Housing & Urban Development
- Unemployment Compensation
- Second Chance
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP) Employment and Training services (If Required)

## PARTNER PROGRAM SERVICES

PARTNER / SERVICES OFFERED Services offered at the One-Stop indicated with a Black Checkmark. Services Offered & Physically Located at the One-Stop is indicated with a Red Checkmark	Missouri Job Center Hannibal	Missouri Job Center Kirksville	Missouri Job Center Warrenton	Affiliate Job Center Labelle	Access Point Macon
Office of Workforce Development – Title 1 Adult, Dislocated Worker & Youth	✓	✓	✓	✓	✓
Office of Workforce Development – Wagner-Peyser Basic Career Employment and Training Services, Trade Act, Veteran’s Employment Services	✓	✓	✓		
Boonslick Regional Planning Commission – (Sub-contractor to the NEMO WDB – Warrenton Job Center) WIOA Title 1 B Adult and Dislocated Worker and Youth, TANF Skillup, TANF Food & Nutrition Services, TANF Youth Jobs League, WIOA Intensive Employment and Training Services			✓		
GAMM, Inc. – (Sub-contractor to the NEMO WDB – Kirksville and Hannibal Job Centers) WIOA Title 1 B Adult and Dislocated Worker and Youth, TANF Skillup, TANF Food & Nutrition Services, TANF Youth Jobs League, WIOA Intensive Employment and Training Services, DESE	✓	✓		✓	✓
Moberly Area Community College – Adult Education Literacy – Moberly and Bowling Green	✓	✓			
Macon County R-1 School District – Adult Education Literacy – Macon, Monroe City, Hannibal, Shelbina, LaBelle, & Kirksville	✓	✓		✓	
St. Charles Community College – Adult Education Literacy – Warren, Lincoln, and Pike County			✓		
Post-Secondary Vocational Education under Carl Perkins Act – Kirksville Area Technical School		✓			

PARTNER / SERVICES OFFERED	Missouri Job Center Hannibal	Missouri Job Center Kirksville	Missouri Job Center Warrenton	Affiliate Job Center Labelle	Access Point Macon
**Physically Located at the One-Stop is indicated with a Red Checkmark					
Post-Secondary Vocational Education under Carl Perkins Act – Pike Lincoln Technical Center	√		√		
Post-Secondary Vocational Education under Carl Perkins Act – Moberly Area Technical School	√	√			
Post-Secondary Vocational Education under Carl Perkins Act – Macon County R-1 School Adult Education	√	√			
Post-Secondary Vocational Education under Carl Perkins Act – Hannibal Career and Technical Center	√				
SER National – SCSEP Older Worker Employment and Training (Employment and Training Services for Mature Workers 55 & over)	√	√			
AARP Foundation – SCSEP Older Worker Employment and Training (Employment and Training Services for Mature Workers 55 & over)			√		
Vocational Rehabilitation and Vocational Rehabilitation Services for the Blind – Specialized Services for Individuals with Disabilities	√	√	√		
Division of Employment Security – Unemployment Services, RESEA (Re-employment Services and Eligibility Assessment)	√	√	√		
Migrant Seasonal Farmworkers and United Migrant Opportunity Services – Employment/Training Services	√	√	√	√	√
Department of Corrections , including Probation and Parole – Referrals for Employment and Training	√	√	√		
Community Service Block Grant (NECAC) – Support & Resources for Low-Income families, Partner for SkillUp	√	√	√		
TANF – Missouri Work Assistance – Training and Employment Services for individuals receiving cash payments from TANF.	√	√	√		

<b>NEMO WDB ONE-STOP OPERATORS</b>		
	<b>GAMM, INC.</b>	<b>BOONSLICK REGIONAL PLANNING COMMISSION</b>
<b>ADDRESS</b>	103 South Third	111 Steinhagen Road
<b>PHONE NUMBER</b>	La Belle MO 63447 660-213-3221	Warrenton MO 63383 636-456-9467
<b>FAX NUMBER</b>	660-213-3223	636-456-2329
<b>PRIMARY CONTACT</b>	DANA KELLER, EXECUTIVE DIRECTOR	CHAD EGGEN, EXECUTIVE DIRECTOR
<b>WEBSITE</b>	<a href="https://gamminc.org">https://gamminc.org</a>	<a href="http://boonslick.org/missouri-job-center-warrenton-2/">http://boonslick.org/missouri-job-center-warrenton-2/</a>
<b>LOCATIONS</b>	Hannibal Job Center, Kirksville Job Center, LaBelle Job Center, and Macon Access Point	Warrenton Job Center

### C. ONE-STOP CENTER SERVICES

Consistent with WIOA, Basic Career Services, Individualized Career Services, and Follow-Up Services are the services provided to the jobseekers. The Job Centers also offer training, education, and work experience opportunities, including OJT and Registered Apprenticeship. The Business Services Team, that consists of workforce staff as well as some of the Partners, ensure that all employers are receiving assistance to fill their positions with skilled applicants.

<b>PARTNER / SERVICES OFFERED</b> <b>Services offered at the One-Stop indicated with a Black Checkmark.</b>	<b>Co- Located is indicated with a Red Checkmark</b>	<b>Service Commitment for Northeast Missouri Workforce Development Board</b>
WIOA Title III – Wagner-Peyser Basic Career Employment and Training Services	 	WIOA Title III Wagner-Peyser Staff are co-located at the Job Centers. Their employer of record is the Department of Higher Education, Office of Workforce Development. Many of the Title 1 WIOA Staff are cross trained to provide Wagner-Peyser Services. All One-Stop Partners have a direct linkage to Wagner-Peyser services through the referral process. There is a Wagner-Peyser representative on the NEMO Board.
WIOA Title 1 Adult, Dislocated Worker, and Youth Employment and Training Programs.	 	NEMO WDB contracts with GAMM, Inc. and Boonslick Regional Planning Commission to provide staffing and services for the WIOA Title 1 Adult Program. The contracted staff are responsible to identify, assess, and enroll all eligible customers and ensure they receive the services they require for successful completion of their goals. The staff is also responsible to work with employers to fill their openings with qualified workers.

PARTNER / SERVICES OFFERED Services offered at the One-Stop indicated with a Black Checkmark.	Co- Located is indicated with a Red Checkmark	Service Commitment for Northeast Missouri Workforce Development Board
WIOA Title II Adult Education and Literacy through <b>Moberly Area Community College</b> (Moberly and Bowling Green): <b>Macon County R-1 School District</b> – Macon, Monroe City, Hannibal, Shelbina, LaBelle, & Kirksville: <b>St. Charles Community College</b> – Adult Education Literacy – Warren, Lincoln, and Pike County	✓ ✓	WIOA Title II Adult Education and Literacy is a vital program in our region. We have been very successful working with our AEL partners through the years, providing referrals to each other to ensure our customers are receiving all services available to them through AEL and the Job Center. In addition to the cash contribution, MACC is offering Remediation Services for Adults and Youth and Adult Mentoring for our Youth clients. Macon AEL will also be providing Remediation Services for Adults and Youth and Adult Mentoring Services for Youth.
Carl Perkins Career and Technical Education Pike-Lincoln Technical Center, Moberly Area Technical School, Macon County R-1 Adult Education, Hannibal Career and Technical & Kirksville Area Technical School	✓	NEMO WDB is developing closer relationships with all of the Career and Technical Schools in the region due to the rise of trade skills needed to fill current job openings. They provide a wide array of classes and certifications and many of these can be completed while attending high school. Others can be tied to a registered apprenticeship for advanced certifications that are industry recognized nationwide.
WIOA Title V Older American Act SER National & AARP Foundation	✓	WIOA Title V staff have utilized the Job Centers to enroll participants and hold training and recruiting events. The Job Centers and Title V have a referral system to ensure all older workers are receiving all services available to them. Title V staff attend inter-agency meetings at our job centers when possible and we act as a training site (host agency) for their participants.
Vocational Rehabilitation and Vocational Rehabilitation Services for the Blind – Specialized Services for Individuals with Disabilities	✓	WIOA Title IV Vocational Rehabilitation (VR) has been a valuable partner for many years. Their staff serve/chair Board committees and a representative sits on the Board and Executive Committee. A referral system is used to ensure our clients are served by both agencies when needed. We partner with them on hiring events.
Division of Employment Security – Unemployment Services, RESEA (Re- employment Services and Eligibility Assessment)	✓ ✓	All Wagner-Peyser and WIOA Title 1 staff are trained to give basic information to Unemployment Insurance Customers and assist them with UI claims. For customers needing additional assistance at both Comprehensive and Affiliate Centers are able to call an unlisted number to receive additional assistance. All WP and WIOA Title I staff have been trained to deliver RESEA services for unemployed customers.
Migrant Seasonal Farmworkers and United Migrant Opportunity Services – Employment/Training Services	Referral only	Migrant and Seasonal Farmworkers Program staff will provide literature for distribution to clients as well as a teleconference presentation. MSFW will provide paperless and virtual services. All Job Center staff have a direct linkage with MSFW services through MoJobs. Board staff will provide training to all staff on the referral process.
Second Chance Act	N/A	This service is not available in this region, but we are working with the Department of Corrections with the re-entry program for probation, parole, and incarcerated customers.

PARTNER / SERVICES OFFERED Services offered at the One-Stop indicated with a Black Checkmark.	Co- Located is indicated with a Red Checkmark	Service Commitment for Northeast Missouri Workforce Development Board
Community Service Block Grant (NECAC) – Support & Resources for Low-Income families, Partner for SkillUp		NECAC and the Job Center staff work closely together with the SkillUp program and sharing resources for our customers. NECAC provides workshops to our customers. They have an office in most of our counties and they serve on many of the Board committees. They also have a representative on our Executive Committee, Board, as our Secretary-Treasurer. They provide space for us to meet with customers and Access point for customers to access computer/internet for job related tasks and computer training on Software provided by the Board.
TANF – Missouri Work Assistance – Training and Employment Services for individuals receiving cash payments from TANF.	✓ ✓	Supplemental Nutrition Assistance Program and Training Services are available to the customers through WIOA Subcontractors, CSBG, TANF, and the Community Colleges. These agencies provide some of the same services and some have additional services, so we utilize a referral process to ensure the clients are receiving all of the resources needed to complete their goals successfully.
Job Corps	Referral only	Job Corps does not have a representative in our region at this time, but we are able to call them to refer clients.
Veterans Administration – Employment and Training	✓ ✓	Veterans Representatives are co-located in all three comprehensive centers and see customers at the affiliate sites by appointment. All One-Stop partners have direct linkage to the Veteran’s representatives. They provide valuable services to our centers by not only serving veterans, but also assisting with hiring events and serving on committees. Some of the Veteran Staff also have Employer Outreach responsibilities, which help us to promote our business services to employers and the community.
Trade Adjustment Assistance Act	✓ ✓	Trade Adjustment Assistance Act staff are co-located in the Comprehensive Job Centers. All One-Stop Partners have direct linkage to their services. Their representatives work with WIOA Title 1 staff to co-enroll all customers in WIOA services.
Native American Programs		No providers in this region
Youth Build		No providers in this region
Housing and Urban Development – Employment and Training		No providers in this region

The One-Stop Partners work together to ensure services are provided to the job-seekers and business customers in the Northeast Region. The number of funding streams and variety of resources available to our customers, along with reduction of funding in almost all agencies, make it even more critical that we work together to make the money stretch so we are still able to provide necessary services for our clients. It takes commitment from all One-Stop Partners to make this work seamlessly.

- Collaborate about and promote the coordinated delivery of services through program integration whenever and participate in joint planning at the State and local level.
- Coordinate resources and programs to ensure a streamlined and efficient Workforce Development system.

- Provide direct access to services through real-time technology.
- Promote information sharing and coordination of activities to improve the performance of the One-Stop System in part by data access agreements.
- Continue to support and implement the unified system of measuring program performance and accountability.

#### **D. RESPONSIBILITY OF MISSOURI JOB CENTER PARTNERS**

- Include all One-Stop Partners to enable the entire workforce system to be more involved in the planning by regularly attending and offering ideas and input on best practices and continuous improvement, economic trends, education trends, agency activities and other important information that will help the Board and Partners work better together.
- Participate in Board training events, meetings, and committees, so all Board Members and CLEOS stay abreast of the collaboration that is taking place to, not only provide a better experience for our jobseekers and business customers, but also to remove duplication and make the public workforce system a more efficient and cost effective way to do business.
- All partners should utilize the Services Navigator to view the services available in the area. They should also ensure their information is always up to date. The Job Centers act as the Hub for Referrals so it is important that we always have the most current information. In addition, the Partners and the Job Center Staff agree to communicate with each other on the status of the referral. [Services Navigator](#)
- The mission and vision we all share is to provide our clients with every opportunity possible to educate and train so they are able to find self-sustaining employment for themselves and their families. In order to accomplish this, we need the support and collaboration of our businesses, community colleges, career and technical centers, and the agencies that offer supportive services and funding for these needs.
- All One-Stop Partners agree to share in the planning, implementation, and operation of the Job Center system with the CLEOs, NEMO WDB, and the One-Stop Operator, as outlined in this document. These responsibilities could also include assisting with capacity building and professional development opportunities for staff to help provide the best services for our mutual customers.
- All partners can assist in marketing each other's products and services by sharing the information at other meetings and with their clients. We should all include representatives from each of the willing agencies to sit on advisory boards, committees, or make presentations. For instance, The Job Centers, after all of these years, are still referred to as the Unemployment Office by many. We do serve the unemployed, but we have much more to offer. We need to change this mindset with the help of all partners.

#### **E. DATA SHARING**

##### **Shared Technology and System Security**

The Missouri Public Workforce System is comprised of the Department of Higher Education, Office of Workforce Development, the Local Workforce Boards and their Subrecipients, the State Workforce Board, and the federally mandated and voluntary partner agencies.

Each Partner agrees to the following:

1. Share data in accordance with the State of Missouri Shared Data Plan, Office of Workforce Development Confidentiality Policy and NEMO WDB Confidentiality Policy.
2. Each partner and its staff will share data and technology, as appropriate, to perform their duties in the workforce development system and not use information gained for personal benefit.
3. Each partner will ensure that all systems are secure, and that virus and malware protections are current.
4. Each partner will ensure that no organization, entity, or person currently under suspension or debarment by any state or federal agency may have access to secure data systems.
5. Each partner will agree to share Personal Identifying Information (PII) that needs to be shared between agencies to help with tracking of referrals, coordination of services and common performance measures. If a hard copy is sent to a partner, it will be marked "Confidential" and placed in a sealed envelope.

Each partner will ensure that any email or fax that transmits confidential information should clearly include a confidentiality statement. Documents being transmitted shall not contain complete social security numbers. The last four or five numbers are acceptable. Each partner agrees to notify the NEMO WDB if a breach in confidentiality or agency database occurs so they may assess the breach effects of all partners and/or customers and act on it if needed.

### **III. SERVICES TO BE PROVIDED**

The MOU provides a foundation for assuring alignment and coordination of policies and operations across programs, supporting a responsive service delivery system, and enhancing access to program services. Programs and services will be coordinated and integrated, where feasible, by jointly serving common customers, supporting interagency in-service training, cross training, and providing information and services that most directly meet the customer's needs.

In Northeast Missouri, the One-Stop partners not only participate in the Board committees, but also on inter-agency groups. We have a robust referral system and partner agencies work very well together to ensure our shared customers are receiving access to all services needed. The Services Navigator is available to all One-Stop Partners and the Job Center serves as a hub for referrals if a Partner needs assistance.

We utilize the direct linkage method of referral with our One-Stop Partners. Once a referral is made, the Job Center or Partner assist the customer in making the appointment or arrange to have the partner meet the customer at the job center. Follow-up is completed to ensure the link was made.

**A. DESCRIPTION OF COMPREHENSIVE ONE-STOP SERVICES**

<b>One-Stop Partner</b>	<b>Service Commitment for Northeast Workforce Development Region</b>
WIOA Title I Adult Program	The NEMO WDB subcontracts for Title I Adult programs. The subcontractors are co-located in all three comprehensive job centers and affiliate job center. The WIOA staff fully participate in all WDB functions, committees, and events to support the Adult Program. The staff coordinate services with the OWD State Staff and all partner agencies to serve the Adult customers. Many of the mandated partners serve on the Board, on Board committees, and the Business Services Team.
WIOA Title 1 Dislocated Worker Program	The NEMO WDB subcontracts for Title I Dislocated Worker programs. The subcontractors are co-located in all three comprehensive job centers and affiliate job center. The staff fully participate in all WDB committees, and events to support the DW Program. The staff coordinate services with the OWD State Staff and all partner agencies to serve the DW customers. All Trade Act Customers are co-enrolled into WIOA DW and all UI RESEA customers are being referred and enrolled, if they require services. Many of the mandated partners serve on the Board, on Board committees, and the Business Services Team.
WIOA Title I Youth Program	The NEMO WDB subcontracts for Title I Youth programs. The subcontractors are co-located in all three comprehensive job centers and affiliate job center. The staff fully participate in all WDB functions, committees, and events to support the Youth Program. The staff coordinate services with the OWD State Staff and all partner agencies to serve the Youth customers. The Youth Council, a standing committee for the NEMO WDB, consists of many of the partners. The Youth Council makes decisions on policy and procurement and coordinates with all of the partners for referrals.
WIOA Title II Adult Education and Literacy	NEMO WDB has three AEL partners that stay very involved with the NEMO WDB through committee work as well as referrals. They have a representative on the NEMO Board and several of the standing committees as well as the Business Services Team. AEL is co-located in the Hannibal center and they meet with clients in the other two centers as well as with other One-Stop partners to provide a direct linkage between agencies. In addition to the cash contribution, the AEL partners will be offering Free Remediation Services for WIOA Adults and Youth and Adult Mentoring for our Youth clients.
WIOA Title III Wagner-Peyser	WIOA Title III Wagner-Peyser staff are co-located in the three comprehensive job centers. The Title I WIOA staff are cross-trained to provide Wagner-Peyser Services. All One-Stop partners are provided a direct linkage to the WP services through the referral process. WP Representatives sit on the NEMO WDB Board, the Business Services Team, and the NEMO WDB standing committees. They work with all partners to provide referrals, resources and services.
WIOA Title IV Vocational Rehabilitation	WIOA Title IV Vocational Rehabilitation meets with customers at our One-Stop locations. All One-Stop Partners have a direct linkage to VR services through the referral process. VR is represented on the NEMO WDB Board and serve on standing committees, Executive Committee, and the Board. NEMO WDB partners with VR on the Reverse Job Fairs, Business Services Team, Re-Entry, and Apprenticeships. They make staff available to train One-Stop staff on VR services and disability subjects. VR has agreed to meet clients in the One-Stop Centers in order to braid services with other One-Stop partners.
WIOA Title V Older Americans Act	WIOA Title V Older Americans Act staff meet with clients at the One-Stop Centers. We currently have two SCSEP providers, AARP Foundation and SER-National. In the past, the SCSEP clients have trained in the One-Stop Centers and the NEMO WDB Office. All of the One-Stop partners work with the SCSEP providers to provide referrals. SCSEP providers have agreed to maintain a schedule at the One-Stop Centers to meet with clients and/or attend meetings with other One-Stop partners when available.

One-Stop Partner	Service Commitment for Northeast Workforce Development Region
Job Corps	They do not have a representative in our region at this time but will meet follow up with customers if we refer them.
Native American Program	No providers in this region.
Migrant Seasonal Farmworkers Program	Migrant and Seasonal Farmworkers Program staff will provide literature for distribution to clients as well as a teleconference presentation. MSFW will provide paperless and virtual services. All Job Center staff have a direct linkage with MSFW services through MoJobs. Board staff will provide training to all staff on the referral process.
Veterans	Representatives from the Veterans Administration are co-located at all three comprehensive job centers and will meet customers at the affiliate job centers and the NEMO WDB office. All One-Stop partners have a direct linkage to the Veterans representatives. The Veterans representatives are very active on NEMO WDB committees, assist with job development, assist with job fairs and other events and are valuable members of the Business Services Team.
Youth Build	Program not available in this region
Trade Adjustment Assistance Act	Trade Adjustment Assistance Act (Trade Act) representatives are co-located in the three comprehensive job centers. All One-Stop partners have a direct linkage with Trade Act. The WIOA staff, Wagner-Peyser staff, and Trade Act Staff work together, along with other One-Stop Partners to provide services to these dislocated workers. All Trade Act customers are co-enrolled in the WIOA Dislocated Worker Program.
Community Service Block Grant	All One-Stop partners have a direct linkage with the CSBG services through the referral process. NEMO WDB works closely with the agency on SkillUp, WIOA Adult, Dislocated Worker, and Youth programs on a referral basis. They are present in every county in the region. CSBG provides resources to low-income clients, so all One-Stop partners are able to braid services to better assist the clients. They provide representation on the NEMO WDB Board, Executive Committee, and many of the Board standing committees. NECAC provides space for our case managers to hold trainings or do enrollments. We also have ACCESS points with computers in 10 of their county offices where we provide the computer and they provide the internet connection so clients are able to job search, online application or take computer classes on software provided by the Board.
Housing and Urban Develop	Not available in this region
Unemployment Insurance (UI)	All Wagner-Peyser and WIOA staff are trained to give basic Unemployment Insurance information to UI customers. For customers whom need additional assistance, the WP Staff will assist them with their needs. WP and WIOA staff have been trained to provide RESEA services to UI customers and most of the clients will be co-enrolled in the WIOA Dislocated Worker program. All Partners have a direct linkage to the UI customers through the One-Stop to enable braiding of resources.
Second Chance Act	Not available in this region
Supplemental Nutrition Assistance Program (SNAP)	SNAP has representatives in every county in the region. Services are available to customers who qualify. All One-Stop partners have a direct linkage to SNAP services. A SNAP/TANF representative sits on the NEMO WDB Board, they participate in Board committees, and Inter-Agency meetings to better serve the customers by braiding services with other One-Stop partners. NEMO WDB contracts DSS on the SkillUp program, FNS Program and the Job League(Youth).

1. Below is a listing of the partners and contact information that offer services at the job centers and affiliate sites along with a description of the services they provide and their contact

information. Physically collocated partners are indicated with a red checkmark (✓). The chart indicates the Partners that are co-located and the locations for the ones that are not co-located.

NAME OF JOB CENTER	Missouri Comprehensive Job Center Hannibal	Missouri Comprehensive Job Center Kirksville	Missouri Comprehensive Job Center Warrenton	Affiliate Job Center La Belle (WIOA & TANF Services)	Access Point Macon (WIOA & TANF Services)
WIOA TITLE1 PROVIDER	GAMM, INC.	GAMM, INC.	BOONSLICK RPC	GAMM, INC.	GAMM, INC.
ADDRESS	203 North 6 <sup>th</sup> Street, Hannibal MO 63401	2105 East Normal, Kirksville MO 63501	111 Steinhagen Road Warrenton MO 63383	103 South Third La Belle MO 63447	1404 South Missouri Suite 221 Macon MO 63552
PHONE NUMBER	573-248-2520	660-785-2400	636-456-9467	660-213-3221	660-385-6570
FAX NUMBER	573-248-2526	660-785-2404	636-456-2329	660-213-3223	660-385-6576
PARTNER / SERVICES OFFERED <b>**Physically Located at the One-Stop ✓</b>	Missouri Job Center Hannibal		Missouri Job Center Kirksville		Missouri Job Center Warrenton
Office of Workforce Development – Wagner-Peyser Basic Career Employment and Training Services, Trade Act, Veteran's Employment Services	Kim Cull ✓ 203 North 6 <sup>th</sup> St. Hannibal MO 63401 573-248-2520 <a href="mailto:kim.cull@dhewd.mo.gov">kim.cull@dhewd.mo.gov</a>		James Smith ✓ 2105 East Normal Kirksville MO 63501 660-785-2400 <a href="mailto:james.smith@dhewd.mo.gov">james.smith@dhewd.mo.gov</a>		Dorothy Jones ✓ <b>Part-time</b> 111 Steinhagen Road Warrenton MO 63383 636-456-9467 <a href="mailto:dorothy.jones@dhewd.mo.gov">dorothy.jones@dhewd.mo.gov</a>
Boonslick Regional Planning Commission – (Sub-contractor to the NEMO WDB) WIOA Title 1 B Adult and Dislocated Worker and Youth, TANF Skillup, TANF Food & Nutrition Services, TANF Youth Jobs League, WIOA Intensive Employment and Training Services					Janet Hickey ✓ 111 Steinhagen Road Warrenton MO 63383 636-456-9467 <a href="mailto:janet.hickey@boonslick.org">janet.hickey@boonslick.org</a>
GAMM, Inc. – (Sub-contractor to the NEMO WDB) WIOA Title 1 B Adult and Dislocated Worker and Youth, TANF Skillup, TANF Food & Nutrition Services, TANF Youth Jobs League, WIOA Intensive Employment and Training Services	Erica Davis ✓ 203 North 6 <sup>th</sup> St. Hannibal MO 63401 573-248-2520 <a href="mailto:gammerica@gmail.com">gammerica@gmail.com</a>		Mandy McClanahan ✓ 2105 East Normal Kirksville MO 63501 660-785-2400 <a href="mailto:gammam@marktwain.net">gammam@marktwain.net</a>		
Moberly Area Community College – Adult Education Literacy – Moberly and Bowling Green	Shannon Hinson Main Building, Room 236A Moberly MO 65270 660-263-4100 x 11312 <a href="mailto:ShannonHinson@macc.edu">ShannonHinson@macc.edu</a>		Shannon Hinson Main Building, Room 236A Moberly MO 65270 660-263-4100 x 11312 <a href="mailto:ShannonHinson@macc.edu">ShannonHinson@macc.edu</a>		

PARTNER / SERVICES OFFERED <b>**Physically Located at the One-Stop ✓</b>	Missouri Job Center Hannibal	Missouri Job Center Kirksville	Missouri Job Center Warrenton
Macon County R-1 School District – Adult Education Literacy – Macon, Monroe City, Hannibal, Shelbina, LaBelle, & Kirksville	Lydia McClellan ✓ 203 North 6 <sup>th</sup> St. Hannibal MO 63401 573-248-2520 <a href="mailto:lmcclellan@macon.k12.mo.us">lmcclellan@macon.k12.mo.us</a>	Lydia McClellan 702 North Missouri Street Macon MO 63552 660-385-2158 <a href="mailto:lmcclellan@macon.k12.mo.us">lmcclellan@macon.k12.mo.us</a>	
St. Charles Community College – Adult Education Literacy – Warren, Lincoln, and Pike County			Mandy Rose 4601 Mid Rivers Mall Drive Cottleville MO 63376 636-922-8409 <a href="mailto:arose@stchas.edu">arose@stchas.edu</a>
Post-Secondary Vocational Education under Carl Perkins Act – Kirksville Area Technical School		Jesse Wolf 1103 South Cottage Grove Kirksville MO 63501 660-685-2865 <a href="mailto:jwolf@kirksville.k12.mo.us">jwolf@kirksville.k12.mo.us</a>	
Post-Secondary Vocational Education under Carl Perkins Act – Pike Lincoln Technical Center	Martin Hanley 342 VoTech Road, Eolia, MO 63344 Phone: 573-485-2900 <a href="mailto:hanley@mpltc.edu">hanley@mpltc.edu</a>		
SER National – SCSEP Older Worker Employment and Training & AARP Foundation – SCSEP Older Worker Employment and Training	Emma Trevino SER-National 3610 Buttonwood Dr. #200 Columbia, MO 65201 573-886-8988	Emma Travino SER-National 3610 Buttonwood Dr. #200 Columbia, MO 65201 573-886-8988	AARP Foundation Seven Hills Plaza 11679 West Florissant Avenue Florissant, MO 63033 314-830-3600 <a href="mailto:ryeaton@aarp.org">ryeaton@aarp.org</a>
Vocational Rehabilitation and– Specialized Services for Individuals with Disabilities	Kara Berlin-Bates 112 Jaycee Drive Hannibal, MO 63401-2275 Phone: 573-248-2410 Kara.Berlin-Bates@vr.dese.mo.gov	Scott Evanoski 1612 N. Osteopathy, Ste B Kirksville, MO 63501-2759 Phone: 660-785-2550 Scott.Evanoski@vr.dese.mo.gov	Janis Miller 3737 Harry S. Truman Blvd., Ste 400 St. Charles, MO 63301-4052 Phone: 636-940-3300 Janis.Miller@vr.dese.mo.gov
Vocational Rehabilitation Services for the Blind	Keith Roderick PO Box 2320 615 Howerton Court Jefferson City, MO 65102 Telephone: (573) 751-4249 <a href="mailto:Keith.A.Roderick@dss.mo.gov">Keith.A.Roderick@dss.mo.gov</a>	Keith Roderick PO Box 2320 615 Howerton Court Jefferson City, MO 65102 Telephone: (573) 751-4249 <a href="mailto:Keith.A.Roderick@dss.mo.gov">Keith.A.Roderick@dss.mo.gov</a>	Keith Roderick PO Box 2320 615 Howerton Court Jefferson City, MO 65102 Telephone: (573) 751-4249 <a href="mailto:Keith.A.Roderick@dss.mo.gov">Keith.A.Roderick@dss.mo.gov</a>
Division of Employment Security – Unemployment Services, RESEA	Kim Cull ✓ 203 North 6 <sup>th</sup> St. Hannibal MO 63401 573-248-2520 <a href="mailto:kim.cull@dhewd.mo.gov">kim.cull@dhewd.mo.gov</a>	Belinda Ames ✓ 2105 East Normal Kirksville MO 63501 660-785-2400 <a href="mailto:belinda.ames@dhewd.mo.gov">belinda.ames@dhewd.mo.gov</a>	Janet Hickey ✓ 111 Steinhagen Road Warrenton MO 63383 636-456-9467 <a href="mailto:janet.hickey@boonslick.org">janet.hickey@boonslick.org</a>
Migrant Seasonal Farmworkers and United Migrant Opportunity Services Employment/Training Services	Shirley P. Aviles UMOS, Inc. 2701 S. Chase Ave. Milwaukee, WI 53207 414-389-6203 <a href="mailto:Shirley.Aviles@umos.org">Shirley.Aviles@umos.org</a>	Shirley P. Aviles UMOS, Inc. 2701 S. Chase Ave. Milwaukee, WI 53207 414-389-6203 <a href="mailto:Shirley.Aviles@umos.org">Shirley.Aviles@umos.org</a>	Shirley P. Aviles UMOS, Inc. 2701 S. Chase Ave. Milwaukee, WI 53207 414-389-6203 <a href="mailto:Shirley.Aviles@umos.org">Shirley.Aviles@umos.org</a>

PARTNER / SERVICES OFFERED <b>**Physically Located at the One-Stop ✓</b>	Missouri Job Center Hannibal	Missouri Job Center Kirksville	Missouri Job Center Warrenton
Community Service Block Grant (NECAC) – Support & Resources for Low-Income families, Partner for SkillUp	Janice Robinson NECAC 815 Business Highway 61N Bowling Green MO 63334 573-324-6633 <a href="mailto:jrobinson@necac.org">jrobinson@necac.org</a>	Janice Robinson NECAC 815 Business Highway 61N Bowling Green MO 63334 573-324-6633 <a href="mailto:jrobinson@necac.org">jrobinson@necac.org</a>	Janice Robinson NECAC 815 Business Highway 61N Bowling Green MO 63334 573-324-6633 <a href="mailto:jrobinson@necac.org">jrobinson@necac.org</a>
TANF – Missouri Work Assistance –individuals receiving cash payments from TANF	MERS/Goodwill Karla Strode ✓ 203 North 6 <sup>th</sup> Street Hannibal MO 63401 573-248-2520 <a href="mailto:kstrode@mersgoodwill.org">kstrode@mersgoodwill.org</a>	MERS/Goodwill 2301 S Franklin Street Suite 5 Kirksville, MO 63501 660-627-2857	MERS/Goodwill 126 Kuhl Street Warrenton MO 636-456-2588

All of the federally mandated One-Stop Partners are committed to an integrated, coordinated system that will make the best use of workforce development funds. All One-Stop Partners are interested in spreading the funding and resources to avoid duplication of services and reduce administrative burden. In discussions, the Partners believe cross training, understanding one another’s programs and sharing professional development opportunities will result in a more efficient delivery system and ensure the customer has a better experience.

#### **IV.2. PROCUREMENT OF ONE-STOP OPERATOR 678.600 – 678.635**

The Northeast Workforce Development Region has two One-Stop Operators. GAMM, Inc. is the One-Stop Operator for 13 counties: Adair, Schuyler, Scotland, Knox, Lewis, Clark, Macon, Monroe, Shelby, Marion, Pike, Ralls, and Randolph. The other One-Stop Operator is Boonslick Regional Planning Commission and they serve Montgomery, Warren, and Lincoln counties.

#### **One-Stop Operator Requirements**

The primary role of the One-Stop Operator is to identify issues that need to be addressed that have to do with service delivery and performance. The One-Stop Operator works with partners to form acceptable solutions to issues.

The Functional Leader/One-Stop Operator of each location will be responsible for the day-to-day supervision of Job Center staff and oversee local service delivery under the guidance of the Workforce Development Board. The Workforce Development Board has identified some key functions of staff that will apply to the Northeast Region Missouri Job Centers:

The One-Stop Operator and WIOA Service Provider agree to abide by CFR 20 section 678.625 and section 679.430, which outlines the requirements to maintain firewalls and internal controls as relates to instances where the dual roles of the One-Stop Operator and the WIOA Service Provider might cause a conflict.

### **One-Stop Operator Roles and Prohibited Functions:**

- The basic role of a one-stop operator is to coordinate the service delivery of participating one-stop partners and service providers. At a minimum, States and Local WDBs must ensure that in carrying out this role, one-stop operators do the following:
  - Disclose any potential conflicts of interest arising from the relationships of the one-stop operators with particular training service providers or other service providers, including but not limited to, career services providers;
  - In coordinating services and serving as a one-stop operator, refrain from establishing practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training, and education services; and
  - Comply with Federal regulations and procurement policies, relating to the calculation and use of profits.
- Prohibited Functions of the One-Stop Operator
  - Convene system stakeholders to develop the local plan
  - Prepare and submit the local plan
  - Conduct oversight over itself or its functions
  - Manage or participate in the competitive selection process of the one-stop operators
  - Select or terminate one-stop operators, career service providers, and youth providers
  - Negotiate local performance accountability measures
  - Develop and submit budgets for activities of the Local WDB
- Staff members will engage job seekers to identify barriers to employment and utilize the Missouri Job Center services and Partner services that will help address identified barriers.
- Job Center staff will deliver a variety of skill development and job seeking services for customers addressing their needs in the areas of training and employment. Services can be delivered one-on-one or in a group setting.
- Job Center staff will facilitate and/or deliver workshops and group sessions instructing customers on various skill development opportunities, including basic skills development, customer service, computer skills, job search skills, career readiness, and training enhancement options.
- Job Center staff will meet with customers to assist them in their job search efforts (resumes, interviews, internet job search, and other topics), assist job seekers in locating appropriate job openings, and assist individuals in applying for these jobs. Team members will also coordinate with the Job Center Manager in efforts to engage business and industry per hiring and training needs.

- Job Center staff will assist in maintaining a system to track, review, and analyze documentation of customer activities in the Missouri Job Center management information system, currently known as MoJobs.
- The Workforce Development Board may also require the Job Center staff to perform other duties as deemed necessary to meet the needs of the Partners and Customers.
- Comply with Federal regulations and procurement policies, relating to the calculation and use of profits.
- The Northeast Missouri Region has elected to combine the One-Stop Operator and Staffing Contracts by Job Center region. 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. NEMO WDB reserves the right to make changes as needed and required to meet budget constraints.
- The Contracting Agency/One-Stop Operator will demonstrate the objectives listed below:
  - Promote a cohesive team approach to the provision of services to customers.
  - Exhibit competent and cooperative management with a vision for staffing and supporting the Missouri Job Center system.
  - Demonstrate a commitment and ability to ensure that staff is customer service oriented and available to serve job seekers and employers.
  - Exercise a willingness to integrate resources and activities with other organizations.
  - Respond with flexibility in deploying human resources and an ability to adapt to change as economic conditions and operational needs evolve.
  - Survey for customer satisfaction.
  - Assist all partners to achieve the levels of performance expected of them by their funding source.
  - Provide all partners and staff with all information and communications needed for their optimal performance as part of the Job Center.
- The minimum hours of operation for each Missouri Job Center are 8:00 a.m. to 4:30 p.m., Monday through Friday. With the exception of one hour per week to allow for a Job Center staff meeting. These weekly meetings must be held on the same day and time each week for consistency and the adjusted hours clearly posted for the public. (i.e. 8-4:30 Monday-Thursday, 9-4:30 Friday) Job Center staff must maintain a work schedule of at least 40 hours per week.

- The Contracting Agency/One-Stop Operator is not required to provide staffing on state-recognized holidays and any other dates of closure as designated by the Governor. The current schedule is as follows:
  - \* New Year’s Day
  - \* Martin Luther King, Jr. Day
  - \* Lincoln’s Birthday
  - \* Washington’s Birthday/President’s Day
  - \* Truman’s Birthday (observed)
  - \* Memorial Day
  - \* Independence Day (observed)
  - \* Labor Day
  - \* Columbus Day
  - \* Veteran’s Day
  - \* Thanksgiving Day
  - \* Christmas Day (observed)
- The One-Stop Operator and all parties/staff will sign and abide by the NEMO WDB Conflict of Interest policy.
- To ensure full and open competition for the provision of services of the One-Stop Operator under the Workforce Innovation and Opportunity Act (WIOA), the NEMO WDB has outlined the procurement process in its Procurement Guidelines Manual that can be found at [www.nemowib.org](http://www.nemowib.org).

### **V.3. ADMINISTRATIVE AND OPERATIONS MANAGEMENT SECTIONS**

The NEMO WDB and Staff provide oversight of the One-Stop Operators. This oversight includes monitoring for programmatic and financial compliance, and equal opportunity compliance oversight. Performance Monitoring and Expenditure Monitoring is part of the Administrative responsibility. Board staff and Job Center staff participate in committee meetings, and work together to plan events. The Board staff participate in staff meetings when available, and act as the liaison between the Job Centers, employers and Partners. The WDB staff is also responsible to deliver training to the staff. In addition, the Executive Director intervenes when necessary to resolve customer service or staff issues.

### **IV.Shared Funding of Infrastructure**

#### **A. One-Stop Operating Budget**

NEMO WDB prepared the Infrastructure spreadsheets indicating the total Job Center cost for the three comprehensive job centers, located in Hannibal, Kirksville, and Warrenton as indicated from the Infrastructure agreement with Office of Workforce Development. The spreadsheets were sent to all of the contacts and conference calls were set up for the partners that requested it. This gave all parties the opportunity for robust conversation regarding the structure and cost. The spreadsheets represented a methodology to determine proportionate share and benefits received to allocate the costs among partners. For those partners not currently co-located in one of the comprehensive Job Centers, the NEMO WDB presented a cost-share model that consisted of

having partner staff spend an agreed upon time in the job center when possible. Using the FTE model represented the most reasonable method due to the time restraints of the partners and the space available in the job centers. The contribution to the One-Stop delivery system provides partner staff the opportunity to fully integrate job center services and enables staff to set appointments for customers to engage with the partner staff for services, providing a direct linkage.

Department of Labor and Industrial Relations (DOLIR) makes a contribution to the Office of Workforce Development for labor exchange services, which is shared with the local Workforce Development Boards. No cost-share negotiation was conducted with DOLIR.

Budget Components: The budgets include the infrastructure categories listed in the law and regulations (rent, utilities and maintenance, equipment, technology to facilitate access, and common identifier costs).

Other Contributors: The MOU does not include contributions made to the One-Stop System through other avenues, such as donations made by a non-partner entity. There have been no Third-party in-kind contributions made to supplement the operation of the American Job Center.

#### **FUNDING OF SERVICES AND OPERATING COSTS**

According to the Workforce Innovation and Opportunity Act (WIOA), all required One-Stop partner programs must contribute to the infrastructure costs and/or certain additional costs of the one-stop delivery system based on their proportionate use as required by 20 CFR 678.755, 34 CFR 361.755, and 34 CFR 463.755. A partner's contribution must be an allowable, reasonable, necessary, and allocable cost to the program and be consistent with the Federal Costs Principles set forth in the Uniform Guidance. Funding provided by the one-stop partners to cover the operating costs, including infrastructure costs, of the one-stop delivery system must be based on the partner program's proportionate use of the system and relative benefit received.

Operating Budgets for the three Comprehensive Job Centers in Northeast Region may be found in:

- Hannibal Job Center Attachments MOU-AA1, MOU-AA2, MOU-AA3
- Kirksville Job Center Attachments MOU-BB1, MOU-BB2, MOU-BB3
- Warrenton Job Center Attachments MOU-CC1, MOU-CC2, MOU-CC3

For each Job Center, there is a worksheet:

- (1) Partners – Provides a listing of the One-Stop Partners required to participate
- (2) FTE's Allocation – Represents the allocation method (%) used to convert the allocation of infrastructure cost
- (3) FTE Cost by Partner – Provides the Total Budget and allocation of center costs to each partner using the percent by FTE method.

Partners are identified by those who are physically co-located on-site in that Job Center and those who do not have a physical presence (See chart on Pages 16-18 – those physically co-located are indicated with a red checkmark ✓). The method used to allocate costs are based on Full Time Equivalency (FTE) for each partner. An FTE is calculated as 1 person @ 40 hours per week.

Required partners must share costs to operate one-stop centers in proportion to the benefit each partner receives by participating in the local workforce delivery system. Partners located “on-site” have indicated the staffing FTE that they will dedicate to support the operation of the one-stop system. Off-site partners will work with the WDB to determine a fair contribution of time or in-kind contribution. It must represent a reasonable contribution to support the one-stop delivery system and its mutual customers.

Infrastructure costs have been identified as those Facility costs for rent/lease, utilities, maintenance, alarm services, and insurance. Technology costs for internet, telecommunications, copy/fax equipment, assistive technology, and common marketing costs to include Job Center signage. Other Job Center Operating Costs such as supplies, telecommunication data usage, postage, printing, memberships/subscriptions, and interpretation services are shared between NEMO WDB and Office of Workforce Development based on proportionate share of FTE’s in each comprehensive job center.

This cost sharing Infrastructure Funding Agreement (IFA) will be for a one-year period beginning July 1, 2020. Budgets will be reviewed annually and re-negotiated, as required, based on actual expenditures from the previous year. Partners will collaborate to compile actual infrastructure and shared costs, along with the data on actual staffing contributions to operate the One-Stop Job Center. This will be done to support the proper allocation of costs in a manner that fully complies with applicable cost principles, and to assist in preparation of negotiations for the following year.

Partners will be billed monthly, unless other arrangements/options are requested by the partner. Actual costs will be tracked and reconciled quarterly to ensure costs are allocated based on actual benefits received.

In the event of any change in staff FTE’s, during the course of this agreement, the budget worksheets will be modified to ensure an equitable benefit among all one-stop partners. This action could result in a lower or higher proportionate share for those Job Center Partners.

Partners shall adhere to the following conflict resolution process for disputes arising out of any provisions to this agreement:

- (1) Partners will negotiate in good faith, with the assistance of a neutral convener (if necessary), to identify the nature of the dispute and attempt to identify ways in which the dispute can be resolved.
- (2) If the dispute cannot be resolved among the local partners, the matter will be forwarded to the Missouri Department of Higher Education for assistance.

Appeals - If a One-Stop Partner’s appeal to the State regarding infrastructure costs, results in a change to the One-Stop Partner’s infrastructure cost contributions, the MOU must be updated to reflect the final One-Stop Partner infrastructure cost contributions.

By signature authority as listed in Section XIII of this MOU, each partner attests to the agreed upon share of infrastructure costs as identified in the budget attachments.

## **V. SYSTEMATIC REFERRAL PROCESS FOR JOB CENTER CUSTOMERS**

The purpose of this section is to provide the One-Stop Partners with a standardized referral process for the Missouri Job Center system as implemented through this MOU on July 1, 2020, as required by the Workforce Innovation and Opportunity Act of 2014.

The vision of the One-Stop Partners for the Missouri Job Centers with this referral process is to:

- Connect all customers to seamless, customer-focused, integrated delivery across all programs and enhance access to all program services.
- Ensure that businesses and job seekers have access to information and services that lead to positive employment outcomes.

Grantees, sub-recipients, and subcontractors funded under WIOA must abide by WIOA law, regulations, guidance, as well as state and local WIOA policies. In addition, as established in this MOU, the core One-Stop Partners agree to provide substantial referrals to customers who are eligible for supplemental or complementary services and benefits under the One-Stop Partner programs.

Every Missouri Job Center must provide access to the programs and services of all required One-Stop Partners. "Access" to programs and services means having either:

- Program staff physically present at the Missouri Job Center;
- Partner program staff physically present at the Missouri Job Center, appropriately trained to provide information to participants about the programs, services, and activities available through Partner programs; or
- A direct linkage by phone, email, or through real-time, web-based communication to a program staff member with the competency and authority to assist the participant with applying for, or obtaining program benefits or services.
- Each party will have information on and receive training about the services of all Partner agencies within the One-Stop System. These trainings will most likely take place at the Job Center during their designated staff meeting time or the selected Job Center Staff will meet at the Partner's location.

For customers needing assistance with Unemployment Insurance, the Division of Employment Security (DES) administers Missouri's Unemployment Insurance (UI) program. UI programs and activities that fall under the operation of DES include the regular UI program, unemployment compensation for ex-service members, unemployment compensation for Federal employees, the Shared Work program, The Reemployment Services Eligibility Assessment (RESEA) program, Disaster Unemployment Assistance and Trade Readjustment Allowances, including Reemployment Trade Adjustment Assistance.

## **VI. ACCESS**

### **NON-DISCRIMINATION AND EQUAL OPPORTUNITY**

**Access** –Access to the workforce system is every One-Stop Partner's responsibility and should

not be the sole responsibility of any one program or agency. All customers should have equal physical and programmatic access to all services provided through the Missouri Job Centers. Referrals to programs that work with an individual with select demographics, such as, age, disability, or limited English-speaking ability, among others, should complement the services they receive through other One-Stop Partners.

All One-Stop Partners shall comply with the Americans with Disability Act of 1990 and its amendments. Each partner is aware of its program and the organization's Equal Opportunity policies and procedures. In the absence of policy and procedures for reasonable accommodations under ADA by a Partner agency, the Partner agrees to use the Northeast Missouri Workforce Development Board's Issuances 24-2020 and 27-2020-1. These issuances may be found at [www.nemowib.org](http://www.nemowib.org).

#### **PHYSICAL ACCESSIBILITY (Sec. 121 (c)(2)(iv)) (§678.500(b)(4))**

The Comprehensive Job Centers meet the standard for physical accessibility. The layouts in the three job centers in Northeast Region are friendly to everyone that enters. Due to the open floor plans, private offices and conference rooms are available to help customers and staff with privacy and confidentiality, noise levels, and concentration. We have signs posted in the centers to remind customers that accommodations are available upon request. Staff members are available to assist who are in need of these accommodations.

There are designated parking spots near the entrance at the centers. Staff are available to assist customers who need help to enter the building.

#### **PROGRAMMATIC ACCESSIBILITY (Sec. 121 (c)(2)(iv)) (§ 678.500(b)(4))**

The Missouri Job Centers in Northeast Missouri welcome all customers as they arrive. The customers sign in at the Kiosk and staff will assist them if needed. The reason for the visit is determined, then the customer is introduced to the person who will be taking care of their needs.

The Job Centers are equipped with services, technology, and trained staff that will help customers with specific barriers to access programs and services. For individuals that are non-English speaking or English as Second Language speakers, access is provided through the Language Link service.

The Job Centers have adjustable tables and chairs. The Microsoft software enables computer reconfiguration to meet the needs of most of the customers. We also have assistive listening devices to assist with mild to moderate hearing loss. The staff can also assist with the Relay Missouri service as an alternative communication tool for individuals who are deaf, hard of hearing, deaf/blind, or with a speech impairment. Other assistive devices are available at the job centers.

All staff are aware of how to meet the needs of customers with disabilities or special needs and have been trained on how to provide reasonable accommodations. In addition, several One-Stop Partners, including Vocational Rehabilitation, Rehabilitation Services for the Blind, Adult Education and Literacy have offered their expertise to train Job Center Staff and assist with developing accommodations for customers.

All One-Stop Partners are committed to exchanging information about programs through the Access Committee, Business Services Team, Youth Council, CAP meetings (Warrenton) and the Employer Engagement committee meetings. For those who are unable to attend these meetings, they may join by phone or are encouraged to send information and updates regarding their agency to share

with the other Partners.

By signing this MOU, All One-Stop Partners have solidified their organization's commitment to offering priority of services to veterans, public assistance recipients, low-income individuals, or individuals who are basic skills deficient when providing basic career services, individualized services and training services.

By signing this MOU, all One-Stop have solidified their organization's commitment to ensuring their organization's policies, procedures, programs, and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments in order to provide equal access to all customers, including individuals with disabilities. At a minimum, each partner agrees to review their organization's policies on a yearly basis and as new guidance is issued.

## **VIII. HUMAN RESOURCES MANAGEMENT**

We agree that the Partners will develop commonly accepted expectations for customer service and engagement that are compliant with each individual entity's employee policies. Each Partner will incorporate those expectations into their own employee-performance system and agree to conduct periodic performance reviews in accordance with the requirements of their organization.

### **Grievances and Complaints Procedure**

All One-Stop Partners agree that management and staff engagement must meet a high standard of customer service. Each Partner will ensure enforcement of non-discrimination and equal opportunity policy provisions within the One-Stop System. If, in the event that a disagreement arises, the proper chain of command will be followed, and a staff member's employer of record will be called upon to help resolve issues. If a resolution cannot be reached, the NEMO WDB Issuance, Corrective Actions Sanctions Policy and Guidelines or other current guidance on the topic. (This issuance may be found at [www.nemowib.org](http://www.nemowib.org))

### **Confidentiality**

All One-Stop Partners will follow their organization's confidentiality policy, which will be in alignment with the Workforce Innovation and Opportunity Act (WIOA), [NEMO WDB Confidentiality Policy](#) and [Office of Workforce Development Confidentiality Policy](#).

## **IX. ONE-STOP DELIVERY SYSTEM PERFORMANCE CRITERIA**

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

- a. All customers will receive prompt and courteous service from the staff.
- b. All customers will receive the services designed to assist customers in achieving their educational and/or job placement goals.
- c. All employees can expect to work in a safe and professional environment.
- d. All employees can expect to receive the best tools to achieve the desired outcome for their customers.
- e. All Partners will deliver high-quality services through the Missouri Job Centers.

## **X. GOVERNANCE OF THE ONE-STOP DELIVERY SYSTEM**

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Local WDB, the One-Stop Operator, and the Partners.

### **Responsibilities of Northeast Missouri Workforce Development Board to include, but not limited to:**

- 1) Develop and execute the Memorandum of Understanding (MOU) with the One-Stop Partners. Review the agreement annually for substantial changes and update as required.
- 2) Direct the disbursement of funds for workforce development activities pursuant to the requirements of WIOA.
- 3) Develop the local plan, including policies, standards and operational priorities for the local area; update the plan as required by the Office of Workforce Development.
- 4) Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the Chief Local Elected Officers.
- 5) Coordinate workforce development activities with economic development strategies and other employer linkages.
- 6) Oversee all activities and operations of the job centers, one-stop operators, and service providers to ensure programmatic and fiscal compliance.

### **One-Stop Operator Responsibilities to include:**

- 1) Coordinate service delivery of all One-Stop Job Center required services.
- 2) Promote inclusion of Partners and integration of services consistent with the principles of universal access, customer choice, increased accountability and strong private sector involvement.
- 3) Advance quality improvement methods, customer satisfaction measures, and staff development.
- 4) Coordinate with the NEMO WDB to develop strategic objectives.
- 5) Ensure expenditures and performance expectations are being met.
- 6) Serve as the liaison between the NEMO WDB, WIOA service providers, and the One-Stop Partners
- 7) Ensure the One-Stop Partners are aware of basic services offered by all One-Stop Partners and ensure the Job Center staff delivers the services promised to customers.
- 8) Continue to work with the NEMO WDB to develop and enhance the workforce development system by focusing on a fully coordinated and integrated service delivery model that is market-driven and offers value-added services to regional jobseekers and businesses.
- 9) Ensure effective referral processes are in place and followed by all One-Stop Partners and proper follow-ups are completed.
- 10) Convene quarterly Business Services Team meetings, set the agenda, record the minutes, and assign action items.
- 11) Be knowledgeable of the mission and performance standards of the One-Stop Partners and, when necessary, identify cross-training needs.
- 12) Ensure the delivery of services to individuals with limited English proficiency, disabilities,

or other significant barriers.

- 13) Ensure One-Stop Partners follow the policies of the Missouri Job Centers.
- 14) Abide by all Federal, State, and Board policies
- 15) Assist the Board in meeting One-Stop Job Center Recertification.
- 16) Actively participate in Board meetings, committee meetings and other activities of the Northeast Missouri Workforce Development Board to ensure compliance, customer satisfaction, physical and programmatic accessibility, and continuous improvement.

**The One-Stop Partner's responsibilities will include:**

- 1) Provide access to programs and services through the one-stop delivery system, including appropriate career services.
- 2) Support development and implementation of one-stop policies and processes and an integrated customer-centered service delivery design.
- 3) Share customers and infrastructure costs.
- 4) Connect grant funds to ensure customers receive the full benefit of services provided by each partner organization.
- 5) Engage employers and provide integrated business services.
- 6) Increase and integrate customer services.
- 7) Share performance data regarding shared customers.
- 8) Participate in the referral process and coordinate follow-up with Job Center Staff.
- 9) Assist NEMO WDB and the One-Stop Operators in developing methods to ensure needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities are addressed.
- 10) Participate in NEMO WDB Board meetings when possible, as well as committee meetings, to ensure all entities remain fully aware of services offered with every Partner.

**XI. DURATION, MODIFICATION, and REVISIONS**

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2020 and will continue in effect until June 30, 2023 or such time as any party will modify, extend, or terminate this MOU.

The terms of the shared funding of infrastructure costs agreed to in Section IV will take effect as of July 1, 2020 and will continue in effect until June 30, 2021, or such time as any party will modify, extend, or terminate that subpart of this agreement.

**SEVERABILITY**

If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU shall remain in full force and effect until renegotiated or rewritten.

#### **AMENDMENT PROCEDURES (Sec. 121 (c)(2)(v)) (§ 678.500(b)(5))**

- All One-Stop Partners retain the right to request a modification to this MOU or its related agreements. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change.
- Requests for modification must be made in writing to the NEMO WDB (email will be accepted).
- The Request for Modification will be shared with all One-Stop Partners. All One-Stop Partners will send their recommendation to the modification to the NEMO WDB. The NEMO WDB will vote on the revision. If the modification is accepted by all partners and the Board agrees to the modification, signatures of agreement to the modification, will be obtained from all One-Stop Partners.

#### **RENEWAL PROVISIONS § 678.500(b)(6)**

- The Infrastructure Budget Agreement will be reviewed and adjusted annually. The budget will be sent to each One-Stop Partner for approval annually. The Infrastructure Agreement will act as a modification to the MOU and will require consensus and signature of all One-Stop Partners.
- The Memorandum of Understanding will be reviewed by all One-Stop Partners and renewed every three (3) years.

#### **XII. TERMINATION**

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 30 days prior to the effective termination date.

**XIII. AUTHORITY AND SIGNATURES (§678.500(d))**

By signature hereto, the Northeast Missouri Workforce Development One-Stop Partners agree to abide by all terms and conditions of the Memorandum of Understanding (MOU) and Infrastructure Funding Agreements (IFA). By signing below, the One-Stop Partner warrants and represents that the person signing this MOU has the authority to bind that Partner and that this One-Stop Partners participation in the MOU is not a violation of any By-Law, Covenant or restriction placed upon them by their respective entity.

---

**NAME OF PARTNER AGENCY**

---

**SIGNATURE** **DATE**

---

**PRINTED/TYPED NAME OF SIGNATORY** **TITLE**

**NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD, INC.**

**NAME OF PARTNER AGENCY**

*Diane Simbro* 5/27/20

**SIGNATURE** **DATE**

**DIANE SIMBRO** **EXECUTIVE DIRECTOR**

**PRINTED/TYPED NAME OF SIGNATORY** **TITLE**

*Corey Mehauff* 5/27/20

**SIGNATURE** **DATE**

**COREY MEHAFFY** **WDB BOARD CHAIRMAN**

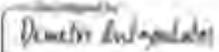
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AARP Foundation

NAME OF PARTNER AGENCY

 5/27/2020  
\_\_\_\_\_  
SIGNATURE DATE

Demetri Antzoulatos, VP, Finance, Grants, Operations

\_\_\_\_\_  
PRINTED/TYPED NAME OF SIGNATORY TITLE

NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD, INC.

NAME OF PARTNER AGENCY

 5/22/20  
\_\_\_\_\_  
SIGNATURE DATE

DIANE SIMBRO

EXECUTIVE DIRECTOR

\_\_\_\_\_  
PRINTED/TYPED NAME OF SIGNATORY TITLE

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Boonslick Regional Planning Commission

---

NAME OF PARTNER AGENCY



05/27/2020

---

SIGNATURE

DATE

Chad M. Eggen

Executive Director

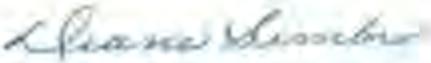
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PRINTED/TYPED NAME OF SIGNATORY

TITLE

NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD, INC.

NAME OF PARTNER AGENCY



5/22/20

---

SIGNATURE

DATE

DIANE SIMBRO

EXECUTIVE DIRECTOR

---

PRINTED/TYPED NAME OF SIGNATORY

TITLE



**Memorandum of Understanding (MOU)  
Disclosure Statement  
Missouri Department of Social Services**

**MOU Title:**

**One-Stop Delivery System**

1. Department of Social Services (DSS) is signing the Workforce Innovation and Opportunity Act (WIOA) Memorandum of Understanding (MOU) with the following stipulations:
  - a. All fourteen (14) Workforce Development Boards MOUs must fully comply with the WIOA regulations.
  - b. Local cost sharing negotiations must allow for DSS, including DSS contractors, to provide "in kind" services in lieu of cash payments as applicable.
  - c. WIOA requires one-stop partners to contribute funding to establish and maintain the one-stop delivery system based on each partner's proportionate use of the system and the relative benefits received (WIOA sec. 121(h)(1)(B)(i) and 121(h)(2)(C); 20 CFR 678.420(b), 34 CFR 361.420(b), and 34 CFR 463.420(b)). One-stop partners must use a reasonable cost allocation methodology in determining appropriate partner contributions based on proportionate use and relative benefits received (20 CFR 678.420(b)(2)(i), 34 CFR 361.420(b)(2)(i), and 34 CFR 463.420(b)(2)(i)).
  - d. DSS, its affiliates, successors, assignees, and contractors will continue to adhere to their confidentiality and security policies.
  - e. Termination of the MOUs: Any Partner to these MOUs may withdraw, giving written notice of its intent to withdraw as a Partner. All pertinent terms of the MOUs will continue in effect for the remaining Partners. Any party may cancel the MOU at any time for cause or without cause on a 30-day written notice.
  - f. In the event, there is a conflict of language between the MOU and this Disclosure Statement, the language in this Disclosure Statement shall prevail.
  - g. In the event there is a conflict between law, regulations, and policy governing DSS and the WIOA MOU, then the law, regulations, and policies governing DSS shall prevail.

Patrick Luebbering, Director  
Division of Finance and Administrative Services

Temporary Assistance for Needy Families  
Community Services Block Grant  
SNAP Employment and Training  
Rehabilitation Services for the Blind

XIII. AUTHORITY AND SIGNATURES (§678.500(d))

By signature hereto, the Northeast Missouri Workforce Development One-Stop Partners agree to abide by all terms and conditions of the Memorandum of Understanding (MOU) and Infrastructure Funding Agreements (IFA). By signing below, the One-Stop Partner warrants and represents that the person signing this MOU has the authority to bind that Partner and that this One-Stop Partners participation in the MOU is not a violation of any By-Law, Covenant or restriction placed upon them by their respective entity.

GAMM INCORPORATED

NAME OF PARTNER AGENCY

Dana Keller 5/22/20

SIGNATURE

DATE

DANA KELLER EXECUTIVE DIRECTOR

PRINTED/TYPED NAME OF SIGNATORY

TITLE

NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD, INC.

NAME OF PARTNER AGENCY

Diane Simbro 5/22/20

SIGNATURE

DATE

DIANE SIMBRO EXECUTIVE DIRECTOR

PRINTED/TYPED NAME OF SIGNATORY

TITLE

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Macon AEL

NAME OF PARTNER AGENCY

Lydia McClellan 6/17/2020

SIGNATURE

DATE

Lydia McClellan, AEL Director

PRINTED/TYPED NAME OF SIGNATORY

TITLE

NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD, INC.

NAME OF PARTNER AGENCY

Diane Simbro 5/27/20

SIGNATURE

DATE

DIANE SIMBRO

EXECUTIVE DIRECTOR

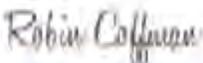
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TITLE

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**NAME OF PARTNER AGENCY**

Missouri Department of Economy & Commerce  
Robin Coffman  
Chief of Staff  
  
Signed on 5/27/2020 12:44:23 PM

**PRINTED/TYPED NAME OF SIGNATORY**

**TITLE**

NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD, INC.

**NAME OF PARTNER AGENCY**



5/27/20

**SIGNATURE**

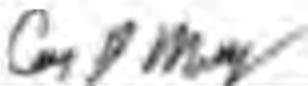
**DATE**

**DIANE SIMBRO**

**EXECUTIVE DIRECTOR**

**PRINTED/TYPED NAME OF SIGNATORY**

**TITLE**



5/27/20

**SIGNATURE**

**DATE**

**COREY MEHAFFY**

**WDB BOARD CHAIRMAN**

**PRINTED/TYPED NAME OF SIGNATORY**

**TITLE**

XIII. AUTHORITY AND SIGNATURES (§678.500(d))

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North East Community Action Corporation (NECAC)

NAME OF PARTNER AGENCY



May 28, 2020

SIGNATURE

DATE

Donald D. Patrick

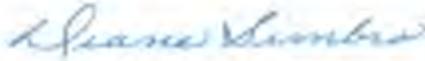
President & CEO

PRINTED/TYPED NAME OF SIGNATORY

TITLE

NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD, INC.

NAME OF PARTNER AGENCY



5/27/20

SIGNATURE

DATE

DIANE SIMBRO

EXECUTIVE DIRECTOR

PRINTED/TYPED NAME OF SIGNATORY

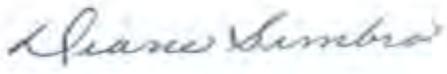
TITLE

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PIKE LINCOLN TECHNICAL CENTER  
NAME OF PARTNER AGENCY  
 6-11-2020  
SIGNATURE DATE

BOB DANUSER BOARD PRESIDENT  
PRINTED/TYPED NAME OF SIGNATORY TITLE

NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD, INC.  
NAME OF PARTNER AGENCY  
 5/22/20  
SIGNATURE DATE

DIANE SIMBRO EXECUTIVE DIRECTOR  
PRINTED/TYPED NAME OF SIGNATORY TITLE

XIII. AUTHORITY AND SIGNATURES (§678.500(d))

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Umnos, Inc.

NAME OF PARTNER AGENCY

 6/9/2020

SIGNATURE

DATE

Jose Martinez VP of Farmworker and Comm. Based Services

PRINTED/TYPED NAME OF SIGNATORY

TITLE

NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD, INC.

NAME OF PARTNER AGENCY

 5/27/20

SIGNATURE

DATE

DIANE SIMBRO EXECUTIVE DIRECTOR

PRINTED/TYPED NAME OF SIGNATORY

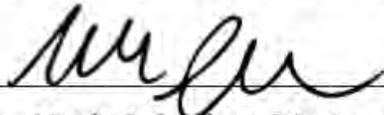
TITLE

Memorandum of Understanding

Signature Page

By signing, each party affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.

Missouri Department of Higher Education & Workforce Development, Office of Workforce Development, WIOA partner for Title I Adult, WIOA Dislocated Worker, WIOA Youth, and Title III Wagner-Peyser, Trade Assistance Act, and Jobs for Veterans State Grant.



---

Dr. Mardy L. Leathers, Director, Workforce Development  
Missouri Department of Higher Education & Workforce Development

June 22, 2020

Date

Kirkville Comprehensive Job Center

FTE Costs by Partner - Attachment MOU-583

Infrastructure Cost Line-Item (Annual)	Total Budget	Partner Responsible for payment	Allocation of Costs to Partner										Total Budget	
			AD/DW	Youth	WP/Trans/ Vets	AEL	VA / ABS	TANF/MWA	OSBG/NECAC	Migrant UMOS	Title V SBR	Perkins Knoxville		
Methodology Used: Percent of FTE's			16.438%	15.656%	62.622%	0.783%	0.567%	0.783%	0.783%	0.783%	0.783%	0.783%	0.783%	100%
<b>Facility Costs</b>														
Lease/Rent	\$ 33,000.00	O/DW	\$ 5,424.86	\$ 5,166.34	\$ 20,665.36	\$ 258.52	\$ 185.74	\$ 258.32	\$ 258.32	\$ 258.32	\$ 258.32	\$ 258.32	\$ 258.32	\$ 33,000.00
Electric	w/lease	O/DW												\$ -
Gas	w/lease	O/DW												\$ -
Water	w/lease	O/DW												\$ -
Sewer Connections	w/lease	O/DW												\$ -
Facility Maintenance Contract	w/lease	O/DW												\$ -
Alarm Services	N/A													\$ -
Building Insurance	N/A	O/DW												\$ -
<b>Technology Costs</b>														
High-Speed Internet		WDB	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications (Landlines only)	\$ 2,900.00	O/DW	\$ 476.71	\$ 454.01	\$ 1,816.08	\$ 22.70	\$ 17.05	\$ 22.70	\$ 22.70	\$ 22.70	\$ 22.70	\$ 22.70	\$ 22.70	\$ 2,900.00
Equipment (Copiers)	\$ 2,350.00	O/DW/WDB	\$ 386.30	\$ 367.91	\$ 1,471.62	\$ 18.40	\$ 15.60	\$ 18.40	\$ 18.40	\$ 18.40	\$ 18.40	\$ 18.40	\$ 18.40	\$ 2,350.00
Fax Machines	\$ -	O/DW												\$ -
Assistive Technology	\$ -	O/DW												\$ -
<b>Common Identifier Marketing Costs:</b>														
Job Center Signage	\$ -	WDB												\$ -
<b>TOTAL INFRASTRUCTURE COSTS</b>	<b>\$ 38,250.00</b>		<b>\$ 6,287.87</b>	<b>\$ 5,988.26</b>	<b>\$ 23,953.03</b>	<b>\$ 299.41</b>	<b>\$ 234.56</b>	<b>\$ 299.41</b>	<b>\$ 299.41</b>	<b>\$ 38,250.00</b>				
Less Cash Contribution	\$ -													\$ -
Less Non-Cash Contribution	\$ -						199.41			299.41			199.41	\$ -997.64
Less Third-Party in-kind Contributions	\$ -													\$ -
Adjustment - No hours at Kirkville-double at Warrenton								399.41						
Total Contributions	\$ -		\$ -	\$ -	\$ -	\$ 199.41	\$ -	\$ 399.41	\$ 299.41	\$ 299.41	\$ -	\$ 199.41	\$ -	\$ 1,297.05
Balance	\$ 38,250.00	Annual	\$ 6,287.87	\$ 5,988.26	\$ 23,953.03	\$ 100.00	\$ 234.56	\$ 0.00	\$ 0.00	\$ -	\$ 299.41	\$ 100.00	\$ 36,952.95	

Non-Cash Contribution

- AEL: Provide Adult Mentoring for WIDA Youth and will do Virtual Meetings with IC Staff
- MWA: Since MWA has an office in close proximity of the Job Center, they have agreed instead of spending 3 hrs/mo in Kirkville they will spend 16 hrs/mo in Warrenton JC
- NECAC: Provide Access Points/Space in 5 counties and offer life skills workshops for our customers.
- UMOS: Literature, Telecon Presentation and Virtual Services
- Administer Work Keys and HiSet Testing. Provide informational technical

Hannibal Comprehensive Job Center

FTE Costs by Partner - Attachment MOU-443

Infrastructure Cost Line-Item (Annual)	Total Budget	Partner Responsible for payment	Allocation of Costs to Partner										Total Budget
			AD/DW	Youth	WP/Trans/ Vets	AEL	VA	TANF/MWA	OSBG/NECAC	Migrant UMOS	Title V SBR NATIONAL	Perkins: Pike Lincoln	
Methodology Used: Percent of FTE's			12.28%	11.17%	44.89%	6.70%	0.56%	22.35%	0.56%	0.56%	0.56%	0.56%	100%
<b>Facility Costs</b>													
Lease/Rent	\$ 51,900.00	O/DW	\$ 6,378.77	\$ 5,798.88	\$ 23,195.53	\$ 3,479.33	\$ 289.94	\$ 11,597.77	\$ 289.94	\$ 289.94	\$ 289.94	\$ 289.94	\$ 51,900.00
Electric	w/lease	O/DW											\$ -
Gas	w/lease	O/DW											\$ -
Water	w/lease	O/DW											\$ -
Sewer Connections	w/lease	O/DW											\$ -
Facility Maintenance Contract	w/lease	O/DW											\$ -
Alarm Services	N/A												\$ -
Building Insurance	\$ 100.00	O/DW	\$ 12.29	\$ 11.17	\$ 44.69	\$ 6.70	\$ 0.56	\$ 22.35	\$ 0.56	\$ 0.56	\$ 0.56	\$ 0.56	\$ 100.00
<b>Technology Costs</b>													
High-Speed Internet		WDB	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications (Landlines only)	\$ 5,200.00	O/DW	\$ 639.11	\$ 581.01	\$ 2,324.02	\$ 348.80	\$ 29.05	\$ 1,162.01	\$ 29.05	\$ 29.05	\$ 29.05	\$ 29.05	\$ 5,200.00
Equipment (Copiers)	\$ 50.00	O/DW/WDB	\$ 6.15	\$ 5.59	\$ 21.35	\$ 3.35	\$ 0.28	\$ 11.17	\$ 0.28	\$ 0.28	\$ 0.28	\$ 0.28	\$ 50.00
Fax Machines	\$ -	O/DW											\$ -
Assistive Technology	\$ -	O/DW											\$ -
<b>Common Identifier Marketing Costs:</b>													
Job Center Signage	\$ -	WDB											\$ -
<b>TOTAL INFRASTRUCTURE COSTS</b>	<b>\$ 57,250.00</b>		<b>\$ 7,038.31</b>	<b>\$ 6,396.65</b>	<b>\$ 25,566.59</b>	<b>\$ 3,857.99</b>	<b>\$ 319.83</b>	<b>\$ 12,793.30</b>	<b>\$ 319.83</b>	<b>\$ 319.83</b>	<b>\$ 319.83</b>	<b>\$ 319.83</b>	<b>\$ 57,250.00</b>
Less Cash Contribution	\$ -												\$ -
Less Non-Cash Contribution	\$ -					502.75		1,675.00	\$ 319.83	\$ 319.83		219.83	\$ 3,057.24
Less Third-Party in-kind Contributions	\$ -												\$ -
Total Contributions	\$ -		\$ -	\$ -	\$ -	\$ 502.75	\$ -	\$ 1,675.00	\$ 319.83	\$ 319.83	\$ -	\$ 219.83	\$ 3,057.24
Balance	\$ 57,250.00	Annual Cost	\$ 7,038.31	\$ 6,396.65	\$ 25,566.59	\$ 3,355.24	\$ 319.83	\$ 11,118.30	\$ 0.00	\$ 0.00	\$ 319.83	\$ 100.00	\$ 54,212.76

MONTHLY

\$ 277.94 \$ 26.65 \$ 916.38 \$ 0.00 \$ 0.00 \$ 26.65

Non-Cash Contribution

- AEL: Remediation Assistance, Testing, Adult Mentoring, and Referrals. Needed to keep rent same as last PY.
- MWA: Adjusted to compensate for closure and to keep their rent the same as last year.
- NECAC: Access Points provided in 5 counties along with providing Soft Skills Classes to customers.
- UMOS: Literature, Teleconference Presentation & Virtual Services Provided
- PIKE LINCOLN TECHNICAL CENTER: Provide Free Space and use of Computer Lab. Provide Work Keys Testing and HiSet Testing

Warrenton Job Center

FTE Costs by Partner - Attachment MOU-CC3

Infrastructure Cost Line-Item (Annual)	Total Budget	Partner Responsible for payment	Allocation of Costs to Partner									
			AO/DW	Youm	VP/Trade/ Vets	ABL	VR & RSB	WVA	CS&G/NEC&C	Migrant/UMOS	Title V AARP FOUNDATION	Total Budget
Methodology Used: Percent of FTE's			34.04%	17.02%	42.55%	0.85%	2.13%	0.85%	0.85%	0.85%	0.85%	100%
<b>Facility Costs</b>												
Lease/Rent	\$ 23,600.00	OWD	\$ 8,034.04	\$ 4,017.02	\$ 10,042.55	\$ 200.85	\$ 502.13	\$ 200.85	\$ 200.85	\$ 200.85	\$ 200.85	\$ 23,600.00
Electric	w/lease	OWD										\$ -
Gas	w/lease	OWD										\$ -
Water	w/lease	OWD										\$ -
Sewer Connections	w/lease	OWD										\$ -
Facility Maintenance Contract	w/lease	OWD										\$ -
Alarm Services	N/A											\$ -
Building Insurance	w/lease	OWD										\$ -
<b>Technology Costs</b>												
High-Speed Internet/Phone System	\$ 9,800.00	OWD/OWD	\$ 3,356.17	\$ 1,668.09	\$ 4,170.21	\$ 83.40	\$ 208.51	\$ 83.40	\$ 83.40	\$ 83.40	\$ 83.40	\$ 9,800.00
Telecommunications (Landlines only)		OWD/OWD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment (Copiers)	\$ 500.00	OWD/WDB	\$ 170.21	\$ 85.11	\$ 212.77	\$ 4.26	\$ 10.64	\$ 4.26	\$ 4.26	\$ 4.26	\$ 4.26	\$ 500.00
Fax Machines	\$ -	OWD										\$ -
Assistive Technology		OWD/WDB										\$ -
<b>Common Identifier Marketing Costs:</b>												
Job Center Signage	\$ -	WDB										\$ -
<b>TOTAL INFRASTRUCTURE COST \$</b>	<b>\$ 33,900.00</b>		<b>\$ 11,540.43</b>	<b>\$ 5,770.21</b>	<b>\$ 14,425.53</b>	<b>\$ 288.51</b>	<b>\$ 721.28</b>	<b>\$ 288.51</b>	<b>\$ 288.51</b>	<b>\$ 288.51</b>	<b>\$ 288.51</b>	<b>\$ 33,900.00</b>
Less Cash Contribution	\$ -											\$ -
Less Non-Cash Contribution	\$ -								\$ 288.51	288.51		\$ 577.02
Less Third-Party In-Kind Contributions	\$ -											\$ -
Adjustment from Kirksville Job Center								583.05				
Total Contributions	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 288.50	\$ 288.51	\$ -	\$ 577.02
Balance	\$ 33,900.00	ANNUAL	\$ 11,540.43	\$ 5,770.21	\$ 14,425.53	\$ 288.51	\$ 721.28	\$ 871.56	\$ 0.00	\$ 0.00	\$ 288.51	\$ 33,906.03

\$ 72.63

Adjustment from Kirksville Job Center  
MWA has an office in Kirksville so we adjusted their hours spent in the job center from Kirksville to Warrenton.



## Sub-State Monitoring Plan

### NEMO WDB Issuance 17-2020

Effective: July 1, 2020

#### Monitoring Scheduling

All subcontractors shall be monitored by the staff of the NEMO Workforce Development Board for each program they operate, at least annually for all WIOA related and certain non-WIOA related operations in the Northeast Region. Due to turnover in staff, the new state case management system, and changes in policies, a continuous improvement process was put in place in PY 2018 for programmatic monitoring. NEMO WDB began monitoring a combination of full file and desktop review throughout the program year. This proactive measure allows the WDB and program operators to offer technical assistance and training to staff in a timely manner.

The Monitoring schedule and sample size will be in accordance with OWD Issuance 12-2019 Statewide Sub-State Monitoring Policy. When an onsite review will take place, the Subcontractor shall be notified of the intended dates of scheduled monitoring at least two weeks prior to the date of the visit whenever possible. The NEMO WDB reserves the right to conduct unscheduled monitoring in conjunction with or in response to investigations of misfeasance and/or malfeasance or previous monitoring findings.

Programmatic, Fiscal, and Operational Monitoring will be conducted to measure compliance with WIOA regulations and OWD Policies. Monitoring will include a comprehensive examination of compliance issues cited in prior State and Region reviews and the determination where corrective measures were taken to address and resolve those issues.

- **Responsible Representative** –The Operations/Program Coordinator also serves as the EO Officer for the Board and performs the programmatic and EO monitoring of the sub-contractors, with assistance from other office staff as needed. The Fiscal Officer will be responsible for oversight and monitoring of the Sub-Contractors Fiscal Operations. These are WDB staff positions and they report to the Executive Director. The Executive Director will ensure independence from the duties or system monitored.
- **Accountability** – The Local Board and the Chief Elected Officials are responsible, in partnership, for oversight of all Programs as the designated Grantee. The Operations/Program Coordinator and Fiscal Officer will submit their respective monitoring reports to the Executive Director who will then share the report with the One-Stop Committee for review. This report must be submitted annually. The One-Stop Committee will advise the Board and CLEO at the next scheduled Board Meeting of the results of their review. (WIOA sec 107 (d)(8))
- **Compliance and Performance** – NEMO WDB Staff, will perform an annual monitoring regarding compliance with the terms and conditions of each contractual scope of work. All problems must be resolved by prompt and appropriate corrective action (20 CFR 683.420(a)).

PAGE 1

- **Compatibility** Monitoring will cover the adequacy of assessment, planning of activities and services, coordination of the One-Stop system partners to meet the comprehensive needs of customers and customer outcomes. As required by WIOA, when any problems or issues are identified, prompt and appropriate corrective action will be taken.
- **Quality Assurance** – A variety of monitoring methods will be utilized. These may include questionnaires, interviews of customers, employers, One-Stop Operators, and Job Center staff. Monitoring reviews may include on-site visits to subsidized employer worksites as required, desktop reviews using the Office of Workforce Development (OWD) Statewide Information Management System (MoJobs) and available reports and data accessed through MoPerforms; as well as hard copy file review of participant and employer records. This will include comprehensive examination of compliance issues cited in prior federal, State, and local reviews. As required by WIOA, when problems are identified, prompt and appropriate corrective action will be taken. A corrective action plan will be put in place and monitored on a regular basis to ensure that no further technical assistance is required.
- **Risk Assessment** – Prior to issuing an award under WIOA Title 1, and annually thereafter, NEMO WDB is required to conduct a risk assessment to assess the organization's overall ability to administer Federal Funds as required under 2 CFR 200.205. As part of the assessment, the LWDB may consider any information that has come to its attention and will consider the organization's history with regard to management of other grants. NEMO WDB has developed a Risk Assessment Tool that will encompass financial stability, quality of management systems and standards, history of performance, timeliness of compliance, reports and findings from audits, and ability to implement, effectively, statutory, regulatory, or other requirements. This Risk Assessment will be completed each program year **by the end of the 3<sup>rd</sup> Quarter**. NEMO WDB will allow the sub-contractor to self-evaluate themselves in each category, then NEMO WDB will add comments prior to submitting to the One-Stop Committee and Executive Committee for review. The final report will be reviewed and approved by the NEMO Workforce Board annually.
- **Additional Monitoring Required** - .Additional financial and programmatic monitoring must be performed on all stand-alone programs or other special initiatives. This monitoring will be administered in accordance with the contractual scopes of work. These policies are to supplement existing monitoring duties and must be conducted during program operation to assure accountability and transparency of expenditures.
- **Methodology and Target Universes** - A random sampling of files from **every funding stream** will be selected to test eligibility and compliance in every funding stream for which there is a contract with OWD. Programs funded by other Grantors will follow the monitoring requirements in the respective Scope of Work. The statewide data management system will be utilized to obtain the random samples. When reviewing WIOA Adult and Dislocated Worker participant records, the two funding streams will be combined, and then sampled by service. In addition, NEMO WDB must monitor a separate, statistically valid sample of Adult and Dislocated Worker participants enrolled in ~~any~~ each of the following services:
  - Classroom Training
  - On-the-Job Training
  - Work Experience/Internship/Apprenticeship
  - Support Services/Needs-related payments
  - Any other service that results in direct payment made to, or on behalf of, a participant

**SAMPLE SIZE**

The following sample sizes are required, at a minimum, depending on the universe to be reviewed. Sample size may be increased as necessary based on the results of the Risk Assessment.

Universal Sampling Size		
From	To	# of Files to review
1	200	69
201	300	78
301	400	84
401	500	87
501	1,000	96
1,001	2,000	100
2,001	10,000	105

*This table is for random sampling with a confidence level of 90 percent and a margin of error of 8%*

**PROGRAMMATIC MONITORING REQUIREMENTS**

- The Local Monitor will, in accordance with OWD Issuance 12-2019 review participant records for, at a minimum,
  - Documentation of participant eligibility and/or priority for the program and services received;
  - Orientation to services;
  - Signed acknowledgement from the participant that notification of complaint and grievance rights and procedures were received;
  - Justification for the provision of Individualized Career Services or Training services;
  - Method of assessment;
  - Employment planning;
  - Individual Training Accounts;
  - Appropriateness and accuracy of participant payments (i.e., supportive services);
  - Appropriate data entry and posting of outcomes, including attainment of a degree or certificate and any supplemental employment data; and
  - Any other applicable Data Elements.
  
- In Addition, Local Monitor must ensure Youth Monitoring procedures account for WIOA requirements, such as:
  - The current Out of School (OSY) percentage expenditure requirement\*
  - 20% work-based learning with educational component requirement
  - 5% limit on In-School Youth enrolled with the “Requires additional assistance” barrier
  - 5% over-income exception limit, and

\* *The WIOA requirement expenditures on OSY may be subject to adjustment due to federal waiver.*
  
- Personnel Systems: The monitoring staff may review one or more personnel records of individuals paid through contracts with the NEMO WDB. The purpose of this review shall be to ascertain if subcontractor staff:

- Possess the education and experience noted in proposals submitted to the WDB;
- Expend the time on contract related activities charged against the contracts being monitored;
- Have documentation of capacity building efforts on their behalf; and
- Have signed complaint and grievance procedures on file.

\* *Confidential information, such as disciplinary action and service reports are not considered relevant to normal monitoring and should be stored in a closed envelope within the personnel file.*

- EEO and ADA Compliance - NEMO WDB monitoring staff shall survey the subcontractor's hiring practices, promotion practices, facilities, and outreach and intake procedures to ascertain the subcontractor's compliance with the Equal Employment Opportunities and the Americans with Disabilities Acts.

## **PROGRAMMATIC MONITORING PROCESS**

**Step 1:** The Local Monitor will determine the timeframe to monitor and will pull a report from MoJobs to determine the sample size required for each funding stream.

**Step 2:** A sample list will be created by randomly selecting the number of files required.

**Step 3:** The Sub-Contractors will receive the list of files to be monitored from the Local Monitor.

**Step 4:** The Local Monitor will begin the desk review and enter comments and concerns in the Electronic Monitoring Tool.

**Step 4:** When the desktop review is completed, the Monitoring Tool with comments/concerns, will be forwarded to the Sub-Contractor. They will review the Monitoring Tool and respond to the Local Monitor within 10 business days. The response from the Sub-Contractor will include corrections made or reasons why a correction could not be made. The Local Monitor will review the comments and, if they are acceptable, will advance to the full file monitoring. If not acceptable, the Local Monitor will work with the Sub-Contractor until the issue is resolved.

**Step 5:** The Local Monitor will request files for the Full File Review.

**Step 6:** The Local Monitor will record any comments, concerns, or recommendations on the Monitoring Tool. The Local Monitor will also add comments regarding Best Practices found during the review.

**Step 7:** The Local Monitor will review everything with the Sub-Contractor. The Sub-Contractor will have 10 business days to resolve any issues found. The Sub-Contractor will place their comments into the Monitoring Tool and return to the Local Monitor. If more time is needed to complete the response, the Sub-Contractor may request an extension, along with the justification, in writing to the Local Monitor and Executive Director.

**Step 8:** When the response is received from the Sub-Contractors, The Local Monitor will produce a written monitoring report for each subcontractor and submit to the Executive Director for review. The report will outline, at a minimum:

- ◆ the activities which were monitored;
- ◆ the systems which were monitored;
- ◆ individual participant files which were found to contain errors;
- ◆ monitoring findings; and
- ◆ recommended corrective action, including training and technical assistance

- ◆ regional and subcontractor performance
- ◆ contract concerns
- ◆ best practices
- ◆ recommendations

**Step 9:** The Executive Director will compile the Annual and Quarterly Reports of the Sub-Contractors, which will include Performance Measures, Expenditure and Contract Performance and the Fiscal Monitoring Reports.

**Step 10:** The final reports will be presented to the One-Stop Committee

The One-Stop Committee will review the monitoring report, the subcontractor's response and may:

- Accept the subcontractor's response
- Reject all or part of the response and/or require resubmission of the response
- Require additional corrective action, or
- Recommend the institution of sanctions against the subcontractor to the NEMO WDB.

If the One-Stop Committee recommends sanctions, the WDB shall take up the recommendation at the next scheduled WDB meeting or the WDB Chairperson may call a special meeting of the WDB to consider the recommendation.

**Step 11:** The NEMO WDB and CLEO may accept or reject the summary monitoring report, or may request additional information regarding all or part of the report. When the NEMO WDB and CLEO is satisfied that the process has been satisfactorily completed, they will either accept the original, amended or substitute summary report, and move for suspension of monitoring.

The One-Stop Committee, along with the WDB and CLEO's, may want to consider this information when reviewing eligibility for and recommending the selection of Title I subcontractors, One-Stop Operators and operators of other programs assigned to the Board.

*NOTE: As this report will be considered a public document, names of participants will not appear in the final report presented to the Board and Committees of the Board.*

## DATA ELEMENT MONITORING PROCEDURES

NEMO WDB must conduct **quarterly** Data Element Validation (DEV) reviews of exited files to ensure the integrity of performance outcomes as required by 2 CFR 200.303. The DEV review will be performed to conform to the State procedures complying with WIOA Section 116(d)(5)7 and federal guidance TEGL 07-18. This review is to verify that the performance data elements reported by Missouri are valid, accurate, reliable, and comparable across programs. The review is to identify anomalies in the data or missing data, to resolve issues that may cause inaccurate reporting, and to improve program performance accountability through the results of data validation efforts.

NEMO WDB Monitors shall use random-sampling techniques when selecting the exited files to review. Depending on the amount of records that exited the prior program year, the corresponding number of sample records shown below, at a minimum, must be examined. These guidelines are applicable for every review.

NEMO WDB will follow the same process as the Programmatic Monitoring for reporting to the Sub-Contractors, One-Stop Committee, WDB and CLEO.

EXITED SAMPLE SIZE		
From	To	# of Files to review
1	200	69
201	300	78
301	400	84
401	500	87
501	1,000	96
1,001	2,000	100
2,001	10,000	105

### Financial Procedures Review

At least once during each program year, the WDB financial monitoring staff shall conduct an on-site Financial Monitoring Review (FMR) of each program operator's financial procedures and systems to ensure fiscal integrity and compliance with WIOA Section 184(a)(4), Fiscal Controls; Sanctions, Establishment of Fiscal Controls by States, Monitoring, 2 CFR 200.328, Monitoring and Reporting Program Performance, and 2 CFR 200.331, Requirements for Passthrough Entities, and additional requirements as issued by DWD.

In addition, funds intended to support adult, dislocated worker, youth, Job Center Cost Share and Infrastructure Cost Share, stand-alone summer youth programs or any other special initiatives will be monitored in accordance with contractual scopes of work. The FMR must ensure that the Subrecipient meets the terms and conditions of the sub award and the fiscal goal or requirements, and that all amounts reported are accurate and allowable, allocated properly, and supported by documentation.

The monitoring shall be completed using a standardized monitoring instrument, which may be customized to meet special contract provisions. This review shall include a sampling, covering at least one-month's activities, and shall consist of the following procedures: (Note: *More than one month may be required based upon the Risk Assessment and/or findings in the first month audited. NEMO WDB reserves the right to request supporting documentation for as many months as necessary to resolve the issues.*):

1. Tracing reports to books (contract progress reports to original books);
2. A review of excess cash and review cash for interest earned on advances;
3. A review of trial balances and bank reconciliations;
4. An examination to assure that FDIC coverage and collateral security are adequate for cash on hand;
5. An examination of inventory records;
6. A review of bonding policy;
7. A check on internal controls and separation of duties;
8. Audit resolution/management decision

9. An examination to determine if program income exists, is being accounted for and reported in accordance with applicable requirements;
10. A review and interview to ensure that staff is following the proper guide for determining costs applicable to WIOA (OMB Circular) and WIOA procurement guidelines;
11. A review of the cost allocation system;
12. A regular examination of expenditures to test transactions against cost categories, cost limitations, and;
13. A review and certification the procurement process is in compliance with the WIOA and NEMO WDB procurement system guidelines;
14. A determination if stand-in costs exist and are being accounted for; and
15. A review of records to ensure proper source documents exist.
16. A review of bank balance to ensure that cash drawn from NEMO WDB is not in excess of expenditures.
17. A review to determine that WIOA expenditures and revenue and all other programs funded through OWD are allocated properly vs. other program funding streams, i.e. TANF SkillUp, Youth Jobs League,

The financial monitoring will result in a written monitoring report, prepared by the Fiscal Officer and submitted to the Executive Director for review. The report will be submitted to the program operator, along with any findings and/or recommendations. If there are in findings, the program operator will be required to submit a corrective action plans to the Executive Director and Fiscal Officer within 14 business days after the program operator receives the written monitoring report. Corrective Actions must be satisfactorily implemented within 3 months of the finding. If that is not possible, the subcontractor must submit a request for extension, along with justification, to the WDB Executive Director.

A final report will be prepared and presented to the WDB Board and CLEOS for approval annually.

NOTE: Depending upon the finding or concern and the Risk Assessment, NEMO WDB may elect to monitor all or specific areas on a more frequent basis. Subsequent monitoring will review prior financial monitor reports and investigate any prior findings and their resolution.

More detail on Subrecipient Financial Monitoring is found in the NEMO WDB Accounting Procedures Manual (Attachment 10 of the Local Plan).

**BYLAWS  
CHIEF LOCAL ELECTED OFFICIAL CONSORTIUM  
NORTHEAST MISSOURI**

WHEREAS, the Counties of Schuyler, Scotland, Clark, Adair, Knox, Lewis, Macon, Shelby, Marion, Randolph, Monroe, Ralls, Pike, Montgomery, Lincoln and Warren in the State of Missouri (hereinafter, the Counties): have been duly constituted themselves to be the North East Missouri Counties Workforce Development Consortium (hereinafter, the Consortium); and

NOW, THEREFORE, the Consortium does hereby adopt the following bylaws:

**ARTICLE I  
CONSORTIUM ESTABLISHED**

The counties aforementioned, do hereby constitute themselves to be a consortium for the purpose of Section 107(c)(1)(B) of Public Law 113-128 (hereafter, the Law), the Workforce Innovation and Opportunity Act (hereafter, the WIOA).

**ARTICLE II  
GOVERNANCE**

**A. Consortium**

The Consortium shall be governed by 16 members, which shall consist of the Chief Local Elected Officials (hereafter, the CLEOs) of each member county or the designee thereof, as provided hereinafter.

1. The Presiding Commissioner of each member county shall be the CLEO of each member county.
2. The appointment of any County Commissioner designated by the CLEO of any member county shall be subject to confirmation by the County Commission of said county and notification of such appointment to the Clerk of the Consortium (WDB Office).
3. No alternates, other than the County Commissioner designated hereunder, shall be permitted on the Consortium.

**B. Officers**

1. The Consortium shall annually select from its membership a Chairperson, a First Vice-Chairperson and a Second Vice-Chairperson to serve for a term of one year or until a successor is elected and qualified. The CLEO Chairperson must be a Presiding Commissioner. As possible, a CLEO from each area (north, middle and south) will serve on the executive committee. All officers shall be County Commissioners. Vacancies shall be filled for the residue of the unexpired term. The executive committee shall appoint person to serve as clerk for the Consortium and its committees as needed.
2. The Chairperson shall preside over the meetings of the Consortium, act as chairperson of the Executive Committee, serve on committees of the Consortium, serve on the Executive Committee of the Local Workforce Development Board (hereinafter, the WDB), be responsible for the management of the affairs of the Consortium and serve as the Consortium CLEO under Section 107 (c)(1)(B) of the Law. The Chairperson shall sign all documents and contracts when authorized by the Consortium.
3. The First Vice-Chairperson shall perform the duties of the Chairperson in his or her absence or disability. However, if the First Vice-Chairperson is an Associate Commissioner he/she may not sign documents on behalf of the Chairperson.

4. The Second Vice-Chairperson shall perform the duties of the First Vice-Chairperson in his or her absence or disability. However, if the Second Vice-Chairperson is an Associate Commissioner he/she may not sign documents on behalf of the Chairperson.
5. The Clerk shall be responsible for the taking, recording, duplicating, distribution and filing of all minutes of the Consortium. The Clerk shall be responsible for keeping on file all official public records and correspondence of the Consortium or its members, upon request thereof.

#### C. Committees

1. **Executive Committee:** The executive committee shall consist of the officers in B (1) above. The Chairperson and First Vice-Chairperson of the Consortium shall serve as the Chairperson and Vice-Chairperson of the committee, respectfully. The Committee shall be responsible for management of the day-to-day affairs of the Consortium between meetings thereof as authorized from time to time by the Consortium in accord with the provisions of the Law. The executive committee also encompasses financial activities. Annual review and drafting of the annual budget will be reviewed by the executive committee.
2. **One-Stop Committee:** The One-Stop Committee shall have oversight of the contracting process including making recommendations to the Consortium during the period of awarding any contracts for One-Stop Operators. This committee shall be involved in the development of performance standards and follow-up monitoring of these standards. The Second Vice-Chairperson shall be the Chairperson of the One-Stop Committee and serve on any committee of the WDB, which has similar responsibilities.
3. The Consortium may create other standing committees, designate their duties and membership and authorize the Chairperson to appoint it. All such committees shall consist only of Consortium members.
4. The Consortium may create such joint committees with the WDB as are needed to effectively administer the provisions of the Law.
5. All committees authorized hereunder shall report and be accountable to the Consortium.

#### D. Treasury

The Consortium shall contract with an administrative body to serve as local sub recipient or as a local fiscal agent.

#### E. Powers of the Consortium

The CLEOs shall exercise those powers granted to the CLEOs of local units of government under the Law, including:

1. Appointment of the WDB under Section 107 of the Act, and any applicable agreements.
2. Designate an entity to serve as local grant sub recipient or as a local fiscal agent.
3. Entering into planning and operations procedural agreements with the WDB under Section 107 of the Act.
4. Selection of One-Stop Career Center Operators, jointly with the WDB under Section 121.

5. Approval of a local plan, jointly with the WDB, under Section 108 of the Act.
6. Approval of a budget, developed by the WDB, for carrying out the duties of the Local WDB under Section 107 of the Act.
7. Exercise such other powers and establish such policies under the Act as may be necessary and proper in order to carry out the foregoing powers.

**ARTICLE III**  
**PROCEDURAL RULES**

A. Rules of Order

Roberts Rules of Order, newly revised, shall govern the proceedings of the Consortium insofar as they do not conflict with applicable law, administrative rules or these bylaws.

B. Quorum

The CLEO Consortium must have simple majority of all the members present, but not less than five members, to constitute a quorum to be able to act on and pass routine business issues. Members will be considered present whether in body or by electronic means.

However, major business issues must be approved by two-thirds of ALL CLEO Consortium members. Specifically for the election of the CLEO Chairperson, if a quorum is present, nominations will be accepted and all members will be able to submit their votes, regardless if they are in attendance or not. Major business will be defined as the election of officers and any change/amendment to the CLEO Bylaws. All other business issues will be considered routine.

C. Agreements, Plans and Budgets

All agreements, local plans and budgets for the administration of programs under the Law requiring Consortium approval, and any amendments thereto, shall be approved by a simple majority of the Consortium members present, but not less than five members, whether in body or by electronic means at a meeting of the Consortium and prior to execution by the Chairperson.

D. Meetings

Regular meetings shall be established by the Consortium or may be called by the Chairperson when deemed necessary. The Chairperson may cancel any meeting so-called if he or she deems it not necessary.

Special meetings of the Consortium may be called by a majority of the member counties.

E. WDB Appointments

1. All regular appointments to local workforce development board positions shall be made by the Consortium.
2. All appointments to fill vacancies on the WDB shall be made by the Consortium for the residue of the unexpired term.

3. Resumes solicited from persons interested in serving on the WDB shall be kept for one year and destroyed thereafter. If a WDB vacancy occurs within one year of solicitation for candidate resumes, the consortium may select from the candidates without further solicitation, proving the candidates meet the requirements of the plan of representation and the Law.
4. All Consortium appointments shall require the approval by the recorded vote of a simple majority of the Consortium members present, but not less than five members, whether in body or by electronic means.

#### F. WDB Records

All records of the Consortium shall be kept at the office of the WDB in custody of the general manager. The Consortium shall promulgate guidelines for public record accessibility and the rates to be charged for duplication. (Rate will be determined by WDB office management. Refer to NEMO WDB Issuance 03-2017, 610.026 (1)(a))

#### G. Voting

A record vote shall be taken by roll call at the request of any member upon any question before the Consortium.

#### H. Conflict of Interest

Providing responsible stewardship for and oversight of Federally funded workforce programs must be accomplished in a way that demonstrates integrity, accountability, and transparency in order to preserve the public trust. Because local workforce programs are largely governed under the Workforce Innovation and Opportunity Act by local board members, as volunteer citizens and community leaders, the highest levels of accountability should be upheld.

Chief Local Elected Officials, local Workforce Development Board members, and Youth Council members shall avoid the appearance of a conflict of interest in compliance with WIOA 107.

The most commonly referred to "conflict of interest" provision for WIOA requires that a member of a local board or a member of a standing committee may not:

1. Vote on a matter under consideration by the local board-
  - a) Regarding the provision of services by such member (or by an entity that such member represents; or
  - b) That would provide direct financial benefit to such member or the immediate family of such member; or
2. Engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

If the CLEO Consortium, the local WDB, or the local Youth Council discuss an issue that would impact a member due to their business interests or personal relationships, that member should *refrain from participating in the discussion and from voting on the issue*. This voting abstention should be recorded in the meeting's minutes.

This policy is also extended to cover WDB staff, any local WDB contractors, and their staff. They should not participate in any decision-making capacity which would provide a direct financial benefit to that staff person or to a member of his/her immediate family. (Immediate family includes parent, children, sibling, grandparent, aunt, uncle, niece, nephew, cousin, as well as step-family and in-laws.)

There are, at a minimum, six other significant and interrelated areas of federal and state law aimed at ensuring guidance for integrity, transparency and accountability. They range from additional conflict of interest provisions to restrictions on nepotism (hiring one's family members). None of these should be considered burdensome or difficult to manage for prospective Board members rather than generally reflect ethical values, honesty and integrity in organizational functions, which any Board member would be proud to represent. The Division of Workforce Development will establish issue and manage changes in these laws and policies using a policy issuance and distribution process.

See the citations referenced below:

Workforce Innovation and Opportunity Act, Public Law 113-128: <https://www.gpo.gov/fdsys/pkg/PLAW-113publ128/pdf/PLAW-113publ128.pdf>

Missouri Conflict of Interest (Ethics) Law, RSMo.

Missouri Constitution, Article VII, Section 6

Missouri Sunshine Law, RSMo. 610

Uniform Administrative requirements (29 CFR Part 95 and 97)

The Hatch Act (5 United States Code 1501-1508): <https://osc.gov/pages/hatchact.aspx>

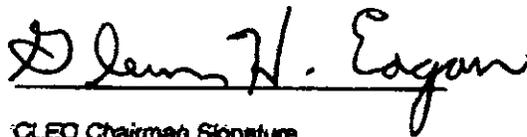
The Missouri Attorney General's Office at: <https://ago.mo.gov/missouri-law/sunshine-law>

**ARTICLE IV  
AMENDMENTS TO BYLAWS**

- A. Amendments may be proposed to the Consortium in writing by any member, and upon introduction, shall be referred to the Executive Committee, which shall report its recommendations to the Consortium at a subsequent meeting. Adoption shall require approval by the recorded vote of a two-thirds simple majority of ALL CLEO Consortium members present.
- B. Copies of all proposed amendments shall be furnished (deposited with the US Postal Service with appropriate postage) and/or electronically to each member at least 14 days prior to consideration.

**ARTICLE V  
RATIFICATION**

These bylaws shall be effective April 20, 2020 upon adoption by a recorded vote of two-thirds of ALL CLEO Consortium members at a meeting of the Consortium called for such purpose.



CLEO Chairman Signature

5-20-2020

Date



CLEO First Vice-Chair Signature

5/20/20

Date

## Northeast Region Chief Local Elected Officials Consortium Members

### **PRESIDING COMMISSIONER**

MARK SHAHAN  
106 W WASHINGTON  
KIRKSVILLE MO 63501-2889  
660-665-2283

### **PRESIDING COMMISSIONER**

GILBERT BUDDY KATTELMANN  
111 E COURT ST STE 110  
KAHOKA MO 63445  
660-727-8241

### **ASSOCIATE COMMISSIONER**

RONALD LECKBEE  
107 N 4TH ST  
EDINA MO 63537-1470  
660-397-2688

### **ASSOCIATE COMMISSIONER**

DEANNE WHISTON  
PO BOX 67  
MONTICELLO MO 63457-0067  
573-767-5476

### **PRESIDING COMMISSIONER**

JOE KAIMANN  
201 MAIN ST  
TROY MO 63379-1127  
636-528-0311

### **PRESIDING COMMISSIONER**

ALAN WYATT  
101 E WASHINGTON STE B  
MACON MO 63552  
660-385-2913

### **PRESIDING COMMISSIONER**

JOHN DAVID LOMAX  
100 S MAIN ST  
PALMYRA MO 63461-1661  
573-769-2549

### **ASSOCIATE COMMISSIONER**

MIKE WHELAN  
300 N MAIN RM 203  
PARIS MO 65275  
660-327-5107

### **PRESIDING COMMISSIONER**

RYAN POSTON  
211 E 3RD ST STE 205  
MONTGOMERY CITY MO 63361-1956  
573-564-3357

### **PRESIDING COMMISSIONER**

CHRIS GAMM  
115 W MAIN ST  
BOWLING GREEN MO 63334-1665  
573-324-2412

### **ASSOCIATE COMMISSIONER**

JOHN LAKE  
PO BOX 400  
NEW LONDON MO 63459-0400  
573-985-7111

### **PRESIDING COMMISSIONER**

JOHN TRUESDELL  
372 HWY JJ STE 2C  
HUNTSVILLE MO 65259  
844-277-6555 EXT 370

### **PRESIDING COMMISSIONER**

RODNEY COOPER  
PO BOX 187  
LANCASTER MO 63548-0187  
660-956-9078

### **PRESIDING COMMISSIONER**

DUANE EBELING  
117 S MARKET ST STE 100  
MEMPHIS MO 63555-1449  
660-465-7027

### **PRESIDING COMMISSIONER**

GLENN EAGAN  
PO BOX 186  
SHELBYVILLE MO 63469-0186  
573-633-2181

### **PRESIDING COMMISSIONER**

JOE GILDEHAUS  
101 MOCKINGBIRD LN STE 300  
WARRENTON MO 63383-9998  
636-456-3045



## Local Workforce Development Board Membership Certification or Recertification Form

Local Workforce Development Board: NEMO Workforce Development Board

Attach more forms as needed

Appointee's Name & Title	Member Category*	Nominating Organization	Appointee's Company or Organization, Mailing address, phone #, fax # and email address	FEIN ** for Business Nominees Only	Member Being Replaced (if applicable)
Dennis Gill, Owner	Small Business	Mark Twain Lake Chamber of Commerce	Timber Ridge Resort 22764 Joanna Drive Perry, MO 63462 Phone: 573-565-3135 Fax: 573-565-3901 Email: <a href="mailto:timberidge@socket.net">timberidge@socket.net</a>	43-1947922	
Allie Bennett	Business	Palmyra Chamber of Commerce	Northeast Missouri Electric Power Cooperative PO Box 191, 3705 Business 61 Palmyra, MO 63461 Phone Cell: 573-406-4451 Fax: 573-769-8213 Email: <a href="mailto:abennett@northeast-power.coop">abennett@northeast-power.coop</a>	43-0635689	
Darin Arnsmeier, Manager	Business	The Greater Montgomery County Economic Development Council	New Florence Wood Products 49 Stave Mill Road New Florence, MO 63363 Phone: 573-252-2517 Fax: 573-252-2516 Email: <a href="mailto:darin.arnsmeyer@newflorencewoodproducts.com">darin.arnsmeyer@newflorencewoodproducts.com</a>	44-0515123	

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Annette Sweet, Customer Service Advisor	Business	Kirksville Area Chamber of Commerce	Ameren Missouri 204 W Cottonwood Kirksville, MO 63501 Phone: 660-785-2740 Fax: 660-785-2710 Email: <a href="mailto:asweet@ameren.com">asweet@ameren.com</a>	43-0559760	
Vincil M. Wilt DVM, Owner	Small Business	Paris Area Chamber of Commerce	Paris Veterinary Clinic, INC. 25010 Business Hwy 24 Paris, MO 65275 Phone: 660-327-5121 Fax: 660-327-5168 Email: <a href="mailto:parisvet@parismo.net">parisvet@parismo.net</a>	43-1715623	
Steve Sellenriek, Vice President	Business	Montgomery City Area Chamber of Commerce	Sellenriek Construction, Inc. 313 North Gladstone PO Box 237 Jonesburg, MO 63351 Phone: 636-488-3396 Fax: 636-488-3374 Email: <a href="mailto:steves@sellcon.us">steves@sellcon.us</a>	43-1426770	
Corey Mehaffy, Owner	Small Business	Moberly Area Chamber of Commerce	GSG Growth Services Group, LLC 124 ElRancho Drive Hannibal, MO 63401 Phone: 573-221-1033 Email: <a href="mailto:cjm@growthservicesgroup.com">cjm@growthservicesgroup.com</a>	47-1236019	
Joe Rubison, Partner	Small Business	Shelbina Area Chamber of Commerce	4 RD Repair & Sales 351 Fairgrounds Road Shelbina, MO 63468 Phone: 573-231-5573 Email: <a href="mailto:jmrub76@gmail.com">jmrub76@gmail.com</a>	43-1806752	
Mike McGhee, Owner	Business	Warrenton Area Chamber of Commerce	Tight 360 Tool and Machine, LLC 311 Lions Estates Dr. Jonesburg, MO 63351 Phone: 636-488-5656 Fax: Email: <a href="mailto:mike@tight360toolandmachine.com">mike@tight360toolandmachine.com</a>	822339844	
Michael Purol, President	Small Business	Hannibal Area Chamber of Commerce	Poepping, Stone, Bach & Associates, Inc. 801 Broadway, Suite 248 Hannibal, MO 63401 Phone: 573-822-5241 Fax: 217-223-1546 Email: <a href="mailto:michaelp@psba.com">michaelp@psba.com</a>	371002326	

Les Cardwell, Business Owner	Business	Knox County Chamber of Commerce	Cardwell Brothers Logging Inc., dba Hardwood Xpress 112 N 4 <sup>th</sup> Street Edina, MO 63537		
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			Phone: 660-397-2602 Fax: Email: <a href="mailto:kimandles91@att.net">kimandles91@att.net</a>		
Stephanie Cooper, Executive Director	Childcare Workers	Hannibal Area Chamber of Commerce	Douglas Community Services 711 Grand Avenue Hannibal, MO 63401 Phone: 573-221-3892 Fax: 573-221-6196 Email:	430971877	
Carolyn Chrisman, Director of Economic Development	Economic Dev.	Kirksville Regional Economic Development Inc. (K-REDI)	K-REDI 315 S. Franklin, PO Box 783 Kirksville, MO 63501 Phone: 660-665-2003 Fax: 660-785-2530 Email: <a href="mailto:cchrisman@kriksvillecity.com">cchrisman@kriksvillecity.com</a>		
Jim Kolve, Coordinator for Missouri AFL-CIO Dislocated Worker Program, Communication Workers of America (CWA)	Labor - Labor/Apprenticeship/Employees-Workforce	Missouri AFL-CIO	Missouri AFL-CIO 2446 Charente Saint Louis, MO 63043 Phone: 314-991-1944 Fax: 314-991-1944 Email: <a href="mailto:kolvej@gmail.com">kolvej@gmail.com</a>		
Steve Garner, Business Manager	Labor- Labor/Apprenticeship/Employees-Workforce	Missouri AFL-CIO	Pipefitters, #562 PO Box 735 Fulton, MO 65251 Phone: 573-592-0201 Fax: Email: <a href="mailto:sgarner562@socket.net">sgarner562@socket.net</a>		
Gabe Suddarth, Instructor	Apprenticeship - Labor/Apprenticeship/Employees-Workforce	Missouri AFL-CIO	International Union of Operating Engineers (IUOE) Local 513 75 Highway F Silex, MO 63377 Phone: 573-485-2200 Fax: 573-485-2240 Email: <a href="mailto:gsuddarth@oelocal513training.com">gsuddarth@oelocal513training.com</a>		
Janice Robinson, Deputy Director of Community Service Programs	CBO- Labor/Apprenticeship/Employees-Workforce	North East Community Action Corporation	NECAC 16 North Court, PO Box 470 Bowling Green, MO 63334-0470 Phone: 573-324-6633 Fax: 573-324-2132 Email: <a href="mailto:jrobinson@necac.org">jrobinson@necac.org</a>		
Mark Chambers, Articulation Specialist & CTE Programs	Higher Education	Moberly Area Community College	Moberly Area Community College 101 College Avenue Moberly, MO 65270 Phone: 660-263-4110 Fax: 660-263-7563 Email: <a href="mailto:markcha@macc.edu">markcha@macc.edu</a>		

Lydia McClellan, AEL Director w/Macon School District	AEL	MO Department of Elementary & Secondary Education Office of Adult Education & Literacy	Coordinator of Adult Education Macon Area Career and Technical Education Center 702 N Missouri Macon, MO 63552 Phone: 660-385-2158 Fax: Email: <a href="mailto:lmcclellan@macon.k12.mo.us">lmcclellan@macon.k12.mo.us</a>		
Donny Carroll, Regional Manager	Wagner Peyser (DWD)	Division of Workforce Development	Department of Higher Education Office of Workforce Development 212 Turner Boulevard Saint Peters, MO 63376-1079 Phone: (636) 255-6060 Cell: (314) 603-9778 Fax: Email: <a href="mailto:Donny.carroll@dhewd.mo.gov">Donny.carroll@dhewd.mo.gov</a>		Bryan Barnes, Regional Manager, DWD
Kara Berlin-Bates, MS, CRC District Supervisor	Vocational Rehabilitation – Labor/Workforce	Department of Elementary and Secondary Education	Division of Vocational Rehabilitation District Supervisor 112 Jaycee Drive, Hannibal, MO 63401 Phone: 573-248-2410 Fax: 573-248-2409 Email: <a href="mailto:Kara.Berlin-Bates@vr.dese.mo.gov">Kara.Berlin-Bates@vr.dese.mo.gov</a>		
Shyla Brauch – MWA Correspondence & Information Specialist Family Support Division	TANF/MWA	MO Department of Social Services	Correspondence & Information Specialist Family Support Division 1716 Prospect Drive Suite B Macon, MO 63501 Phone: 660-385-1180 Fax: 660-385-4562 Email: <a href="mailto:shyla.brauch@dds.mo.gov">shyla.brauch@dds.mo.gov</a>		

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

\*\*Federal Employer Identification Number issued by the Internal Revenue Service for the business being represented by the nominee. (Attach additional pages as needed.)

### ATTESTATION

I, Glenn Eagan, the undersigned Chief Local Elected Official (CLEO) or CLEO Consortium Chair (as applicable) of the Northeast Missouri Workforce Development Region, do hereby state that the information provided within this Local Workforce Development Board certification application is complete and accurate to the best of my knowledge. I also certify that all applicable provisions of the Workforce Innovation and Opportunity Act and any additional requirements by the state of Missouri have been followed in the selection process of the appointee(s) listed above.

  
\_\_\_\_\_  
CLEO or CLEO Consortium Chair Signature

6-15-2020  
Date



Attachment 7

Local Workforce Development Board

ATTESTATION FOR REVIEW OF BY-LAWS

The following form must be completed and submitted to the Division of Workforce Development annually. The purpose of the form is to assure that all members of the Local Workforce Development Board have reviewed and understand their current by-laws. The form must be signed and dated by at least a quorum of the membership. Please include the printed name of the member on the line below their signature.

Name of Local Workforce Development Board: NEMO Workforce Development Board

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

Corey Mehaffy 5-19-20  
Corey Mehaffy, Chairperson Date

Mike McGhee Date

Dennis Gill Date

Mark Chambers 4/21/2020  
Mark Chambers Date

Les Cardwell Date

Michael Puroil 5/19/2020  
Michael Puroil Date

Annette Sweet 4/21/20  
Annette Sweet Date

Vincil (Mac) Wilt 5/20/20  
Vincil (Mac) Wilt Date

Donny J. Carroll 05/19/20  
Donny Carroll Date

Stephen Garner May 20/2020  
Stephen Garner Date

Jim Koive 4-21-20  
Jim Koive Date

Janice Robinson 4-22-20  
Janice Robinson Date

Carolyn Chrisman 4-21-2020  
Carolyn Chrisman Date

Lydia McCellan 4/29/2020  
Lydia McCellan Date

Kara Berlin-Bates 4/21/2020  
Kara Berlin-Bates Date

Gabe Suddarth 5-27-20  
Gabe Suddarth Date

Shyla Brauch Date

Allie Bennett 04/20/2020  
Allie Bennett Date

Darin Arnsmeier 5/16/20  
Darin Arnsmeier Date

Joe Rubison Date

Steve Sellenriek Date

Date

Brauch, Shyla  
[Brauch, Shyla \(Jun 8, 2020 11:36 CDT\)](#)  
Shyla Brauch Date

BYLAWS  
Northeast Missouri  
WORKFORCE INVESTMENT BOARD, Inc.  
dba NEMO WORKFORCE DEVELOPMENT BOARD

**ARTICLE I**

**Name and Location of Principal Office**

- 1.1 The Board shall be known as the Northeast Missouri Workforce Investment Board Inc., the NEMO Workforce Development Board Inc., NEMO WIB Inc., NEMO Workforce Development Board, NEMO WDB. Hereafter referred to as the "Board" in this document.
- 1.2 The Board shall maintain its principal office in a place to be designated hereafter by the Board and may establish field offices at such other places as it may deem necessary and appropriate. Such offices shall be located within the boundaries of the Northeast Missouri Workforce Development Area designated as the Northeast Region.

**ARTICLE II**

**Statement of Purpose**

- 2.1 It is the purpose of this Board to establish the One-Stop Workforce Development system and to serve as the focal point for coordination and advancement of the skills and qualifications of the workforce in this regional Workforce Development Area. This Board will oversee the Title I Adult, Dislocated Worker and Youth programs. These federal programs are designed to prepare youth and unskilled adults for entry into the labor force and to afford job training to those economically disadvantaged individuals facing serious barriers to employment, and laid off workers who are in special need of such training to obtain productive employment. In addition, this Board is responsible for the performance and customer service results, including continuous improvement activities, for the One-Stop system in the Northeast Region. This Board has been designated by the Northeast Region Chief Local Elected Officials (Northeast Region CLEO's) as the fiscal agent and administrative entity for the Northeast Region for Title I Workforce Development Act (WIOA) funds assigned and for any and all other funds whether state or federal that are used in conjunction with the One-Stop system and under the Northeast Region's workforce development area local plan.
- 2.2 Inurement of Income. No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its members, trustees, officers or other private persons except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered, as permitted by law.
- 2.3 Legislative or Political Activities. No substantial part of the activities of the corporation shall include attempting to influence legislation and the corporation shall

not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office.

- 2.4 Operational Limitations. Notwithstanding any other provisions of these by-laws, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal Income tax under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation, contributions, to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or the corresponding provision of any United States Internal Revenue Law).
- 2.5 Dissolution Clause. Upon the dissolution of the corporation, the Board of Trustees, or Board of Directors as the case may be, after paying or making provisions for the payment of all of the liabilities of the corporation, shall dispose of all the assets of the corporation in accordance with applicable federal and/or state statutes. For any and all assets not a part of federal and/or state statutes, they shall be disposed of exclusively for the purpose of the corporation in such a manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board shall determine. Any such assets not so disposed of shall be disposed of in the Court of Common Pleas of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations as said court shall determine which are organized and operated exclusively for such purpose.

### **ARTICLE III Powers and Duties Generally**

- 3.1 The Board shall exercise and discharge its powers and duties within the Northeast Region Workforce Development Area as provided by the Workforce Innovation and Opportunity Act (Public law 113-128), all appropriate implementing regulations established by the State of Missouri, and any agreements established between the Board and the Northeast Region CLEO's, and accordingly shall:
- a. Adopt, amend and repeal by-laws, rules and regulations governing the conduct of its business and the performance of its functions;
  - b. Provide for the internal organization, administration and operations of the Board;
  - c. Accept, use and dispose of gifts or donations of services and property (real, personal or mixed, tangible and intangible);
  - d. Enter into and perform such contracts, leases, agreements, or other transactions with persons of agencies, public or private as necessary to carry out its duties as required by public law 113-128 or any amendment.

**ARTICLE IV**  
**Organization of the Board**

- 4.1 The Board shall consist of persons appointed by the Northeast Region CLEO's within the Northeast Region Workforce Development Area. Members shall be from areas of interest stipulated in (P. L. 113-128) and in various implementing regulations developed by the U. S. Department of Labor and the Missouri Department of Economic Development, Division of Workforce Development.
- 4.2 Individuals will be appointed to the Board by the Northeast Region CLEOs in accordance with Public Law 113-128.
- 4.3 Future appointments will be made in this same manner by Northeast Region CLEOs in accordance to P. L. 113-128.
- 4.4 The initial certification of the Board by the governor will be for a two year period. The membership will be re certified by the Governor of the state of Missouri on each succeeding two year period. New appointees or replacements to the Board will be made by the Northeast Region CLEO's in accordance to P. L. 113-128 and supplementing regulations developed by the state of Missouri governing appointment of Boardmembers.

**ARTICLE V**  
**Meetings**

- 5.1 Meetings of the Board shall be held in accordance with Chapter 610 R. S. Mo 1978 (Sunshine Law). The Board shall meet as necessary to carry out its responsibilities but not less than 3 times each year.
- 5.2 The time and place of the regular meetings shall be determined by a majority vote of the Board members present at a regular or special meeting.
- 5.3 Special meetings of the Board may be called by the Chairperson at such time and place and for such purposes as the Chairperson shall designate. Special meetings of the Board may also be called by written request of one-third of the members of the Board filed with the Secretary/Treasurer. The request shall designate the time, place and purpose of the meeting. The business of any special meeting shall be limited to the stated purposes of that meeting.
- 5.4 Emergency meetings may be called by the Chairperson. Written notice is waived in case of an emergency meeting. An attempt will be made to contact all Board members for the meeting. Emergency meetings may be held in person or by electronic means (web conferencing, conference call, fax or email) with adequate documentation. Emergency meeting decisions will be considered the same as if they were made at a regular meeting.

- 5.5 In an absence of a quorum at any regular or special meeting, the Executive Committee may take those actions necessary to complete required business to meet deadlines imposed by the Division of Workforce Development, the Department of Economic Development, the MO Workforce Development Board (MoWDB), the State of Missouri and the Federal Government. In situations where non-action resulting from lack of quorum would result in degradation of services to eligible Title I Adult, Dislocated Worker or Youth participants or in contract or other disputes with employers, subcontractors or sub-recipients, the Executive Committee is authorized to take necessary actions. Lastly, in actions against the Board, the Executive Committee can take necessary actions in the event a quorum is not established. Executive Committee actions require that committee members in attendance approve or disapprove by a 2/3 majority vote. Executive Committee action can be by attendance at a meeting, or electronic linkage. Electronic linkage shall include web conferencing, conference calling, email or fax with adequate documentation.
- 5.6 Written notice of regular and special meetings of the Board, Executive Committee or other Committee meetings shall be given to each member at least seven days prior to the date of the meeting. The notice shall include a copy of the agenda for the meeting. Notice of meetings may be waived in writing by a member. Notice shall be deemed to be duly given when mailed by ordinary mail or by electronic means.
- 5.7 Each duly appointed member of the Board shall have one vote on all matters before the Board. Proxy voting shall not be permitted. Local Board members, as volunteer citizens and community leaders, must uphold the highest levels of accountability. To ensure that responsible stewardship for and oversight of the workforce programs are accomplished in a way that demonstrates integrity, accountability, and transparency and in order to preserve the public trust. A Board member may not:
- a. Vote on a matter under consideration by the local board-
    1. regarding the provision of services by such member (or by an entity that such member represents; or
    2. that would provide direct financial benefit to such member or the immediate family of such member; or
  - b. Engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

If the CLEO Consortium, the local WDB, or the local Youth Council discuss an issue that would impact a member due to their business interests or personal relationships, that member should *refrain from participating in the discussion and from voting on the issue*. This voting abstention should be recorded in the meeting's minutes.

This policy is also extended to cover WDB staff and any local WDB contractors and their staff. They should not participate in any decision-making capacity which would provide a direct financial benefit to that staff person or to a member of his/her immediate family. (Immediate family includes parent, children, sibling, grandparent, aunt, uncle, niece, nephew, cousin, as well as step-family and in-laws.)

- 5.8 One third of the members of the Board shall constitute a quorum to transact business at any regular or special Board meeting. One third of the members of the Executive Committee shall constitute a quorum to transact business of the Executive Committee. A minimum of three Committee members or Ad Hoc Committee members must be present to constitute a quorum at their respective meetings. Every decision of a majority of the members present at any Board or Executive Committee meeting at which there is a quorum shall be valid as the binding act of the Board or Executive Committee.
- 5.9 The minutes of each meeting shall be prepared and distributed to the Board members at least seven days prior to the next meeting. The minutes of each meeting and any correction thereof, duly adopted, shall be signed by the Secretary/Treasurer.

## **ARTICLE VI**

### **Officers**

- 6.1 The officers of the Board, to be chosen by the members, shall be a Chairperson, Vice-Chairperson and Secretary/Treasurer. The elected Chairperson and Vice-Chairperson must be from the private sector members of the Board. The Secretary/Treasurer can be any member of the Board. An attempt will be made to ensure that no two officers will be from the same regional area. The Northeast Region Workforce Development Area is sixteen contiguous counties which consists of Lincoln, Montgomery, Warren, Macon, Marion, Monroe, Pike, Ralls, Randolph, Shelby, Adair, Clark, Knox, Lewis, Schuyler and Scotland Counties.
- 6.2 An election of officers shall be conducted annually. All officers shall be elected by the Board at a regular or special meeting by receiving a majority of the votes cast and shall serve for a term of one year and not more than five consecutive years in the same office, or until their successors are elected and shall have been qualified. A person shall be eligible to hold an office to which they have previously been elected if one year shall have lapsed between the time of service and re-election. A person shall be eligible to hold another office of the Board during the interim period of one year.
- 6.3 Any officer elected by the members of the Board may be removed by the affirmative vote of 2/3 majority of the members of the Board present at a regular or special meeting.

- 6.4 Any vacancy occurring in any office shall be filled for the unexpired term thereof by the Board members in the same manner as any election of officers.
- 6.5 The Chairperson shall preside at all meetings of the Board. He/she has the authority to execute all instruments for and on behalf of the Board.
- 6.6 The Vice-Chairperson shall, in the absence of the Chairperson, perform the duties and exercise the powers of the Chairperson.
- 6.7 The Secretary/Treasurer, or his/her designee, shall cause to be recorded all of the proceedings of the meetings of the Board in a book to be kept for that purpose. The Secretary/Treasurer, or his/her designee, will perform other duties as deemed appropriate for this position.

## **ARTICLE VII Committees**

- 7.1 **Executive Committee.** The Executive Committee shall consist of the WDB Chairperson, the most immediate past serving WDB Chairperson, Vice-Chairperson, Secretary/Treasurer, and Chairpersons from Standing Committees, including the Youth Council. In addition to the three elected members, one Board member from each of the three Job Center service areas must be represented. The Executive Committee shall have and possess such powers, duties and functions, as are set out herein, or by resolution of the Board. The Executive Committee, with the assistance, advice and concurrence of the appropriate Standing Committee, will conduct routine monthly business. Such routine business shall consist of approving various standard reports and transactions which are required by statute, regulation or directive and which do not change the strategic plans, policies, or agreements established by the full Board. The Executive Committee will be responsible for reviewing the availability of funds from all sources, in-kind services from all sources and other resources available to ensure that they are adequate to support completion of the mission, tasks and responsibilities of the NEMO WDB. This committee will oversee the development and provide for an ongoing review of the cost allocation program for the Northeast Region Workforce Development Area One-Stop system and for any and all other programs which the WDB may oversee which is not a part of the One-Stop system. This committee will prepare the budget for the WDB and its staff for review and approval by the WDB and the Northeast Region CLEO's. Should the WDB and/or its staff be designated as grant recipient for the Northeast Region CLEO's, this committee will also function as the Financial Committee. The Executive Committee will monitor personnel matters and perform duties assigned to the Board as described in the Board's Personnel Manual. The Executive Committee will review the adopted by-laws at least annually and submit their recommendations to the full Board.
- 7.2 **Standing Committees.** There shall be such permanent committees as the Chairperson of the Board shall designate. The members of Standing Committees

shall be appointed by the Chairperson and shall have the authority and perform such duties as designated. The Chairpersons of any Standing Committee will automatically become members of the Executive Committee. The Chairperson of the NEMO WDB will be an ex-officio member of all committees.

- 7.3 One-Stop Committee.** The Chairperson shall be empowered to annually appoint a One-Stop Committee composed of not less than three (3) members. The Chairperson shall select the Committee Chairperson and Alternate Chairperson. The Workforce Development Board's One-Stop Committee will be responsible for the local One-Stop system design to include One-Stop locations, use of technology, procurement of One-Stop Operator(s) and developing the functional tasks and responsibilities of the One-Stop Operator. In addition, the One-Stop Committee will review the design for services to be provided in each One-Stop and Satellite site as developed by the service mapping process. This committee will recommend basic minimum service requirements for One-Stop and Satellite site designation, will review requests for new designations and recommend appropriate designations for approval to the Workforce Development Board. This committee will be responsible to ensure that those recommended for selection as One-Stop or Satellite Operators and the partner agencies have on going continuous improvement programs. Those recommended will also have completed appropriate service mapping processes and be willing to support the One-Stop system including applicable performance and outcome measures. Inclusion in the system MOU and appropriate Resource Sharing Agreement will be required parts of the designation process. Any partner/operator who does not have and/or is not willing to begin an adequate continuous improvement program will be earmarked for special review by the full Board and Chief Elected Officials in order to be selected as partners or operators. The One-Stop Committee will take local strategic plan(s) and develop and refine the local performance management and measurement program. A basic set of outcomes will be developed in coordination with the Executive Committee. This committee will, after agreement by the appropriate committees and in coordination with the Chief Local Elected Officials, negotiate outcomes with State and/or Federal investors annually and/or at other intervals as appropriate. This committee will review the performance progress of all One-Stop and Affiliate locations and other entities who have agreed to provide services in the Northeast Region One-Stop system or by other arrangement where such services are under the auspices of the Workforce Development Board either by contract, memorandum of understanding or other method on a quarterly basis. The One-Stop Committee will review eligibility for and recommend selection for Title I Program Operators and operators of other programs assigned to the Board. The One-Stop Committee will review its selection of Operators with the full WDB and the CLEO consortium for their approval. This committee will make recommendations to the Executive Committee for attainment of resources for system improvements when necessary.
- 7.4 Youth Council (Youth Standing Committee).** The Chairperson shall be empowered to annually appoint a Youth Council composed of not less than three (3) members. The Chairperson shall select the Committee Chairperson and Alternate

Chairperson. The Chairperson must be a member of the NEMO WDB. The Youth Council is responsible for the design of the area Youth services and serves as an advisory body to the Board. The Youth 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. Members of the Youth Council will assume the following responsibilities: 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; and perform other duties deemed appropriate by the NEMO WDB, such as establishing linkages with education agencies, core partners, and other youth entities.

- 7.5 **Employer Engagement Committee.** The Chairperson shall be empowered to annually appoint an Employer Engagement Committee composed of not less than three (3) members. The Chairperson shall select the Committee Chairperson and Alternate Chairperson. The Employer Engagement Committee shall meet as needed during the year. The Employer Engagement Committee will be comprised of key Board members (business owners, labor representatives, apprenticeship, economic development) and partners focused on employer engagement. The Employer Engagement Committee is responsible for guiding the strategic initiatives for innovation and improvement of Employer Engagement for the WDB.
- 7.6 **Access Committee.** The Chairperson shall be empowered to annually appoint an Access Committee composed of not less than three (3) members. The Chairperson shall select the Committee Chairperson and Alternate Chairperson. The Access Committee shall meet as needed during the year. The Access Committee will be comprised of Board members and additional partners not on the Board that includes individuals with expertise in assisting the disability community, and other core partners. The Access Committee will be responsible for evaluating the referral processes, program and training services to ensure quality access for all individuals.
- 7.7 **Nominations/Recruitment Committee:** The Chairperson shall be empowered to annually appoint a Nominations/Recruitment Committee composed of not less than three (3) members. The Chairperson shall select the Committee Chairperson and Alternate Chairperson. The Nominations/Recruitment Committee shall meet as needed during the year. The Nominations/Recruitment Committee will be comprised of Board members and additional partners not on the Board that includes individuals with expertise business outreach. The Nominations/Recruitment Committee will be responsible to recruit private business members that fit the model and rules provided by the WIOA law and the targeted sectors. It is important to add members that will be active members of the board and willing to take on leadership roles. This committee will also be responsible to nominate a slate of officers annually to fill the needed positions.

- 7.8 An attempt will be made to ensure that no more than one person from each county shall serve on any committee with the exception of the Chairperson of the Board who shall be an ex-officio member of all committees. A member may chair only one committee. Officers of the Board may each serve on other committees in addition to the Executive Committee; however, they shall not be permitted to chair those additional committees except for Ad Hoc Committees.
- 7.9 There shall be such other committees as the Chairperson of the Board shall from time to time designate. The appointment of Ad Hoc Committees may be made by the Chairperson with the approval of the Board or Executive Committee. The members of said committees shall be appointed by the Chairperson and shall have such authority and perform such duties as the members shall designate.
- 7.10 The Chairperson, with approval of the Executive Committee or the full Board, may remove one or more members from any committee and appoint members to fill such vacancies.

## **ARTICLE VIII**

### **Fiscal**

- 8.1 **Fiscal Year.** The fiscal year of the NEMO Workforce Development Board shall be from July 1 to June 30.
- 8.2 **Audit Requirements.** The financial statements, books and records of the Board shall be examined as of the end of each fiscal year by an independent certified public accountant licensed to practice in the State of Missouri. Audited financial statements, appropriate disclosures, and such compliance or management advisory reports as the Executive Committee may request shall be submitted, along with an opinion letter, to the full Board no later than 9 (nine) months subsequent to the close of the fiscal year. The Executive Committee shall develop and circulate appropriate "Audit Bid Proposals" and shall recommend an auditor for the Board.
- 8.3 **Indemnification, Insurance and Bonds.** All members of the Board will be provided professional liability insurance also known as errors and omissions insurance. The Executive Committee is authorized to issue Requests for Proposals for appropriate insurance coverage to protect the members against liability claims including action in tort and further to recommend the selection of a carrier(s) and coverage to the full Board for approval. Any member of the Board with custodial care of cash, checks or negotiable securities, or empowered to authorize the disbursements of same, shall be bonded in an amount to be determined by the Executive Committee.

**ARTICLE IX**  
**General Provisions**

- 9.1 The Board, represented by the Executive Committee shall negotiate, subject to ratification of the full Board, a working agreement with the Northeast Region CLEO's to operate and execute the duties and responsibilities under Public Law 113-128.
- 9.2 Private Sector Members of the Board shall be reimbursed for actual expenses incurred in the performance of their duties. Rates of reimbursement for travel and subsistence shall be established by the Executive Committee. Reimbursement vouchers shall be approved by the Secretary/Treasurer or their designee. All other members will provide for their own expenses incurred as a part of their responsibility to contribute to the WIOA One Stop system as directed by the Workforce Innovation and Opportunity Act.
- 9.3 Any member of the Board who is absent from three (3) consecutive Board meetings, either regular or special, shall be considered for expulsion. Expulsion of any member shall require affirmation vote of two-thirds of the membership present and constituting a quorum.
- 9.4 A member of the Board shall be required to leave the meeting room when any recommendation regarding a bidder or discussions on any funding discussions regarding a bidder are before the meeting, if the member, or a person of the member's immediate family (parent, children, sibling, grandparent, aunt, uncle, niece, nephew, cousin, as well as step-family and in-laws):
- ◆ is employed by the bidder;
  - ◆ works for the bidder;
  - ◆ is general member of the bidder;
  - ◆ is a member of the bidder's governing body; or
  - + has a financial interest in the bidder.
- 9.5 No member while serving as a member of the Board and no former member within six months after termination of membership on the Board shall receive any compensation for services rendered to the Board, but may receive reimbursement for expenses incurred.

**9.6 Corporate Compliance Policy.**

WHEREAS NEMO WDB Inc., a tax exempt organization that participates in the One-Stop Workforce Development system, must comply with numerous federal and state laws and regulations and must also adhere to standards of various other funding resources; and

WHEREAS it is the continuing desire of the Board to provide services at a reasonable cost to all individuals and entities and to promote the skills and qualifications of the people in the communities the agency serves; and

WHEREAS the Board has determined that the agency will not be able to provide needed services to its clients and the community if it does not comply with applicable federal and state laws and regulations of the funding sources;

NOW BE IT THEREFORE RESOLVED THAT NEMO WDB Inc. Board of Directors hereby adopts the compliance policy that is attached to this resolution.

A. GENERAL PRINCIPLES:

1. It is the policy of the agency to comply with applicable federal, state and local laws, both civil and criminal.
2. No employee, agent, volunteer, contracted staff or consultant has any authority to act contrary to the provision of the law or to authorize, direct, or condone violations offered by any other employee, agent, volunteer, contracted staff or consultant.
3. Any employee, agent, volunteer, contracted staff or consultant of this agency who has knowledge of facts concerning activities that he or she believes might violate the law has an obligation, promptly after learning the facts, to report the matter to his or her immediate supervisor or to the agency's corporate compliance officer without fear of retribution. Any employee agent, volunteer, contracted staff, or consultant who retaliates against someone who has reported a violation is subject to discipline up to and including termination of employment or membership.
4. The agency will take measures to communicate effectively its standards and procedures to all agents and employees by requiring participation in training programs and by disseminating publications and memorandums that explain in a practical manner what is required.
5. If any offense should be detected, this agency will take reasonable steps to respond appropriately to the issue at hand and to prevent similar offenses including any necessary modification to its program to prevent and detect violations of the law. Disciplinary measures will be taken that are appropriate and case specific.
6. Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

## B. COMMITMENTS

This agency is a tax-exempt organization that was organized in 2000 to serve as the focal point for coordination and advancement of the skills and qualification of the workforce in this regional Workforce Development Area. The Board and administration express the following commitments:

1. To strive to respond to the needs of the individuals we serve while operating the agency in a fiscally responsible manner.
2. This agency will maintain employee practices and implement programs that comply with applicable state, federal laws, regulations and standards of various funding sources.
3. This agency is committed to providing appropriate quality of services, consistent with resources that will be responsive to individual needs and that also comply with laws and regulations.
4. To assure that this agency will conduct business in a manner that is consistent with quality care and applicable laws and regulations.

## C. COMPLIANCE OFFICER

1. This agency designates the Executive Director as the Corporate Compliance Officer. Any violation of the law will be reported immediately to the Executive Committee. The Executive Committee will form an Ad-Hoc Committee to assist with the investigation into any suspected violation of these standards. Legal counsel will be available when appropriate.
2. The Compliance Officer shall also be responsible to oversee the monitoring of the agency's continued compliance with these policies and report activity to the Executive Committee on a quarterly basis.

## D. DUTY TO REPORT VIOLATIONS OF STANDARDS

It is the duty of *every* employee, agent, volunteer, contracted staff and consultant of this agency to report suspected violations of any law, regulation, or standard to the Executive Director, Compliance Officer, Compliance Committee, or the Board Chair at 111 E. Monroe, Paris, MO 65275 (phone 660-327-5125).

Violations of any provision of this code of conduct may be cause for immediate dismissal and are subject to any penalties, sanctions or other disciplinary measures set forth in applicable Federal, State or Local laws. Compliance with 2 CFR Part 200.113 is required. Disclosure, in a timely manner, in writing to the State all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award is required. Failure to make required disclosures can result in any of the remedies described in 2 CFR Part 200.338 Remedies for noncompliance, including suspension or debarment. (See also 2 CFR Part 180 and 31 U.S.C. 3321).

- E. The Board and/or Executive Director of NEMO WDB Inc. have the right to change, modify, or waive all provisions herein.
- F. If any of us fail to take seriously the importance of this Corporate Compliance Program, the adverse consequences in terms of business and company image can be extremely serious. Be assured that NEMO WDB Inc. stands ready to assist you in any way as each of you are the key to making the Compliance Program work.

**ARTICLE X  
Amendments**

10.1 The By-laws of the Board may be amended by a two-thirds majority vote of the members present and constituting a quorum at any regular or special meeting of the Board, provided that the notice of such regular or special meeting shall include a draft of the proposed amendment. No other method of amendment shall be permitted.

**ARTICLE XI  
Parliamentary Authority**

11.1 Meetings of the Board shall be conducted according to procedures contained in Robert's Rules of Order, Revised, unless such procedures are in conflict with the Board's By-laws, in which case the Board's By-laws shall prevail.

**ARTICLE XII  
Civil Rights**

12.1 The Board affirms that it shall be an Equal Opportunity Affirmative Action Employer and shall assure that its subcontractors shall conform to applicable laws, regulation and Executive Orders applying to employment opportunities.

Adopted by the Northeast Missouri Workforce Development Board while in regular session on the 20th Day of April, 2020.

  
\_\_\_\_\_

Corey Mehaffy, Board Chairman

5-19-20

Date

  
\_\_\_\_\_

Attested to by: Janice Robinson, Board Secretary/Treasurer

5-18-20

Date



NEMO WORKFORCE DEVELOPMENT BOARD

# Conflict of Interest/Code of Conduct Policy

**Issuance No.: 18-2020**

**Issuance Date: July 1, 2020**

## A. CONFLICT OF INTEREST POLICY AND PROCEDURE

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

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

*of such member; or (2) engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan. “*

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

i. If Member has a significant personal financial interest in a proposed transaction involving the NEMO WDB.

ii. If Member is employed by, or is Trustee, Director, or Officer of any individual, organization or entity that shall have a financial interest in a proposed transaction involving the NEMO WDB.

iii. If a Member represents a third party either through personal, professional, or confidential relationship and such party shall have a financial interest in a proposed transaction involving the NEMO WDB.

iv. No Member shall solicit or accept gratuities or favors from suppliers or potential suppliers, including subcontractors.

v. No Member shall participate in the selection, award or administration of a procurement supported by WIOA funds where, to the individual's knowledge, any of the following has a financial or substantial interest in any organization, which may be considered for award:

a. the Member is a vendor for the goods or services;

b. the Member is a subcontractor of a vendor for the goods or services;

c. the Members serves in a board capacity for any such vendors or subcontractors.

d. the Member is from an organization which employs, or is about to employ, any of the above.

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

7. If an award of funding is made with a Member violating the requirements of this procedure, the NEMO WDB Executive Committee is empowered to immediately suspend the obligation; subject to review at the next regular or special meeting of the NEMO WDB. The balance of the Board, excluding the Member(s) with potential conflict, will then determine what final corrective actions are necessary; actions that could include removal of the Member, suspension of the obligation, termination of the obligation, or civil action to recover any monetary damages.

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

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

## **B. CODE OF CONDUCT**

A written set of standards (Code of Conduct) governing the performance of the WDB and its employees, officers, or agents related to real or apparent conflicts of interest is a requirement (29 CFR 95.42). The following standards shall apply for the WDB, its employees and its Youth Council Members:

1. Adherence to the Conflict of Interest Policies.

2. Adherence to procurement procedures that serve to minimize the appearance of conflicts, in addition to eliminating actual conflicts. Members who represent One Stop Operators, Partners or actual or potential Service Providers and who serve on committees that oversee the One Stop System or the allocation of resources that would potentially be allocated to their programs shall refrain from discussing or voting on any matter that would impact the programs they represent.

3. A Member's employer may not participate in any way in a future bid on procurement where the Member helped to draft specifications. In order to avoid potential conflicts as circumstances change, Members whose employers may wish to participate in a future procurement will refrain from involvement in specification development or procurement processes.

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

# NEMO WORKFORCE DEVELOPMENT BOARD

## CONFLICT OF INTEREST POLICY

### Article I: Purpose

This conflict of interest policy is designed to foster public confidence in the integrity of **NEMO Workforce Development Board** (the "Organization") and to protect the Organization's interest when it is contemplating entering a transaction (defined below) that might benefit the private interest of a director, a corporate officer, the top management or top financial official, a key employee (defined below).

### Article II: Definitions

The following are considered *insiders* for the purposes of this policy:

- 1) Each member of the Board of Directors or other governing body (CLEOs)
- 2) The President, Chief Executive Officer, or any person with the responsibilities of any of these positions.
- 3) Any **key employee**, meaning an employee whose total annual compensation (including benefits) from the organization and its affiliates is more than \$150,000, **and** who
  - a. Has responsibilities or influence over the organization similar to that of officers, directors, or trustees; **or**
  - b. Manages a program that represents 10% or more of the activities, assets, income, or expenses of the organization; **or**
  - c. Has or shares authority to control 10% or more of the organization's capital expenditures, operating budget, or compensation for employees.

*Interest* means any material financial interest, whether through commitment, investment, relationship, obligation, involvement or otherwise, direct or indirect, that may influence a person's judgment, including receipt of compensation from the Organization, a sale, loan, or exchange transaction with the Organization.

A *conflict of interest* is present when, in the judgment of the body or individual determining whether a conflict exists, an insider or person related to the insider by family or business relationship ("interested person") has a material financial interest in the transaction such that it reduces the likelihood that an insider's influence can be exercised impartially in the best interests of the Organization.

*Transaction* means any transaction, agreement, or arrangement between an interested person and the Organization, or between the Organization and any third party where an interested person has a material financial interest in the transaction or any party to it.

### **Article III: Procedures**

#### 1) Duty to Disclose

Each interested person shall disclose to the Board all material facts regarding his, her, or its interest (including relevant affiliations) in the transaction. The interested person shall make that disclosure promptly upon learning of the proposed transaction.

#### 2) Determining Whether a Conflict of Interest Exists

With regard to an interested person, the Board shall determine if a conflict of interest exists.

#### 3) Procedures for Addressing a Conflict of Interest

The Board shall follow the procedures set forth in Article IV in order to decide what measures are needed to protect the Organization's interests in light of the nature and seriousness of the conflict, to decide whether to enter into the transaction and, if so, to ensure that the terms of the transaction are appropriate. In the case of an insider who is a director, the director shall not vote on any transaction in which the director has an interest, and the remaining Board members shall decide the matter.

### **Article IV: Review by the Board**

The Board may ask questions of and receive presentation(s) from the insider(s) and any other interested person(s), and may deliberate and vote on the transaction in their presence. The Board shall ascertain that all material facts regarding the transaction and the interested person's conflict of interest have been disclosed to the Board and shall compile appropriate data to ascertain whether the proposed transaction is just and reasonable to the Organization.

After exercising due diligence, which may include investigating alternatives that present no conflict, the Board shall determine whether the transaction is in the Organization's best interest, for its own benefit, and whether it is just and reasonable to the Organization; the transaction can be approved by the Board by majority vote of those present at a meeting for which quorum requirements have been met, without counting the vote of any interested directors. Interested or common directors may be counted in determining the presence of a quorum at such meeting.

## **Article V: Records of Proceedings**

The minutes of any meeting of the Board pursuant to this policy shall contain the name of each interested person who disclosed or was otherwise determined to have an interest in a transaction; the nature of the interest and whether it was determined to constitute a conflict of interest; any alternative transactions considered; the members of the Board who were present during the debate on the transaction, those who voted on it, and to what extent interested persons were excluded from the deliberations; any comparability data or other information obtained and relied upon by the Board and how the information was obtained; and the result of the vote, including, if applicable, the terms of the transaction that was approved and the date it was approved.

## **Article VI: Annual Disclosure and Compliance Statements**

Each director, each corporate officer, the top management official, the top financial official, and each key employee of the Organization, shall annually sign a statement on the form attached, that:

- affirms that the person has received a copy of this conflict of interest policy, has read and understood the policy, and has agreed to comply with the policy; and
- discloses the person's financial interests and family relationships that could give rise to conflicts of interest.

## **Article VII: Violations**

If the Board has reasonable cause to believe that an insider of the Organization has failed to disclose actual or possible conflicts of interest, including those arising from a transaction with a related interested person, it shall inform such insider of the basis for this belief and afford the insider an opportunity to explain the alleged failure to disclose. If, after hearing the insider's response and making further investigation as warranted by the circumstances, the Board determines that the insider has failed to disclose an actual or possible conflict of interest, the Board shall take appropriate disciplinary and corrective action.

## **Article VIII: Annual Reviews**

To ensure that the Organization operates in a manner consistent with its status as an organization exempt from federal income tax, the Board shall authorize and oversee an annual review of the administration of this conflict of interest policy. The review may be written or oral. The review shall consider the level of compliance with the policy, the continuing suitability of the policy, and whether the policy should be modified and improved.

# NEMO Workforce Development Board

## CONFLICT OF INTEREST POLICY: ACKNOWLEDGMENT AND FINANCIAL INTEREST DISCLOSURE STATEMENT

Our organization follows a conflict of interest policy designed to foster public confidence in our integrity and to protect our interest when we are contemplating entering into a transaction or arrangement that might benefit the private interest of a director, a corporate officer, our top management official and top financial official, any of our key employees, or other interested persons.

### Part I. Acknowledgment of Receipt

I hereby acknowledge that I have received a copy of the conflict of interest policy of **NEMO Workforce Development Board**, have read and understood it, and agree to comply with its terms.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name

## Part II. Disclosure of Financial Interests

We are required annually to file Form 990 with the Internal Revenue Service, and the form we file is available to the public. To complete Form 990 fully and accurately, we need each officer, director and key employee to disclose the information requested in this Part II.

A “conflict of interest,” for purposes of Form 990, arises when a person in a position of authority over an organization, such as an officer, director, or key employee, may benefit financially from a decision he or she could make in such capacity, including indirect benefits such as to family members or businesses with which the person is closely associated.

**Part II** Please check ONE of the following boxes:

My interests and relationships have not changed since my last disclosure of interests. [Proceed to signature block below. Do not complete the tables.]

**OR**

I hereby disclose or update my interests and relationships that could give rise to a conflict of interest: [Complete the table below. Use additional pages as needed.]

Family Relationships	Names of those presenting a potential conflict of interest
Include spouse/domestic partner, living ancestors, brothers and sisters (whether whole or half blood), children (whether natural or adopted), grandchildren, great grandchildren, and spouses/domestic partners of brothers, sisters, children, grandchildren, and great grandchildren	
Type of interest	Description of interest that could lead to a conflict of interest
Transactions or arrangements with the Organization	
Transactions or affiliations with other nonprofit organizations	
Substantial business or investment holdings	
Transactions or affiliations with above	
I am not aware of any financial interest involving me or a family member that could present a conflict of interest that I have not disclosed either above or in a previous disclosure statement	
Printed Name	Date
Signature	

**CHARTER  
NORTHEAST WOKFORCE DEVELOPMENT REGION  
CHIEF LOCAL ELECTED OFFICIALS (CLEOS)  
CONSORTIUM AGREEMENT**

This Agreement, made and entered into this 15th day of June 2020, by and between the COUNTIES of Schuyler, Scotland, Clark, Adair, Knox, Lewis, Macon, Shelby, Marion, Randolph, Monroe, Ralls, Pike, Montgomery, Lincoln, and Warren in the State of Missouri (hereinafter, the Counties):

**WITNESSETH**

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

WHEREAS, the Chief Local Elected Officials (CLEOs) of each of the aforementioned counties have adopted a resolution authorizing the appointed CLEO to sign this Charter (hereinafter, the Charter) under the Act:

NOW, THEREFORE, in consideration of the above premises and the mutual covenants of the parties hereinafter set forth, the receipt and each party acknowledges sufficiency of which for itself, the Counties do hereby agree to the following Charter:

**AGREEMENT**

**SECTION 1:** That the Counties of Schuyler, Scotland, Clark, Adair, Knox, Lewis, Macon, Shelby, Marion, Randolph, Monroe, Ralls, Pike, Montgomery, Lincoln and Warren do hereby constitute themselves to be a consortium for the purposes of Section 107 (c)(1)(B) of Public Law 113-128, the Act.

**SECTION 2:** The Chief Local Elected Officials (Appointed Commissioners) (hereinafter the CLEOs) of the Counties in Section 1, shall constitute the Northeast Workforce Development Region CLEOs Consortium, (hereinafter, the Consortium).

**SECTION 3:** The Consortium shall elect an Executive Committee from its membership. This committee shall consist of a Chairperson, a First Vice-Chairperson, Second Vice Chairperson and such other officers as may be provided in the bylaws of the Consortium (hereinafter, the bylaws) to serve for a term of one year or until a successor is elected and qualified. Vacancies shall be filled by election for the residue of the unexpired term. The Executive Committee as provided in the bylaws shall appoint a clerk for the Consortium and its committees as needed.

**SECTION 4:** The Consortium may adopt operational and procedural bylaws consistent with this Charter, applicable federal and state laws and rules or regulations pursuant thereto. Bylaws or amendments thereto may be adopted by the affirmative vote of 2/3 of the entire membership

of the Consortium at any regular meeting called for that purpose, provided that written copies thereof are sent (postmarked) to each member fifteen days prior to consideration.

**SECTION 5:** The Consortium shall appoint the WDB, under Section 107 of Public Law 113-128 and applicable rules thereunder.

**SECTION 6:** The Consortium shall execute an agreement with the WDB for the operation and functions of the WDB under Section 107 of the Act, and the Consortium shall approve all local plans under Section 108 of the Act.

**SECTION 7:** The Consortium shall perform all functions for the CLEOs as contained in Public Law 113-128, the Act.

**SECTION 8:** The Northeast Region CLEO Consortium allows its members to appoint an Associate Commissioner of their said county to act as their proxy on the Workforce Development Board. The Presiding Commissioner must sign and submit appointment to the Consortium clerk signifying an Associate Commissioner to act as their proxy.

**SECTION 9:** This Charter agreement shall be effective when approved by resolutions adopted by the County Commission of each county party hereto and executed by the CLEO signature thereof pursuant to said resolution. Previous agreements in place for the administration of the previous WIA programs shall remain in force. This Charter shall thereupon act to repeal and supersede any and all prior written or oral consortium agreements under previous workforce development laws.

**SECTION 10:** Amendments to the Charter Agreement may be adopted with the concurrence of the County Commission of each county party hereto. The Consortium may be dissolved and this agreement may be rescinded only with the consent of all of the County Commissions of the counties party hereto and the Governor.

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

ADAIR COUNTY

Mark Shaver Presiding Comm 6-9-2020  
Signature and Position Date

CLARK COUNTY

Bruce Ketter Presiding Commissioner 5/26/2020  
Signature and Position Date

KNOX COUNTY

Ronald Leckbee 6-8-2020  
(Name) (Date)  
Knox County Eastern District Commissioner Knox

LEWIS COUNTY

Deanne Liberton 6-2-20  
(Name) (Date)

Associate Commissioner

Signature and Position

LINCOLN COUNTY

[Signature] Presiding Commissioner 6/1/2020  
Signature and Position Date

MACON COUNTY

Wm R Wyatt 6-8-20  
(Name) (Date)

Presiding Commissioner

MONROE COUNTY

X Smith White

Signature and Position

5-29-20

Date

MARION COUNTY

J. Paul King

Signature and Position

Presiding Commissioner

01 June 2020

Date

MONTGOMERY COUNTY

Ryan Otto

(Name)

6-4-2020

(Date)

Presiding Commissioner

Montgomery

PIKE COUNTY

Chris Gamm

(Name)

6-8-2020

(Date)

Presiding Commissioner

(Position Title)

Pike

(County)

RALLS COUNTY

RALLS COUNTY

John W. The

Signature and Position

June 17, 2020

Date

RANDOLPH COUNTY

John A. ...

Signature and Position

Pres. Commissioner

5/26/2020

Date

SCHUYLER COUNTY

Rachel Cooper (Name) 6-19-2020 (Date)

SCOTLAND COUNTY

Raana Ebdong (Name) June 10, 2020 (Date)  
Presiding Commissioner (Position Title) Scotland (County)

SHELBY COUNTY

Glenn H. Egan Presiding Commissioner (Signature and Position) 5-28-20 (Date)

WARREN COUNTY

Joe DiStasio Presiding Commissioner (Signature and Position) 6/9/20 (Date)

**NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD AND  
NORTHEAST REGION CLEO's CONSORTIUM AGREEMENT**

This agreement is effective for the period July 1, 2020 and ending June 30, 2021 and entered into by and between the Consortium of Chief Local Elected Officials of the Northeast Region for the Workforce Innovation and Opportunity Act (hereinafter, the CLEOs) and the Local Workforce Development Board of the same region (hereinafter, the WDB).

WITNESSETH THAT:

WHEREAS, the CLEOs have designated the WDB as the Administrative Entity and Fiscal Agent for the Northeast Region for the Workforce Innovation and Opportunity Act.

NOW, THEREFORE, this Agreement is made and entered into by the CLEOs and the NEMO WDB, whereby the parties agree as follows:

- I. Authorities and Responsibilities of the CLEOs shall be to:
  - A. Assume the designation as a Workforce Development region as approved by the Governor of the State of Missouri.
  - B. Designate the WDB as the administrative entity and fiscal agent for the WIOA program within the Northeast Region Workforce Development Area.
  - C. Approve the hiring of the Executive Director as recommended by the WDB.
  - D. Approve the Four-Year Strategic Workforce Development Plan and all subsequent modifications.
  - E. Approve all Memorandums of Understanding developed by the agencies involved in the providing of services under the WIOA within the Northeast Region and within the One-Stop delivery system.
  - F. Designate and certify one-stop operators in agreement with the NEMO WDB in accordance with the Act.
  - G. Negotiate performance measures in accordance with the WIOA performance accountability system.
  - H. Appoint members to the WDB in accordance with the WIOA.
    1. The WDB shall consist of members in accordance with appropriate representation required by state and federal law.
    2. The term of membership shall be for two years. There shall be no limit to the number of terms that may be served.
    3. Nominations of replacement members to the Board shall be obtained by the CLEOs in coordination with local business associations and organizations and presented to the Governor for appointment
    4. Filling of an unexpired term may be done using the applications or resumes from the last opening.
  - I. Publicly endorse, promote and support all WDB programs identified in the approved Workforce Development Plan for the northeast region for the WIOA.
  - J. Provide at least one CLEO to set on the WDB executive committee, one-stop committee or committees with similar responsibilities. The CLEOs retain the right to have at least one CLEO on each and every WDB committee that might be appointed. These positions filled by the CLEOs are to be non-voting positions.

**NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD AND  
NORTHEAST REGION CLEO's CONSORTIUM AGREEMENT**

- II. Authorities and Responsibilities of the WDB shall be to:
- A. Develop and prepare the Four-Year Strategic Workforce Development Plan in accordance with the provisions of the Act.
  - B. Negotiate a Memorandum of Understanding with agencies required to participate in the One-Stop system in accordance with the Act and other agencies that volunteer to participate.
  - C. Recommend to the CLEOs an Executive Director who will have the responsibility of hiring and maintaining a well-qualified and well-trained professional staff as is necessary to meet the requirements of this agreement.
  - D. Assure administrative and fiscal accountability and integrity for WDB activities.
  - E. Negotiate performance measures in accordance with the WIOA performance accountability system.
  - F. Recommend the policies, goals and objectives for the workforce development system in accordance with identified needs to insure the development, certification and competency levels required for providing training programs and systems.
  - G. Provide advocacy and technical assistance for continuous improvement for the purpose of evaluating the effectiveness of programs provided by the WDB and/or its training providers/vendors.
  - H. Develop and conduct marketing efforts and public relations for the workforce development system.
  - I. Annually prepare reports on program status, performance and results in accordance with the WIOA.
  - J. Serve as the administrative entity and fiscal agent for the Northeast Region as designated by the Governor pursuant to all applicable federal, state and local laws, rules and regulations, and assume fiscal and administrative responsibilities for program operations in the region.
  - K. Administer all fiscal and administrative components as identified in the Four-Year Strategic Plan.
  - L. Provide for fiscal services such as general accounting; draw down of WDB funds, reporting of cash distribution and preparation of required periodic financial status reports.
  - M. Maintain a management information system necessary to track and report on WDB activities and performance related data.
  - N. Conduct procurement of services and products necessary to meet the requirements of this agreement in accordance with any local, state or federal law.
  - O. Provide funding data and information through the WDB structure on matters pertaining to the provision of services.
  - P. Assure client eligibility verification as identified in the Four-Year Strategic Plan.
  - Q. Provide for and report to the CLEOs a yearly audit that shall be completed nine (9) months after the close of each and every fiscal year and at termination of this agreement.
  - R. Assume the responsibility of obtaining the audit report of each and every provider/vendor of services within nine (9) months of the close of each and every fiscal year and at the termination of any contract with said provider/vendor. Provide the CLEOs with results of such audits.

- S. Obtain and maintain any and all required insurance (including but not limited to liability, E&O, D&O, workman's compensation and bonds necessary for the operation of the WDB). Certificates of insurance will be provided to the CLEOs.
- T. Provide the CLEOs with a bond for \$100,000 or an amount equal to total funds handled in a two (2) month period, whichever is greater.
- U. Notification of all CLEOs of all meetings including committee meetings involving said CLEOs.
- V. Provide a clerk for recording CLEO meetings and providing for the storage of Consortium records.
- W. Operate those activities and meetings required under the provisions of the Sunshine Law (Open Meeting Law).
- X. Shall not be a provider of services within the Northeast Region unless approved by the CLEOs and the Governor.

III. Terms of the Agreement.

- A. It is understood and agreed that the entire agreement between the parties is contained herein and that this agreement supersedes all previous agreements relating to the subject matter hereof.
- B. This agreement may be modified upon written request by either party.
- C. Either party may terminate this agreement for cause or convenience with ninety (90) days prior written notice to the other party or such shorter period as may be mutually agreed to by all parties. The WDB and CLEOs may terminate this agreement should funds become unavailable to provide the services set forth in through this agreement.
- D. Either party may amend this agreement in accordance with state or federal legislated statues or mandates that impact funding or programmatic implementation.

NORTHEAST REGION CLEOs CONSORTIUM

By: *Glenn H. Egan* CLEO CHAIRMAN Date 5-28-20

Attested By: *Sherril Blackford* Date: 5-28-20  
*Assitant to County Clerk*

NEMO WORKFORCE INVESTMENT BOARD, INC. (DBA NEMO WORKFORCE DEVELOPMENT BOARD)

By: *[Signature]* BOARD CHAIRMAN Date 5-22-20

Attested By: *[Signature]* Date: 5-22-20



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# **NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD**

## **ACCOUNTING MANUAL**

**July 1, 2020**

## **NEMO WORKFORCE DEVELOPMENT BOARD ACCOUNTING PROCEDURES MANUAL**

### **1. FINANCIAL MANAGEMENT**

- A. Accounting standards for the Administrative Entity (AE) and Subrecipients.
- 1) The AE must maintain an accounting system, which meets all current requirements of the Uniform Guidance, 2 CFR 200.302 and the Generally Accepted Accounting Principles (GAAP) applicable to the agency, i.e. GAAP promulgated by the Financial Accounting Standards Board (FASB) for Non-Governmental Entities and the Governmental Entities. The financial management system must also be sufficient to meet the requirement of Section 185 (a) (1) and (2) of WIOA.
- B. The AE and Subrecipients shall ensure that their own financial systems, as well as those of their Subrecipients, provide fiscal control and accounting procedures that are:
- 1) In accordance with GAAP Financial Systems and shall include:
    - a. information pertaining to subgrant and contact awards, obligations, unobligated balances, assets, expenditures and income;
    - b. effective internal controls to safeguard assets and assure their proper use;
    - c. a comparison of actual expenditures with budgeted amounts for each subgrant and contract;
    - d. source documentation to support accounting records; and
    - e. proper charging of costs and cost allocation.
  - 2) Sufficient to:
    - a. permit preparation of required reports;
    - b. permit the tracking of funds to a level of expenditure adequate to establish that funds have not been used in violation of the applicable restrictions on the use of such funds;
    - c. permit the tracing of program income, potential stand-in costs and other funds that are allowable, and
    - d. demonstrate compliance with matching requirements.
- C. The AE and Subrecipients shall prepare and maintain formal monthly trial balances.
- D. The AE and Subrecipients shall prepare and maintain formal monthly bank reconciliation's which are initialed and dated by both the preparer and the reviewer. The reconciliation shall be done to the General Ledger Cash Balance(s), not just the checkbook balance.
- E. The trial balance shall be prepared prior to preparing the Contract Progress Reports. The monthly trial balance must be initialed and dated by both the preparer and another staff.
- F. The AE and Subrecipients shall utilize a check log or other similar instrument to record incoming checks. The check log shall be used during the bank reconciliation to verify cash receipts for accuracy and timeliness.
- G. The first person in contact with an incoming check must restrictively endorse it "For Deposit Only".
- H. The amount received must be checked against the cash requested from the OWD; OWD must be contacted if any differences arise.
- I. Accruals are for actual goods and services received but not yet paid for at the end of the accounting period, and may include salaries and fringe, travel expenses, utilities, training payments, etc. Expenditures are actual cash disbursements that are made during the accounting period. Both amounts must be reported on the monthly CPR. Expenditures may include the

amount of indirect expense incurred and the net increase (or decrease) in the amounts owed by the NEMO WDB for goods and other property received, services performed by employees, Contractors, Subgrantees, Subrecipients and other payees; and other amounts owed under programs for which no current services or performance are required, such as annuities, insurance claims and other benefit payments.

- J. The AE and Subrecipients shall maintain and implement detailed written policies and procedures that address all functions or processes within their accounting system. Contracting agencies operating under an approved Local Workforce Innovation and Opportunity Act Plan are required to include their written policies and procedures as part of their proposal responses.
- K. Entities not operating under an approved Local Workforce Innovation and Opportunity Act Plan shall ensure that all staff and participants being paid, are paid based on attendance and shall utilize a time sheet. (NOTE: See allocation of costs to determine if a time sheet detailed by funding source or cost category is required.)
- L. NEMO WDB must check Sam.Gov every month to ensure the Subrecipients are registered and in good standing.

### **AUDIT TRACKING**

Upon the issuance of new contracts, or amendments to new contracts, NEMO WDB will provide OWD with current audit tracking forms. The Fiscal Officer prepares audit-tracking forms within 30 days of the effective date of the last required signature on the contract or contract modification. Contracts or contract modifications signed on or after June 15<sup>th</sup> of the current Program Year must be submitted to the OWD no later than July 15<sup>th</sup> of the same calendar year.

The audit report will contain financial information (receipts, expenditures) that is allocated by specific WIOA title denoted by contract progress reports. Where practical, a Subrecipient with a different fiscal year than the AE (7/1 to 6/30) will have the audit reports of receipts and expenditures segmented by quarter, month, or other period to facilitate audit reconciliation.

Audit tracking forms must be submitted electronically to [audittracking@ded.mo.gov](mailto:audittracking@ded.mo.gov). The forms must contain the name and phone number of the person who prepared and/or submitted the form(s). A reply message will be sent when an Audit Tracking Form is received and/or accepted by the OWD.

Audit tracking forms must be submitted for all formula and discretionary grant funds; and for new funds and any carryover funds from one fiscal year to the next.

### **ADMINISTRATIVE COST POOL GUIDELINES**

The Office of Workforce Development (OWD) authorizes Administrative Entities and/or Grant Recipients to establish and utilize an Administrative Cost Pool (which includes both WIOA and non-WIOA funds), unless specifically prohibited by contract, as long as it meets the following guidelines and restrictions:

- A. Only allowable costs may be charged against the Pool (see allowable and unallowable costs). An acceptable allocation method will still be required for allocation of costs between Administration and Program Services (see allocation of costs).
- B. The accounting system must demonstrate, either directly or indirectly (through work sheets), the total monthly Administrative Pool Costs and allocation to individual Titles/Subtitles. NEMO WDB utilizes an Allocation Spreadsheet to separate direct and indirect costs. This information shall be retained for audit and/or monitoring.

- C. The allocation of costs to Titles/Subtitles shall be done monthly to allow Contract Progress Reports to be prepared.
- D. A formula must be established on a monthly basis for allocation to programs. No costs shall be chargeable to a cost category except to the extent that such benefit are received by such category. Activity based formulas, such as number of participants, time sheet allocations or dollars expended may be utilized. Any other types of formulas must be approved by OWD. Any formula that is used may not distribute back to the program more than it contributed or more than the WIOA or OWD allow. A work sheet shall be prepared and retained for auditing and/or monitoring, to show how the formula was developed. The Administrative Entity may authorize its Subrecipient to utilize Administrative Cost Pooling, provided they implement the same requirement and monitor their Subrecipients for compliance.

### **ALLOCATION OF COSTS GUIDELINES**

Costs which must be allocated to more than one cost category, or are for programs which cannot utilize Administrative Cost Pool formula allocations (Administrative Cost Pool), must use some equitable method of cost allocation (which includes both WIOA and non-WIOA funds). The Office of Workforce Development currently recognizes three methods of allocation, each of which may be appropriate for specific applications. Contracting agencies are charged with making appropriate use of these approved methods and being able to justify their allocation methods. Other cost allocation methods may be utilized upon approval by OWD and the WDB.

The three recognized methods of Cost Allocation are:

- Time Sheets - individual staff members keep track of the amount of time spent on a given program by preparing a detailed time sheet. A group of individual time sheets could be utilized to allocate costs of general Administrative staff who cannot readily identify which program derives benefit from a general action;
- Participant Activity - some measure of the participant activities (enrollments, checks processed or active participants) could be utilized to allocate costs between programs. This would not be appropriate to allocate costs between Administration and Program Services.
- Expenditures - some expense related measures (expenses of Subrecipients, direct expenses or total non-staff expenses) could be utilized to allocate costs between programs, to allocate general staff, such as outreach staff, to the appropriate reporting category. This method would not be appropriate to allocate costs between Administration and Program Services. The NEMO WDB utilizes this method in allocating its expenditures.

### **ADMINISTRATIVE COST LIMITATIONS**

NEMO WDB is entitled to ten percent (10%) of the total program year's WIOA formula funds (Adult, Dislocated Worker, and Youth) for administrative purposes. At the end of the applicable grant period, the administrative costs exceed the maximum limitation, the amount in excess of the 10% becomes a disallowed cost and is subject to repayment.

It must be noted that even through the allocation of the 10% will be charged separately by OWD to the funding streams, NEMO WDB is not required to track its administrative costs by these funding streams. However, WDB is responsible to assign costs back to the various funding streams for reporting purposes.

### **CASH MANAGEMENT**

Cash management means the process of managing cash inflows and cash outflows. NEMO WDB and their Subrecipients will follow a cash management system, which will provide for the following:

- A. Cash receipts, including Electronic Funds Transfers (“EFT”) and wire transfers, should be promptly deposited into an interest-bearing account with a financial institution that has either FDIC or FSLIC coverage. NEMO WDB and their Subrecipients are encouraged to use minority or women-owned financial institutions. NEMO WDB and their Subrecipients must sign a collateral agreement for all funds that exceed the FDIC or FSLIC coverage.
- B. NEMO WDB is responsible for its own cash balance as well as those of their Subrecipients. With the use of EFT for majority of cash requests, the time it takes to receive cash has been drastically reduced. Federal cash balances of three (3) days is the existing standard used by Federal agencies in interpreting U.S. Department of Treasury requirements, and is the accepted measure utilized by the OWD.
- C. Cash should be requested via the FRS maintained by the OWD. Cash may be requested twice per week; if requested by close of business on Monday, cash will be received by Friday of the same week; if requested by close of business on Wednesday, cash will be received by Tuesday of the following week. The Executive Director, or designee, shall review and approve the cash request before the Fiscal Officer enters the request into the FRS system.
- D. The advance should be limited to the minimum amount needed and should be timed to meet immediate cash needs.
- E. NEMO WDB and their Subrecipients must disburse program income, rebates, refunds, interest earned on such funds, etc. before requesting additional cash.
- F. Mandatory cash management requirements for all Subrecipients and their Subrecipients may be found at 2 CFR Part 200.305 as well as 31 CFR Part 205, as applicable.

## EXCESS CASH

Excess Cash is an additional amount of cash in excess of what Subrecipients normally need to have on hand for the day-to-day administration of Federal programs. Per OWD PY19 Annual Agreement, Excess cash shall be defined as cash on hand in excess of cumulative cash disbursed through the same accounting period. NEMO WDB shall provide an explanation on the monthly Contract Progress Report (CPR) when cumulative cash requested exceeds cumulative cash disbursed reported through the same accounting period. FRS will require cumulative cash disbursed to be entered in order to submit the monthly CPR. Cumulative cash disbursed cannot be greater than cumulative cash requested (FRS will only allow for the amount of cumulative cash disbursed to be equal to or less than the cumulative cash requested). If the amount entered for cumulative cash disbursed is less than the cumulative cash drawn then an explanation will be required prior to submission. Cumulative accrued expenditures should, almost always, exceed the cumulative cash disbursed as the cumulative accrued expenditures consists of the cumulative cash disbursements plus accruals.

## RECRUITING COSTS

Per 2 CFR § 200.463 provides that if the size of the staff recruited and maintained is in keeping with workload requirements, costs of “help wanted” advertising, operating costs of an employment office necessary to secure and maintain an adequate staff, costs of operating an aptitude and educational testing program, travel costs of employees while engaged in recruiting a personnel, travel costs of applicants for interviews for prospective employment, and relocation costs incurred incident to recruitment of new employees, are allowable to the extent that such costs are incurred pursuant to the non-Federal entity’s standard recruitment program. Where the non-Federal entity uses employment agencies, costs not in excess of standard commercial rates for such services are allowable. (b) Special emoluments, fringe benefits, and salary allowances incurred to attract professional personnel that do not meet the test of reasonableness or do not conform to the established practices of the non-Federal entity, are unallowable.

**FINANCIAL DUTIES/FUNCTIONS:**

The personnel accounting procedures established by the Northeast Missouri Workforce Development Board (NEMO WDB) achieve separation of Duties outlined in the following charts:

**FINANCIAL DUTIES/FUNCTIONS  
 NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD**

Executive Director	Acting Director	Fiscal Officer	Operations/ Program Coordinator	EO Officer/ Compliance Coordinator	WDB Member
A	A (a)		A (a)		
B1	B1 (a)		B1 (a)		B1
			B2	B2 (c)	
C1	C1 (a)		C1(a)		C1
			C2	C2 (c)	
D1 (b)	D1 (b)(a)	D1			
D2 (b)	D2 (b)(a)	D2			
		E	E (b)		
		F	F (c)	F (c)	
G	G		G	G	
H (c)		H			
		I			
		J1			
		J2			
K					K
L	L	L	L	L	
		M1			
		M2			
		M3	M3 (c)		
N (b)	N (b)(a)	N	N (c)		
O					O
P (b,c)		P (b)	P	P (b,c)	
Q	Q (a)		Q (a)		Q

- a) only in the absence of the Executive Director
- b) "Verification" consists of independently reviewing information and/or items and totals.
- c) "Backup" entails the ability to perform the function in the absence of the primary staff assigned.

A	Receives/approves time, attendance records	J	1. Performs general ledger entries; 2. Prepares statements
B	1. Authorizes disbursement of payroll checks; 2. Disburses payroll checks	K	Authorizes purchasing of time/contract
C	1. Signs checks; 2. Affixes signature stamp	L	Verifies receipt of merchandise
D	1. Prepares payroll; 2. Prepares other checks	M	1. Pays suppliers/initiates payment/requisition; 2. Records transactions; 3. Initiates purchase orders
E	Reconciles bank accounts/statements	N	Verifies/approves price/extension on vendor invoices
F	Prepares deposits	O	Selects/approves prices
G	Takes regular account deposits to bank	P	Records incoming checks in cash receipts log
H	Prepares federal tax deposits	Q	Authorizes payroll/other checks
I	Prepares general ledger trial balance		

## A.. **Cash receipts**

The mail is opened by the Operations/Program Coordinator then stamps all checks "For Deposit Only", and logs them into the check log. The Operations/Program Coordinator then gives the check to the Fiscal Officer along with any transmittal documents. The Fiscal Officer checks the amount of the check against the transmittal document and the transmittal document against the cash request. If there are any discrepancies, they are reported to the Executive Director and Office of Workforce Development. The Fiscal Officer verifies the balance on hand in the bank before deposit is made to insure that funds are collaterally secured over and above FDIC coverage. The deposit receipt/or copy is returned and the Fiscal Officer attaches it to the transmittal document. The Fiscal Officer posts the cash receipt to the cash receipts journal, which automatically posts directly to the general ledger account in the Financial Software, allowing that on any given day if all receipts and disbursements are recorded in the general ledger cash account, the amount of excess cash can be known. The Fiscal Officer marks the transmittal document and files it in the cash receipts file.

Cash requests are prepared by the Fiscal Officer. The Executive Director, or designee, shall review and approve the cash request before the Fiscal Officer enters the request into the FRS system. The cash forecasts will be based on Subrecipient requests and the Administrative Entity staff needs on a monthly basis, subject to review and change within the month if necessary. The Administrative Entity shall adhere to the OWD Excess Cash Policy, detailed in Contract Agreements from OWD, in considering Subrecipient cash requests and its own needs. 2 CFR Part 200.305 as well as 31 CFR Part 205, as applicable, will be followed.

## B. **Cash Disbursements**

All payments will be made by check or electronically. All checks must be pre-numbered and should be marked with a sixty (60) day limit for honoring that check. Outstanding checks for more than sixty (60) days will be voided and an investigation of that voided check will be made by the Fiscal Officer before a replacement check will be reissued. Each check will require two (2) signatures. One will be the original signature of either the Executive Director or designee in the absence of the Executive Director (see Chart), and the Secretary/Treasurer of the NEMO WDB. The other will be either an original signature of the Secretary/Treasurer of the NEMO WDB or other WDB members designated on the bank signature card, or a stamped facsimile of the signature of the Secretary/Treasurer. However, in the event that the Secretary/Treasurer of the NEMO WDB signs in lieu of the Executive Director the Secretary/Treasurer's signature (either original or stamped facsimile) cannot be the second signature. Persons signing their original signature will not be allowed to use or initial a signature stamp at that time. Signing checks in advance is prohibited. No checks will be allowed to be made payable to "cash". All voided checks will be canceled and retained.

Approval is not required from the Board Representative for rent, utilities, payroll taxes, retirement contributions, most of which are automatic withdrawals.

Time sheets are signed by the employee, supervisor, and/or Executive Director, or designee in the absence of the Executive Director (see Chart). Payroll will be prepared by the Fiscal Officer and reviewed by the Executive Director or designee, per Chart.

Costs are allocated according to year-to-date expenditures of the Subrecipients. This expenditure driven/benefit derived method is for all staff and all operational expenses other than specific funded – direct charged staff and costs that can be specifically identified for direct charging. A monthly allocation worksheet showing the expenses per title, which is approved by the Director is the basis for the percentage allocations for operational expenses.

The Fiscal Officer will prepare allocations subject to review and approval of the Executive Director. The original invoice or other supporting documentation shall show the allocation of expenses and the computation of the allocation. All supporting documentation shall be canceled when paid, showing the amount paid and the date paid. Cost assignments and cancellation of documents supporting payments will be the responsibility of the Fiscal Officer with the approval of the Executive Director.

### **C. Check Processing Procedure:**

1. Fiscal Officer gives a system generated printout of Accounts Payable (A/P), Timesheets, Travel Vouchers, and Payroll to the Executive Director or designee (see Chart), who indicates approval.
2. The listing and copies of each invoice are viewed by, or scanned and emailed to the Secretary/Treasurer or designee for approval. The Secretary/Treasurer or designee reviews and emails approval/disapproval to Fiscal Officer. In the case another Board Member is signing in place of the Secretary/Treasurer, they will approve the expenditures either via email or being physically present.
3. Fiscal Officer prints checks.
4. Fiscal Officer gives checks, copies of invoices and Secretary/Treasurer email approval to Executive Director or designee (see Chart) for signature.
5. Upon approval from Executive Director or designee (see Chart) and Secretary/Treasurer or designee, Operations/Program Coordinator or approved designee will affix the Secretary/Treasurer stamp and initial the affixed signature.
6. Checks are disbursed by Operations/Program Coordinator or designee for disbursement. All outgoing checks will be placed in pre-addressed envelope(s) prior to placement with other outgoing mail.
7. Invoices and all other accompanying documentation is returned to Fiscal Officer for filing.

NOTE: If Secretary/Treasurer is not available, a WDB member with signatory authority will approve payroll and accounts payable.

The signature stamp will remain under lock in the Operations/Program Coordinators' office, which offers reasonable protection from theft or unauthorized use. In no case will the facsimile stamp be used without receipt of the signature or physical or electronic approval of the Secretary/Treasurer or backup with exception to rent, utilities, payroll taxes and retirement contributions. The staff person affixing the signature stamp will obtain and return the stamp from/to the Operations/Program Coordinator.

### **D. Cash Reconciliation's**

Reconciliation's are made to the general ledger cash balance, supported by the bank statement. Bank statements are received electronically from the bank.

Deposits are checked against the check receipt log to verify that deposits are made timely and against the check register to account for all checks used verifying the date, number, amount, and payee, inspecting signatures, endorsements, investigating outstanding checks of 60 days or more, and tracing any bank transfers. The Fiscal Officer initials (signs) and dates the bank reconciliation upon completion, then gives it to the Operations/Program Coordinator for verification. Reconciliation's are complete only when the Fiscal Officer and Operations/Program Coordinator have initialed/signed and dated the reconciliation, one as preparer and the other verifying each and all items. In addition, the Executive Director will review, initial, and date the reconciliation.

All pre-numbered blank checks, undelivered checks, and voided checks are kept in the fiscal office under lock and key. It is prohibited to make checks payable to cash. Checks are not signed in advance. All checks require either two original signatures or one original and one stamped from authorized persons listed below and one signature must be a NEMO WDB member: Executive Director/Acting Director or designee indicated in Chart, Secretary/Treasurer, of the NEMO WDB, or other designated WDB members with signatory authority.

## **E. Expense Reporting**

### **Internal Expenses**

These expenses are automatically recorded as expenses at the time they are entered into the accounts payable journal by the Fiscal Officer who coded the expenses to the proper expense accounts from the chart of accounts. The chart of accounts is prepared at the beginning of each program year to assure all contract funds are accounted for and to provide information to OWD, the NEMO WDB and the Executive Director. The administrative entity, Subrecipients, and any programs operated directly by the WDB are given numbers to distinguish that disbursements are accounted for in comparison to the approved budget.

### **Indirect Cost Rates**

NEMO WDB will follow the process for negotiating the Indirect Cost Rate as stated in the OWD Financial Manual. This must be done on an annual basis (**by December 31**), with additional negotiation if a change occurs that would affect the rate.

### **Subrecipients' Expenses**

Each month, data from CPR, monthly trial balance, balance sheet, general ledger, and journal vouchers are updated in the OWD and NEMO WDB electronic systems.

When all expenses are posted in the financial database, reports are run with selection of the proper General Ledger Account numbers and Programs to show distribution of the funds to each CPR required by OWD. Reports are given to the Executive Director for review and reconciliation back to the OWD FRS System.

### **Reporting to WDB BOARD**

Financial reports are prepared and made available to all members of the NEMO Workforce Development Board prior to each Board Meeting and upon request.

### **Expenditure Limitations**

Subrecipients CPR's will be monitored each month by the WDB Fiscal Office to ensure that costs are in line with planned expenditures and do not exceed contracts. Deficiencies will be reported to the Executive Director.

Subrecipients shall be monitored and required to determine if any program income exists, how much, and how the Subrecipient can expend such funds on allowable WIOA programs. The Administrative Entity shall not have or recognize program income, and if any is determined, it shall be spent on allowable WIOA programs. Any income reports shall be prepared quarterly by the Fiscal Officer.

The Administrative Entity will not allow and will not pay contract payment requests which are more than the amount of the contract.

### **Allowable-Unallowable Costs**

The NEMO WDB and its Subrecipients shall be responsible for adhering to the laws concerning allowable and unallowable costs. Each entity shall comply with Uniform Administrative Requirements applicable to their organization as codified at 2 CFR 200.

These reference materials and any subsequent issuances and/or circulars shall be disseminated

by the AE to all Subrecipients and those Subrecipients shall be required to comply. The Administrative Entity/Grant Recipient may impose additional restrictions upon the allowability of certain costs to their Subrecipients.

### **Allowable Costs**

1. For an expenditure to be allowed it must:
  - a. Be related and allowable to the WIOA program
  - b. Be necessary and reasonable for the performance of the Federal award and be allocable under these principles.
  - c. Conform to any limitations or exclusions set forth in these principles or in the Federal award as to types or amount of cost items
  - d. Be consistent with policies and procedures that apply uniformly to both federally financed and other activities of the non-Federal entity.
  - e. Be accorded consistent treatment. A cost may not be assigned to a Federal award as a direct cost if any other cost incurred for the same purpose in like circumstances has been allocated to the Federal award as an indirect cost.
  - f. Be determined in accordance with generally accepted accounting principles (GAAP).
  - g. Not be included as a cost or used to meet cost sharing or matching requirements of any other federally financed program in either the current or the prior period.
  - h. Be adequately documented and able to trace expenditure to CPR
  - i. Be allowable under the NEMO WDB contract terms
  - j. Not violate any Federal, State or local laws
  - k. Be reasonable in quality and cost
  - l. Be necessary for the operation of the program
  - m. Be included in the line-item budget
2. NEMO WDB reserves the right to require the contractor to justify any expenditure for any of the above reasons. In particular, care should be used to ensure all costs are reasonable, necessary and documented.
3. Direct and indirect costs must be charged in accordance with the appropriate OMB Circular for the type of entity receiving the funds. Allowable Cost must be either direct or indirect as defined below:
  - a) "Direct Cost" is defined as those costs that can be identified specifically with a particular final cost objective, i.e., a particular award, project, service, or other direct activity of an organization. Direct Costs do not require any further allocation
  - b) "Indirect Cost" is defined as those that have been incurred for common or joint objectives and cannot be readily identified with a particular final cost objective. A cost allocation plan must be in place these costs consistently.

### **Disallowable Costs**

- a) Any penalty for delinquent payments shall not be an allowable cost.
- b) The personnel, facilities or funds of the WIOA contract shall not be utilized for a partisan political activity or lobbyist activities
- c) Costs of insurance offering protection against debts established by the Federal or State Government.
- d) Costs of legal expense for the prosecution of claims against the Federal or State Government.
- e) Costs of legal services by the chief legal officer of a local government or staff solely for the

purpose of discharging general responsibilities as a legal officer.

- f) Costs resulting from violation of or failure to comply with Federal, State or local laws and regulations.
- g) Costs for entertainment.
- h) Cost of food and beverage unless there is an agenda and sign-in sheet. This does not apply to cost of food and beverage while traveling.
- i) Any cost specified as unallowable in the applicable uniform cost principles included in the appropriate OMB Circular for the type of entity receiving the funds.
- j) Sales Tax if the purchase was made in Missouri.
- k) Cost principles for State and Local Government Circular #A-87 gives some general guidelines for OWD contracts. This Circular is not the only applicable legislation, but should be used as a general guideline.
- l) Costs of alcoholic beverages.

## **F. Bonding**

Each individual Program Operator, under terms of their contract, will be required to reimburse NEMO WDB for any disallowed cost incurred from Non-Federal funds. The NEMO Workforce Development Board carries Directors and Officers coverage, which includes Errors and Omissions, in the amount of \$1,000,000 per occurrence/\$1,000,000 aggregate as well as Employee Practices and General Liability in the amount of \$1,000,000 per occurrence/\$2,000,000 aggregate. All staff and board members are included in this coverage. All personnel of the NEMO WDB are bonded at \$100,000.00.

At a minimum, all program operators are required to have bonding, per individual at the following levels:

- ◆ \$50,000 for contractors of grants of less than \$500,000 (not to exceed the total contract); or
- ◆ \$100,000 for contracts or grants of \$500,000 or more.

## **G. Record Retention & Public Access**

NEMO WDB and its Subrecipients must retain all records applicable to Department of Labor (DOL) awards. Records shall include, but are not limited to, financial records, supporting documents, statistical records, and all other records pertinent to a grant or contract. The Uniform Guidance 2 CFR 200.333 requires records to be retained for a period of three (3) years from the date of the final expenditure report. The aforementioned records will be retained beyond three (3) years if any litigation or audit is begun or if a claim is instituted involving the grant or agreement covered by the records. See *NEMO WDB Issuance 03-2017 Public Access-Record Retention-Destruction of Records*

Providing responsible stewardship for, and oversight of, federally funded workforce programs must be accomplished in a way that demonstrates integrity, accountability, and transparency in order to preserve the public trust. The Uniform Guidance, 2 CFR 200.336 (a), provides that "The Federal awarding agency, Inspectors General, the Comptroller General of the United States, and the pass-through entity, or any of their authorized representatives, must have the right of access to any documents, papers, or other records of the non-Federal entity which are pertinent to the Federal award, in order to make audits, examinations, excerpts, and transcripts.

The right also includes timely and reasonable access to the non-Federal entity's personnel for the purpose of interview and discussion related to such documents." The right of access is not limited to the required retention period, but shall last as long as the records are retained (2 CFR 200.336 (c)). Section 185(a) (4) of WIOA and the provisions of the Sunshine Law all buttress the need to make records accessible to the public upon request. The NEMO WDB, therefore, will maintain and will require all Subrecipients to maintain adequate records, and make such records accessible to the OWD and/or any authorized representative of the Federal or State government upon request.

The disclosure of information that would constitute unwarranted invasion of personal privacy, and information containing trade secrets, commercial or financial information, regarded as privileged or confidential are exempted from the above requirements.

Fees associated with the reproduction and/or providing information requested by the public may be charged only in an amount sufficient to recover the costs. NEMO WDB may charge \$.10 per page.

Policies designed to implement the requirements in this segment must not conflict with State statutes; specifically [RSMo Chapter 610](#), Governmental Bodies and Records.

RECORD DISPOSAL: NEMO WDB must request permission to destroy records from OWD. Subrecipients must request permission to destroy records in writing from NEMO WDB. Follow procedures in NEMO WDB Issuance 13-2017 and use form [Prior Approval to Dispose Records](#)

## H. Confidentiality

The NEMO WDB and its Subrecipients will follow NEMO WDB Issuance 15-2017 Confidentiality and Information Security Plan. All staff must have passed the exam, signed the Confidential User Attestation Form and submitted it to the NEMO WDB before granting access to **ANY** confidential information. For new staff requesting State Case Management System access they must have passed the exam, signed the Confidential User Attestation Form and submitted it to the NEMO WDB, who will then submit a request for State Case Management System access.

A signed Confidentiality Oath/Confidential User Attestation Form will be placed in each employee's personnel file.

## I. Reporting to OWD

All Subrecipients are required to submit monthly or quarterly financial reports to the OWD for each grant award they operate. The reports must be submitted electronically through the OWD FRS and/or any other OWD approved mediums. It is the responsibility of Subrecipient to ensure the accuracy and timeliness of financial information provided by its Subrecipients in order to report to the OWD.

Below is non-exhaustive listing of financial reporting requirements:

### 1. Contract Progress Report (CPR) – Monthly

- a. Contract Progress Reports are due by the close of business on the 10th of the month following non-end of quarter months and by the close of business on the 15th of the month following end of quarter months.
- b. CPRs must be prepared and reported on an accrual basis in compliance with GAAP.
- c. The actual expenditure portion of the CPR must be taken directly from the accounting system and the accruals must be supported by information in the accounting system or from spreadsheets.

d. Year-To-Date (YTD) expenditures should be checked on a regular basis against Subrecipients' records. The OWD must be contacted immediately regarding any discrepancies.

e. Cash disbursement reporting is required on the Cumulative Cash Disbursed line and must be entered in order to submit the monthly CPR. Cash disbursed cannot be greater than cumulative cash requested. If the amount entered for cumulative cash disbursed is less than the cumulative cash drawn then an explanation will be required prior to submission. In addition, please remember the cumulative accrued expenditures should be equal or greater than the cash disbursed.

f. Final reporting of expenditures should be documented on the CPR page by changing the "Final report?" to Yes and complete the next screen.

## 2. Cash Request – Bi-Weekly

a. All cash requests will be submitted through the OWD FRS.

b. Cash may be requested twice a week. Cash requested by 11:59 p.m. on a Monday will be available on following Friday. Cash requested by 11:59 p.m. on Wednesday will be available on the following Tuesday.

c. If a holiday falls within the timeframe for cash requests, or if the timeframe is affected by the timing of SAM II processes, a message will be displayed in FRS with information regarding the adjusted schedule for requesting and receiving cash.

## 7. FISCAL AUDITING

Office of Workforce Development will Audit the financial records of NEMO WDB at least annually. Financial monitoring is a process that is essentially performed to ensure that WIOA and/or any other programs administered by the OWD achieve their intended results; that resources are efficiently and effectively used for authorized purposes; and that resources are protected from waste, fraud, and abuse.

When monitoring NEMO WDB, The USDOL regulation, 20 CFR 683.410(a) requires OWD to:

- (1) Determine that expenditures have been made against the proper cost categories and within the cost limitations specified in the Act and the regulations in this part; (for more information on Cost Categories, refer to OWD Financial Manual – April 2019 – Pages 23 and 24.
- (2) Determine whether there is compliance with other provisions of the Act and the WIOA regulations and other applicable laws and regulations;
- (3) Assure compliance with 2 CFR part 200; and
- (4) Determine compliance with the nondiscrimination, disability, and equal opportunity requirements of sec. 188 of WIOA, including the Assistive Technology Act of 1998 (29 U.S.C. 3003).

The NEMO WDB and its Subrecipients will have audits performed under Uniform Administrative Requirements 2 CFR 200.500 (Subpart F). It is mandatory that a Certified Public Accountant, (unidentifiable until contracts are awarded), perform this audit. Audits will be in accordance with Uniform Administrative Requirements 2 CFR 200.500 (Subpart F) as required under single audits, as well as the audit standards set forth in the Fiscal and Compliance Element of the Standards for Auditing for Governmental Organizations Programs Activities and Functions issued by the Comptroller General of the U.S.

### THIRD PARTY AUDIT OF NEMO WDB (PERFORMED BY CONTRACTED AUDITOR)

The Third-Party Auditor is contracted through a competitive bidding process (RFP), following NEMO WDB Procurement procedures. The Auditor will utilize a combination of on-site and field work activities to gather and analyze the transactions to determine compliance with the Act and OMB.

The Third-Party Auditor will send a draft audit report to the NEMO WDB with any findings and concerns and allow time to make needed corrections or comments. The Auditor will complete the

Management Letter and the final copy of the Audit Report and notify NEMO WDB that the report is ready for upload to the Federal Clearing House (FAC). The Fiscal Officer or Executive Director, will upload the report, along with the Data Collection Form.

When notification of acceptance from FAC is received, the Fiscal Officer will submit a copy of the Management Letter, issued by the Auditor, to OWD within fourteen (14) business days via email to [DWDAuditTracking@dhewd.mo.gov](mailto:DWDAuditTracking@dhewd.mo.gov).

The determinations reached by the auditors are advisory. Audits will be completed and the report submitted to arrive at **OWD no later than nine (9) months after the end of the audit period, but still must be within thirty (30) days after being received by the audited agency.** Audit reports submitted will include all of the audit control and location code numbers that apply to the particular audit report. All applicable audit control and location code numbers shall be included on the cover of each audit report or in an audit report transmittal letter.

### AUDIT RESOLUTION (WDB)

The Fiscal Officer will, in accordance with 2 CFR 200.521, shall perform audit resolution within six (6) months of acceptance of the audit report by the Federal Audit Clearinghouse. Per 2 CFR 2900.21. The Audit Resolution file must contain, but is not limited to:

- a) A copy of the audit report and any related management report.
- b) A worksheet or working papers used to reconcile the expenditures presented in the audit report against the CPRs or other expenditure reports as submitted by the Subrecipients.
- c) All correspondence documenting the disposition of reported questioned costs, corrective actions taken for all findings, and correspondence relating to corrective plans resulting from the audit firm's management reports.
- d) A completed audit report review checklist.
- e) A copy of the Data Collection Form.
- f) A copy of the letter to NEMO WDB from OWD accepting the audit with a contingency clause stating that all audit settlements are conditional and subject to review by the USDOL, the Missouri State Auditor's Office, the OWD, and any other cognizant federal/state agency that may provide pass through funds through the OWD.

### SUBRECIPIENT AUDIT PROCESS:

At least once during each program year, the WDB financial monitoring staff shall conduct a combination of desktop and on-site Financial Monitoring Review (FMR) of each program operator's financial procedures and systems to ensure fiscal integrity and compliance with applicable Federal and/or State funds administered through NEMO WDB.

In addition, funds intended to support adult, dislocated worker, youth, Job Center Cost Share and Infrastructure Cost Share, stand-alone youth programs or any other special initiatives will be monitored in accordance with contractual scopes of work. The FMR must ensure that the Subrecipient meets the terms and conditions of the sub award and the fiscal goals or requirements, and that all amounts reported are accurate and allowable, allocated properly, and supported by documentation.

The monitoring shall be completed using a standardized monitoring instrument, which may be customized to meet special contract provisions. This review shall include a sampling, covering at least one-month's activities, and shall consist of the following procedures: *(Note: More than one month may be required based upon the Risk Assessment and/or findings in the first month audited.*

*NEMO WDB reserves the right to request supporting documentation for as many months as necessary to resolve the issues.):*

The following list of financial categories will be reviewed:

1. Monthly reports (CPR) submitted must be traced to books of record and supporting documentation
2. Trial Balance and bank reconciliation
3. Adequate collateral security and FDIC or FSLIC coverage for cash on hand;
4. Inventory records
5. Confidentiality policy
6. E-Verify documentation
7. Internal control and separation of duties
8. Program Income, if any
9. Procurement process/transactions
10. Indirect cost rate
11. Expenditure review for allowable costs and cost limitations
12. Review of all administrative/personnel related manuals
13. Record Retention/destruction
14. Conflicts of Interest
15. Board Members Annual Attestations
16. Waste, Fraud and Abuse Policy
17. Insurance and Bonding Policy
18. Ensure that staff is following the proper guide for determining costs applicable to WIOA (OMB Circular)
19. A review and certification the procurement process is in compliance with the WIOA and NEMO WDB procurement system guidelines;
20. A review of Excess Cash – Compare cash balance to cash request

Step 1: When monitoring is completed, a preliminary written monitoring report will be prepared by the WDB Fiscal Officer and submitted to the WDB Executive Director for review.

Step 2: The preliminary written report will be submitted to the Program Operator, along with any findings and/or recommendations, if there are any.

Step 3: If there are findings, the program operator will be required to submit a corrective action plan to the Executive Director and Fiscal Officer within 14 business days from the date the program operator received the written report.

Step 4: Following the receipt of the written response from the Program Operator, a final monitoring report will be prepared. The monitoring report must identify any issues found that indicated noncompliance with Federal, State, NEMO WDB, and/or OWD requirements rules and regulations, and provide the remedies that were or will be taken to correct the issues.

Step 5: The Audit Settlement Process will be followed.

Step 6: The Debt Collection Process will be followed, if needed.

Step 7: The NEMO WDB Fiscal Officer will complete a Risk Assessment. See Risk Assessment Tool Attachment. The Subrecipient will be given 10 business days to review and respond.

Comprehensive records of all monitoring activities must be retained in accordance with the Record Retention Policy and made available to OWD upon request.

NOTE: Depending upon the finding or concern and/or the Risk Assessment, NEMO WDB may elect to monitor all or specific areas on a more frequent basis. Subsequent monitoring will review prior financial monitor reports and investigate any prior findings and their resolution.

#### **AUDIT RESOLUTION (SUBRECIPIENT)**

NEMO WDB must complete audit resolution of its Subrecipients' audits within six (6) months after acceptance of its Subrecipients' audit.

The Audit Resolution file must contain, but is not limited to:

- a) A copy of the audit report and any related management report.
- b) A worksheet or working papers used to reconcile the expenditures presented in the audit report against the CPRs or other expenditure reports as submitted by the Subrecipients.
- c) All correspondence documenting the disposition of reported questioned costs, corrective actions taken for all findings, and correspondence relating to corrective plans resulting from the audit firm's management reports.
- d) A completed audit report review checklist.
- e) A copy of the Data Collection Form.
- f) A copy of the letter to the Subrecipient accepting the audit with a contingency clause stating that all audit settlements are conditional and subject to review by the USDOL, the Missouri State Auditor's Office, the OWD, and any other cognizant federal/state agency that may provide pass through funds through the OWD.

#### **AUDIT SETTLEMENTS (SUBRECIPIENTS):**

- The NEMO WDB sends a copy of the Subrecipients audit report(s) to the WDB Executive Committee, as well as the Chief Local Elected Officials. At least 25 days will be allowed for comments.
- The Subrecipient responds to the AE with documentation to substantiate allowability of questionable or disallowable costs.
- The NEMO WDB issues the initial determination within 25 days after the end of the comment period. The initial determination offers the Subrecipient the right to informally resolve the issues and sets forth tentative findings of allocability or non-allocability of all questioned/disallowed costs. Administrative findings are also included in the initial determination as well as sanctions and remedies that may be imposed by the AE, should a settlement not be reached.
- The NEMO WDB and Subrecipient shall meet and attempt to informally resolve the problems identified in the initial determination. The Subrecipient must be prepared to submit documentation to substantiate the allocability of any questions/disallowable costs challenged.
- The NEMO WDB will issue a final determination allowing or disallowing all questioned or disallowed costs. The determination will include all sanctions and remedies available and corrective actions necessary to resolve the audit.
- The Subrecipient has the right to appeal the final determination. If the Subrecipient does not appeal the final determination, required actions to be taken are:
  - a. Administrative Findings - submit corrective action plan. The NEMO WDB will review and accept the plan and also monitor performance of the Subrecipient.

- b. Disallowable Costs – NEMO WDB establishes an accounts receivable and a system to monitor repayment.

The audit follow-up process should include methods to ensure that all required administrative findings are corrected within 30 days and that corrective action implemented adequately responds to the problem identified. The follow-up process should also include a method to ensure that disallowable costs are paid back to the grant as required. Should disallowed costs not be recovered, then NEMO WDB must actively and aggressively pursue debt collection. All of the above procedures relating to auditing shall be conducted with Workforce Development Board oversight and will involve the Executive Committee direction.

#### **DEBT COLLECTION (SUBRECIPIENTS):**

- The debt collection process begins when NEMO WDB makes a final determination to disallow a cost to the Subrecipient. This process must be done in writing and the following identifying information will be included in the letter transmitting the funds to the NEMO WDB and OWD.
- Contract progress report number(s) associated with each part of the recovered funds (a breakdown must be made between adult/dislocated worker and youth);
- Program Year(s) to which the repayments apply;
- If recovered from a sub-recipient, the sub-recipient name(s); and
- An assurance that all recovered funds is from non-federal and non-state resources.

The final determination contains the first official demand for repayment of the debt.

- A notification of the date the debtor will be considered delinquent shall be made in writing.
- An accounts receivable system set up by the WDB and an accounts payable system set up by the sub-contractor shall be established.
- At least three (3) debt collection letters at no less than thirty (30) day intervals will be mailed. Possible sanction shall be made if the debt is not repaid.
- When the NEMO WDB cannot collect the debt and the debt collection system fails there will be legal action taken against the sub-contractor.

#### **AUDIT RESOLUTION REVIEW AND PROCESS OF SUBRECIPIENTS (THIRD PARTY AUDIT)**

- A. The NEMO Workforce Development Board uses the audit resolution process as codified in 29 CFR Part 97. The AE is assigned responsibilities of oversight, monitoring, audit review and reconciliation, resolution of findings, and assignment for debts resulting from an audit. The AE in each Region is responsible as a subcontractor to OWD for those areas. The AE may assign debts and costs resulting from an audit to the sub-contractor. Sub-contractors in the NEMO WDB Local Workforce Development Area will be assigned the debts and costs resulting from their audit.
- B. Within 30 days of receiving a sub-contractor's audit report, the Fiscal Officer will review the audit and reconcile the WIOA revenues and expenditures with the Contract Progress Reports as submitted by the sub-contractor. The Fiscal Officer shall note and inform the Executive Director of any discrepancies, audit exceptions sufficient to preclude an unqualified report, and any other audit findings.

- C. In the event of any audit exceptions sufficient to preclude an unqualified report, the Subrecipient will be required to inform the NEMO WDB in writing of the resolution/corrective action process within 60 days after the notification. The Subrecipient is required to report monthly thereafter until the audit exception is resolved.
- D. The Executive Director and the NEMO Workforce Development Board may establish a debt against the Subrecipient if that subcontract has generated a disallowed cost of other debt, which cannot be paid by WIOA funds.
- E. The means of repayment of disallowed costs, noted in an audit or monitoring, could be negotiated between the Subrecipient and the AE. If “stand-in” costs are used, they must adhere to the guidelines in the DWD Financial Manual.

## **AUDIT RESOLUTION APPEALS PROCEDURES**

The Administrative Entity has established procedures for resolving complaints related to audit resolution final determination for Subrecipients and all levels of their Subrecipients. OWD and the NEMO WDB maintains procedures which may be used for resolution of complaints arising from actions such as audit disallowance's and the imposition of sanctions taken by OWD or the NEMO WDB Administrative Entity, respectively, which pertain to audit findings, investigations, or monitoring reports. Such complaints must be filed in writing and addressed to Danielle Smith, State EO Officer, Office of Workforce Development, , 301 W. High Street, P.O. Box 1087, Jefferson City MO 65102, or, respectively, to Sharon Hillard, EO Officer, NEMO Workforce Development Board, 111 E. Monroe, Paris, Missouri 65275. The complaint process can be found at [www.nemowib.org](http://www.nemowib.org) on NEMO Policy Issuance WDB 19-2020.

## **8. MANDATORY DISCLOSURES**

NEMO WDB and its Sub-Recipients shall comply with 2 CFR Part 200.113 Mandatory Disclosures. In a timely manner in writing, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award, must be disclosed to NEMO WDB and/or OWD. For more information see NEMO WDB Issuance 18-2020 at [www.nemowib.org](http://www.nemowib.org).

## **9. FRAUD, PROGRAM ABUSE AND CRIMINAL CONDUCT**

Fraud may be defined as the intentional or deliberate deception to secure monetary or personal gain. It may encompass, but not limited to: (Reference NEMO WDB Issuance 19-2020)

- A. Bribery, forgery, extortion, or embezzlement.
- B. Theft of participants' checks.
- C. Kickbacks from participants or contractors.
- D. Intentional payments to a contractor without expectation of receiving services.
- E. Payments to ghost enrollees.
- F. Misuse of appropriated funds.
- G. Misrepresenting information in official reports.
- H. The Uniform Guidance, 200.435 (3) defines fraud as acts of fraud or corruption or attempts to defraud the Federal Government or to corrupt its agents; acts that constitute a cause for debarment or suspension (as specified in agency regulations) and acts which violate the False Claims Act.

- I. NEMO WDB and its Subrecipients shall comply with USDOL [Training and Employment Guidance Letter \(TEGL\) No. 2-12, issued July 12, 2012](#), or any change or revision thereafter. TEGL 2-12 transmits procedures to be followed by all Employment and Training Administration (“ETA”) grant recipients for reporting allegations of fraud, program abuse or criminal conduct involving grantees or other entities and subrecipients receiving Federal funds either directly or indirectly from ETA. Subrecipients must also disclose, in a timely manner, in writing to the OWD all violations of Federal criminal law involving fraud and any other criminal activity at the same time any report is made to the USDOL. The embezzlement from WIOA funds, improper inducement, and the obstruction of investigations shall be subject to certain penalties as allowed by appropriate State law.
- J. The OWD specifically requires that Subrecipients have a well-defined policy on procedures to report fraud, program abuse, and criminal conducts to the OWD. The OWD will review this policy on its annual monitoring. The NEMO WDB Policy may be found at [www.nemowib.org](http://www.nemowib.org) Issuance 19-2020.

Information and complaints alleging criminal fraud, waste, abuse, or other criminal activities must be filed directly and immediately through the OWD Incident Reporting System to the USDOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington D. C. 20210. The Regional Inspector General for Investigations, Employment and Training Administration, 911 Walnut Street, Kansas City, Missouri 64106, must be copied on all complaints that are filed alleging fraud, waste, abuse or other criminal activities. The Hotline number is 1-800-347-3756. The OWD Equal Opportunity Officer can assist in reporting to the Office of Inspector General.

OWD and the NEMO WDB maintains procedures which may be used for resolution of complaints arising from actions such as audit disallowance’s and the imposition of sanctions taken by OWD or the NEMO WDB Administrative Entity, respectively, which pertain to audit findings, investigations, or monitoring reports. Such complaints must be filed in writing and addressed to the State EO Officer, Office of Workforce Development, P. O. Box 1087, Jefferson City, MO 65109, or, respectively, to the Local EO Officer, NEMO Workforce Development Board, 111 E. Monroe, Paris, Missouri 65275.

## 10. CLOSE OUT

NEMO WDB shall comply with the terms and conditions concerning closeout of the sub award in 2 CFR Part 200.243, Closeout, with the exception that after the period of performance is complete, NEMO WDB will have two (2) CPR cycles instead of 90 calendar days, where applicable. See OWD Financial Manual – April 2019 – Pages 59-61 for additional information.

## 11. DEOBLIGATION/REOBLIGATION OF FUNDS

Section 189 (g) (2) (A) of WIOA stipulates that funds allocated by the State to Subrecipients under WIOA Sections 128 (b) and 133 (b) for any program year are available for expenditure only during that program year and the succeeding program year.

The WIOA further provides for the de-obligation of funds from local workforce development areas for failure to meet the minimum requirements specified in the Act. Accordingly, the OWD requires that Subrecipient(s) must obligate not less than 80 percent (80%) of the funds made available to them in each program year’s funding or they bear the risk of losing the funds through the reallocation process. “Allocation,” as used in this section, refers to the Subrecipient(s) original formula fund amount, as adjusted appropriately by transfers between programs that have been approved in the LWDA. Subrecipient(s) that fail to meet the minimum obligation levels may have the remaining funds (below the minimum obligation level) deobligated. Subrecipients that meet or exceed their minimum obligation levels in the prior year will be eligible to receive a portion of the deobligated funds. The performance evaluation, for purposes of reobligation of these funds only, shall be based on the fourth quarter performance data, so that the funds are available in a timely manner. The annual

performance for all other purposes, including the sanction policy, shall continue to be based on the final data included in the annual report.

The deobligated funds will be redistributed/reobligated to other qualifying Regions or program operators in the region, with express approval from OWD, based on these two criteria:

- a) If the total amount deobligated is more than \$200,000 per program, the OWD would reallocate by a formula based on prior year expenditures; and
- b) If the total amount deobligated is less than \$200,000 per program, the OWD would have the discretion to make awards to the highest performing areas. A maximum reobligation of 30 percent of Subrecipients' current year allocation will be applied to ensure that areas receiving additional funds can be expected to expend the funds during that year. If the maximum 30 percent reobligation would cause any funds to remain unobligated, the amount to be deobligated will be reduced proportionally until it equals the amount to be reobligated.

## **12.COLLECTION OF AMOUNTS DUE**

Any funds paid to a Subrecipient in excess of the amount that is determined due under the terms of an award and/or any amounts owed to the OWD will constitute a debt to the OWD. The OWD may recover debts owed to it in any of the following manners:

- a) Make an offset against cash requests
- b) Withhold advance payments due to the Subrecipient
- c) Any other action as permitted by law.

The OWD will charge interest on any overdue amounts in accordance with the Standards for the Administrative Collection of Claims except where otherwise provided by statutes or regulations. The date from which interest is computed is not extended by any litigation or the filing of any form of appeal.

## **13.COLLECTION OF UNALLOWABLE COSTS**

Subrecipients' payments or expenditures that are determined by the OWD to be unallowable, as direct or indirect costs, must be refunded (including interest) to the OWD in accordance with instructions from the OWD unless a Federal statute or regulation directs otherwise. Interest will be charged in accordance with the determination made under the immediately preceding section –"Collection of Amount Due."

## **14.OUTSTANDING PAYMENTS AND UNCLAIMED PARTICIPANT WAGES**

Subrecipient(s) are required by law to submit all earned unclaimed participant wages or mileage to the office of the Missouri State Treasurer, Unclaimed Property Division, in the required format as instructed on the website; [www.treasurer.mo.gov](http://www.treasurer.mo.gov)

## **15.JOB CENTER COST SHARE PROCESS FOR REPORTING NEGOTIATED EXPENSES**

The concept of Job Center Cost Share (JCCS) was developed by the OWD and the Workforce Development Boards (WDB) to essentially embark on the significant transformation of Job Centers to successfully respond to a changing economy in relation to the changing customer needs.

The financial ramification of this concept is that costs associated with running Job Centers are shared between the OWD and the Workforce Regions.

The OWD, WDB, and Subrecipient(s) bear the following responsibilities when it comes to Job Center Cost sharing:

- A. The OWD provides FRS capability wherein job center costs can be inputted based on budget line items and pre-agreed upon cost sharing percentages. WDB must input only qualifying costs and adhere strictly to the pre-agreed upon cost sharing percentages.
- B. The OWD will input its expenditures for each month by Job Center and enter it in the JCCS expenditures page in FRS by the 15th of the month. If it is a month following the end of a quarter month (April, July, October, January), this process will be completed by the 20th of the month following.
- C. NEMO WDB will fill in its portion of expenditures for each Job Center in the JCCS expenditures page in FRS by the 15th of each month. If it is a month following the end of a quarter month (April, July, October, January), the process must be completed by the 20th of the month following.
- D. The FRS will then calculate and display the result of the calculation, indicating whether NEMO WDB owes the OWD or vice versa.
- E. If it is determined that the OWD owes a NEMO WDB, OWD will process payments for any reimbursements owed (JCCS or Infrastructure) after the reporting month has closed (either the 15th of the month or 20th of the month after quarter end).
- F. If the JCCS or Infrastructure cost reporting results in OWD owing NEMO WDB, OWD will process payments for those amounts by the end of that month and will notify NEMO WDB through FRS of the scheduled pay date.
- G. If the FRS calculation results in NEMO WDB owing OWD, NEMO WDB will need to follow the normal process to submit payment by sending a check to OWD by the 30th of the month in which the deficiency is computed.

#### **16.E-VERIFY**

E-Verify is an electronic program through which employers verify the employment eligibility of their employees after hire. In short, employers submit information taken from a new hire's Form I-9 (Employment Eligibility Verification Form) through E-Verify to determine whether the information matches government records and whether the new hire is authorized to work in the United States.

- A. Subrecipient must adhere fully to the provisions of 285.530.1 through 285.530.5, RSMo.
- B. Subrecipients must continually maintain enrollment and participation in the E-Verify Federal work authorization program with respect to the employees hired to work on OWD awards. E-verify must be performed on every new employee no later than the end of three (3) business days after the new hire's first day of employment. Adequate explanation must be given for any E-verify performed past the 3-business day time frame.
- C. Subrecipients are responsible for ensuring that their Subrecipients comply with E-verify requirements.

#### **REFERENCES AND ADDITIONAL INFORMATION**

Property Management and Inventory – See Exhibit A of the Procurement Policy Guideline Manual  
Conflict of Interest Policy – NEMO WDB Issuance 18-2020  
Procurement Guidelines Policy – ATTACHMENT 10 OF LOCAL PLAN  
Complaints and Grievance Policy – NEMO WDB Issuance 19-2020  
Risk Assessment Form - [www.nemowib.org](http://www.nemowib.org) under Local Policies and Issuances – Local Forms  
Audit Tracking Form- [www.nemowib.org](http://www.nemowib.org) under Local Policies and Issuances – Local Forms  
Audit Review Form - [www.nemowib.org](http://www.nemowib.org) under Local Policies and Issuances – Local Forms

REVISIONS:

6/15/20 – Per request from Auditors the following statement was added to C. on Page 5 “The Executive Director, or designee, shall review and approve the cash request before the Fiscal Officer enters the request into the FRS system.” and on Page 7 - Cash requests are prepared by the Fiscal Officer. The Executive Director, or designee, shall review and approve the cash request before the Fiscal Officer enters the request into the FRS system.

## Audit Resolution Form

Agency Name:

Year Ending:

Date Audit Issued:  Date Audit Accepted by FAC

Date Reviewed:  Audit Tracking Number:

Inventory Number:

QUESTION	Yes	No
Licensed CPA?	<input type="checkbox"/>	<input type="checkbox"/>
Data Collection Form for Reporting on Audits of States, Local Governments, and Non-Profit Organizations Received?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Report on the Financial Statements</b>		
A) Was the Financial Statements Opinion Unmodified?	<input type="checkbox"/>	<input type="checkbox"/>
B) If A) above was No, was Corrective Action Needed and Taken?	<input type="checkbox"/>	<input type="checkbox"/>
Statement of Financial Position (Balance Sheet)?	<input type="checkbox"/>	<input type="checkbox"/>
Statement of Activities (Income Statement)?	<input type="checkbox"/>	<input type="checkbox"/>
Statement of Cash Flows, If Appropriate?	<input type="checkbox"/>	<input type="checkbox"/>
Notes to the Financial Statements (A statement that the Audit was made in accordance with Uniform Guidance)?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Reports</b>		
Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With Government Auditing Standards?	<input type="checkbox"/>	<input type="checkbox"/>
Independent Auditor's Report on Compliance for Each Major Program and on Internal Control Over Compliance Required by the Uniform Guidance?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Schedule of Expenditures of Federal Awards</b>		
Was there an opinion as to whether the Schedule of Expenditures of Federal Awards is presented fairly in all material respects in relation to the financial statement taken as a whole?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Schedule of Findings and Questioned Costs</b>		
A) Were There Any Audit Findings?	<input type="checkbox"/>	<input type="checkbox"/>
B) Did the Auditee Prepare Corrective Action Plan for Findings?	<input type="checkbox"/>	<input type="checkbox"/>
C) Did Any Audit Finding Result in Any Questioned Costs?	<input type="checkbox"/>	<input type="checkbox"/>
D) Were the Questioned Costs Disallowed?	<input type="checkbox"/>	<input type="checkbox"/>
E) Were the Disallowed Costs Recovered?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Schedule of Prior Year Findings and Questioned Costs</b>		
A) Were all Prior Audit Findings Resolved?	<input type="checkbox"/>	<input type="checkbox"/>
B) If A) above is No, has Corrective Action Been Taken/Planned?	<input type="checkbox"/>	<input type="checkbox"/>

REVIEWED BY:  Name:  Date:





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# NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD

## Procurement Guidelines Manual

**Effective 7/1/2020**

The NEMO Workforce Development Board is an equal opportunity employer/program. Auxiliary aids and services are available upon request for individuals with disabilities. Missouri TTY users may dial 7-1-1.

**TABLE OF CONTENTS**

PROCUREMENT SYSTEM GUIDELINES ..... 3

1. Micro-Purchases (Procurement of Purchases up to \$10,000 ..... 4

2. Procurement of Goods and Services for more than \$10,000 but less than \$100,000 .....5

3. Procurement of Goods and Services for \$100,000 or more..... 6

    A. Invitation for Bids, Request for Proposal, Request for Qualifications..... 6

    B. Additional Policies Applicable to Equipment.....9

    C. Items Exempt from Competitive Procurement: Sole Source .....10

    D. Procurement System General Statements ..... 11

**EXHIBITS**

Exhibit A - Property Management and Inventory ..... 12

Exhibit B - Definitions..... 13

Exhibit C - Conflict of Interest..... 16

Exhibit D - Code of Conduct ..... 17

**ATTACHMENTS**

Attachment 1 Procurement Form ..... 18

Attachment 2 Procurement Log..... 21

Attachment 3 Equipment Memorandum Form .....22

## Procurement System Guidelines

This document establishes acceptable principles and practices for purchasing systems and procurement guidelines administered by the NEMO Workforce Investment Board, Inc. dba the NEMO Workforce Development Board (NEMO WDB). These principles apply to funds provided to subcontractor(s) and their lower tier subcontractor(s), if applicable, under the Workforce Innovation and Opportunity Act (WIOA) and any additional funds provided through any contract agreement(s) with the NEMO WDB.

The NEMO WDB and its subcontractor(s) shall have written procedures for purchasing and/or procurement transactions. These procedures shall ensure that all solicitations incorporate a clear and accurate description of the technical requirements for the material, product or service to be procured.

The description for competitive procurement must identify all requirements, which the offeror must fulfill, and a description of the basic procedure to be used in evaluating bids or proposals. The description shall not contain features that unduly restrict competition.

The NEMO WDB and its subcontractor(s) shall maintain a written code of Standards of Conduct governing the performance of persons engaged in the award and administration of contracts and sub-grants. To the extent permitted by state or local law or regulation, such standards of conduct will provide penalties, sanctions or other disciplinary actions for violations of such standards by the awarding agency's officers, employees or agents or by contractors of their agents. (Exhibit C)

The NEMO WDB and its subcontractor(s) shall be responsible for the efficient and effective administration of procurement systems. The contractor and subcontractor assume the responsibility for seeing that program funds have been expended for procurement of goods and services consistent with program objectives. Each agency will have the primary responsibility for employing those organizational and management techniques that will result in the proper and efficient administration of the procurement system. The basic premise of governmental procurement is that maximum open and fair competition is essential to acquire/lease the best supplies or services at the lowest cost to tax payers. "Purchase" shall mean the acquisition of any item, service, system of items, or groups of similar items. Grouping of items for purchase is encouraged to assist the program of discounts and competitive bidding. "Acquisition" shall include leases, rentals, purchases, or lease/purchases. The Subrecipient and its Subrecipients are strongly encouraged to provide subcontracting/sub granting opportunities to Historically Black Colleges and Universities and other Minority Institutions such as Hispanic-Serving Institutions and Tribal Colleges and Universities; Women's Business Enterprises, Labor Surplus Area firms, and Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals (2CFR 200.321).

Terms and conditions used through this document may be found in Exhibit B attached.

The NEMO WDB's audit of subcontracts purchasing/procurement systems will always follow at a minimum, the procurement guidelines set forth by the NEMO WDB.

The NEMO WDB procurement system shall document and include all expenditures (excluding reoccurring purchases such as rent, utilities, telephone, insurance, payroll, payroll deductions, and payroll taxes for which a Needs Assessment is prepared at time of bid, as necessary).

The following outlines the procurement system and guidelines utilized by the NEMO WDB and its subcontractor(s). The most current Uniform Guidance OMB Circular shall be utilized for determining the appropriateness of all costs applicable to WIOA.

A non-competitive (sole source) procurement is defined as procurement through a solicitation of a proposal from only one source, or when competition is determined inadequate after solicitation from a number of sources. Sole source procurements under WIOA and other federal or state funding sources shall be minimized to the extent practicable. All sole source procurements shall be justified and documented in writing. Any procurement, which results in less than three (3) bids, shall be well-documented and shall support the sole source procurement.

The NEMO WDB shall utilize only cost reimbursement contracts when contracting with a governmental entity and other regions. The NEMO WDB intends to contract annually, with the option of up to three (3) one year renewals, and the right to include additional funds for the same services as, or if, funds are made available if:

- 1) The service provider met or exceeded overall state mandated performance measures.
- 2) The service provider provided quality training as reflected by satisfactory monitoring results and at a reasonable cost, which supports the previous bid and/or reflects local economic conditions. If these conditions are not met in any Workforce Development Region, the AE and the WDB may revert to an annual RFP or RFQ process in any and all sub-regions that do not meet the conditions.
- 3) The NEMO WDB recognizes that the cost of training participants may vary as a result of changes or new requirements dictated by federal or state government. The program operator will not be penalized for incurring a higher cost per participant, entered employment, or successful termination for training as a result of those changes or new requirements. However, program operators must be able to document that increased costs were outside of their control rather than a lack of fiscal management and control.

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Due to new guidance from the Office of Management & Budget issued on June 20, 2018, with an effective date of October 1, 2018, NEMO WDB has revised this policy as follows.

The Office of Management and Budget memorandum (M-18-18), issued on June 20, 2018, increased the threshold for micro-purchases under Federal financial assistance awards from \$3,500 to \$10,000 and the threshold for simplified acquisitions under Federal financial assistance awards from \$100,000 to \$250,000. The threshold increases were effective for all Employment and Training (ETA) grantees as of October 1, 2018. The Subrecipient should carefully review the above-referenced memorandum and make any necessary updates to their financial and administrative policies, procedures and systems as a result of these threshold increases.

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## Section One

### **Micro-Purchases (Procurement of Purchases up to \$10,000)**

Procurement by micro-purchase is the acquisition of supplies or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold of \$10,000. (§ 200.67 Micro-purchase). To the extent practicable, the non-Federal entity must distribute micro-purchases equitably among qualified suppliers. Micro-purchases may be awarded without soliciting competitive quotations if the non-Federal entity considers the price reasonable.

**NOTE:** NEMO WDB and its Subrecipient(s) must request prior approval from the OWD before purchasing any equipment worth more than \$5,000.

**NOTE:** NEMO WDB and its Subrecipient(s) must request prior approval from the OWD before disposing of any equipment worth \$5,000 or more. Equipment with a current per-unit fair market value of \$5,000 or less may be retained or disposed of with no further obligation to the OWD

Purchases of less than \$3,000 do not need approval from NEMO WDB, with exceptions. If equipment is purchased for \$1,000 or more, the Requestor must complete the *Equipment Memorandum Form (Attachment 3)* Section A, B, and C and submit it to the NEMO WDB Fiscal Officer, who will then complete Sections D-I and assign an inventory tag number to the piece of equipment. Also, see Exhibit A – Property Management and Inventory.

Due to limited funding, NEMO WDB will require approval of all purchases that are more than \$3,000 but less than \$10,000. The Requestor will complete Section A, B, & C of *the Northeast Workforce Development Board Procurement Form (Attachment 1)* and submit to the NEMO WDB Executive Director for approval. WDB will complete Sections D-I. In order to ensure we are getting the best price/value on the purchase the Requestor will be required to do a price comparison (Section C). The Requestor may use catalogs/flyers, store shelf prices, internet, etc. to acquire the proper documentation.

**NOTE:** Equipment that may retain “sensitive information” (computers, notebooks, tablets, cameras, cell phones, etc.) with a cost of \$100.00 or more will require the completion of the *Equipment Memorandum Form (Attachment 3)*. The form shall be forwarded to the WDB Fiscal Officer so an Inventory number may be assigned and a “Property of NEMO WDB” tag will be affixed to the item. Items may be determined to be sensitive at the discretion of the NEMO WDB.

Requestor shall not make a commitment to a vendor for purchase until proper approval has been received. Any purchases made before approval process will be considered disallowed costs and will be reimbursed to WIOA from non-Federal sources.

## Section Two

### **Procurement of Small Purchases and Goods and Services for more than \$10,000 but less than \$100,000**

Small purchase procedures are those relatively simple and informal procurement methods for securing services, supplies, or other property that cost more than \$10,000 but less than \$100,000.

This procurement option requires at least three written bids from separate vendors unless exempted by small item purchase waiver, unavailable waiver, or intergovernmental purchases. The requestor should prepare a detailed Invitation for Bid (IFB) containing the required specifications and the expected date of response. When the written bids are received from the bidders, they should be forwarded along with a completed *Northeast Workforce Development Board Procurement Form – Section A, B & C (Attachment 1)* to the NEMO WDB Executive Director. WDB will complete Section D-I. The reviewer must check whether the procurement process is complete or incomplete, and sign and date the document and give to the WDB Executive Director for signature/approval.

A copy of all bids, the determination of each bid and response to all bidders shall be retained at the NEMO WDB office. If the NEMO WDB decides that, all bids are unacceptable and circumstances do not permit a re-bid, negotiations may be conducted with only those bidders who submitted bids. No additional bidders may be solicited. Upon determination that negotiations will be conducted, the bids and related documents will be closed to public viewing.

When the award selection is complete, a contract shall be completed according to the accounting procedures. The contract will be given to the WDB Executive Director for signature and date approved. The signed contract will be sent to the agency awarded for signature/date and return. A signed copy of the contract will be retained by the WDB Fiscal Officer for filing with all documentation included.

Due to limited funding, NEMO WDB requires approval from the Workforce Development Board and the CLEO on all expenditures of over \$25,000.00. The Requestor must submit the completed "Northeast Workforce Board Procurement Form" (Attachment #1) along with the quotes/bids to the WDB Executive Director to initiate an approval from the full Board and CLEO and obtain the required signatures before a commitment to purchase is made to a vendor. WDB will complete Sections D-I.

Requestor shall not make a commitment to a vendor for purchase until proper approval has been received. Any purchases made before approval process will be considered disallowed costs and will be reimbursed to WIOA from non-Federal sources.

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## Section Three

### **Procurement of Goods and Services for \$100,000 or more**

When the procurement is estimated to be \$100,000 or more and 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 below. A competitive bidding process (RFP/RFQ) will be required for this level of spending. These processes comply with 2 CFR Part 200.318-326; TEGL 35-10; and OWD Issuance 15-2019.

The DRAFT proposal prepared by the NEMO WDB Staff will be presented to NEMO WDB Members and CLEO for their review prior to release to the public.

To foster competitive procurement in accordance with WIOA guidelines, the NEMO WDB maintains a list of potential bidders who receive the Request for Proposals either in hard copy or in electronic format. That list is updated periodically as the NEMO WDB becomes aware of organizations that might have an interest in providing services. The NEMO WDB intends to provide notification of the RFP/RFQ to ensure that it is available to an adequate number of potential bidders, in an effort to obtain the receipt of three (3) proposals. The notice of RFP/RFQ is published on the NEMO Website <http://nemowib.org> and the link is sent to all Board Members and CLEO's, NEMO Partner Agencies, TEAM Website, 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.

The RFP/RFQ shall contain, at a minimum, the following elements:

- 1) A statement which identifies the desired quality of work, applicable performance standards,

- quality control measures and all record and reporting requirements (technical, progress, and financial reports), along with the estimated funding available;
- 2) Clear definitions of important terms relating to work to be performed and for which there could be more than one meaning;
  - 3) The objectives to be achieved or outcomes expected to result from the purchase of the particular service or goods;
  - 4) A work schedule for the contract period which identifies time frames, benchmarks, and review and approval points (including contract completions);
  - 5) Any practical or legal limitations or sanctions, which should be expected or may be imposed upon the performance of work under a contract, including the manner of payment and acceptance of performance.
  - 6) Instructions concerning use of formats, attachments or additional documents to be submitted, specific elements to be addressed when responding and instructions on submitting cost/price information.
  - 7) Identification of all laws, licensing, certification or assurances with which a contractor is expected to comply;
  - 8) A statement of nondiscrimination and Equal Opportunity requirements as set forth in the WIOA.
  - 9) A statement that the offeror shall have written procedures for procurement transaction that include or comply with the procurement procedures included in the NEMO Workforce Development Board Financial Manual and/or any additional procurement instructions issued by the agency issuing the RFP/RFQ.
  - 10) A statement that the offeror or its sub-recipients shall not use funds provided through the RFP/RFQ under WIOA to duplicate facilities or services available in the area (with or without reimbursement) from Federal, State or Local sources.
  - 11) The offeror shall certify that to the best of their knowledge and belief, the cost data is accurate, complete and current as submitted in their response;
  - 12) Instructions that each offeror conduct and document oversight to ensure compliance with procurement standards;
  - 13) Instructions that each offeror shall maintain a contract administration system which ensures that contractors perform in accordance with the terms, conditions and specifications of their contracts or purchase orders;
  - 14) Instructions that the offeror shall have written protest procedures to handle and resolve disputes relating to their procurements that comply with policies and procedures or systems developed by the State and the agency issuing the RFP/RFQ;
  - 15) A precise statement of when, where and how bids are to be submitted (time frames will be reasonable to allow for an informed bid);
  - 16) The manner in which questions may be directed, and identification of any special procedures to be used in requesting information;
  - 17) A precise statement of the evaluation criterion to be used to evaluate the bids;
  - 18) The right to accept or reject any/all bids;
  - 19) The right to extend or renew, for the same services, for a specialized period. The maximum contract period shall be one year with three (3) one-year renewal options. Additionally, the right to include additional funds for the same or similar services as, or if, the funds are made available; and

20) Any item intended for inclusion in the contract that is not listed above.

In order to clarify any questions or issues in the RFP/RFQ, either a pre-bid question and answer conference call or meeting may be held with prospective bidders or an opportunity to email their questions and the questions and answers will be posted on the NEMO WIB website. This shall be maintained for documentation.

Upon receipt of any bids, the bids shall be recorded in a procurement log (Attachment 2) with the date and time received by the individual accepting the bid. A second staff person must verify the date and time received by signing the procurement log. The procurement log will then become part of the procurement file. One copy of each bid shall be retained. Bids received after closing time shall be unopened. Documentation shall be made and retained for filing, noting that the bid was received after closing time. In the event that the WDB receives a container that is not identifiable as a specific bid/proposal, an authorized person may open the container to determine the contents. If the contents are determined to be a bid/proposal, the container will be resealed and the solicitation number, opening date, and time will be noted on the outside. The container will then be placed with the other proposals until the official time for opening.

Bids shall not be opened prior to the stated closing time and date. At least two (2) persons of the administrative staff shall open all bids. These opened bids shall be forwarded to the Evaluating Committee Members. Each committee member shall be advised to review each bid before the formal Evaluation Committee meeting is held. Documentation of those present at the bid opening shall be retained.

#### **Review of Proposals & Award Recommendation:**

For the WIOA Adult and Dislocated Worker programs, an evaluation committee will be formed from the NEMO WDB One-Stop and Executive Committee to evaluate the proposals received in response to the RFP/RFQ and committee members will independently review and score each proposal. The evaluation committee will then present its recommendation(s) to the full NEMO WDB along with the Chief Local Elected Officials who will be responsible for the final selection of the service provider(s). WDB staff and committee members will independently review and score each proposal. The evaluations will be coded for confidentiality reasons.

For the WIOA Youth program, an evaluation committee will be formed from the NEMO WDB Youth Council to evaluate the proposals received in response to the RFP/RFQ and committee members will independently review and score each proposal. The evaluation committee will present its findings to the Youth Council. The Youth Council will then recommend their selection or selections to the full NEMO WDB along with the Chief Local Elected Officials who will be responsible for the final selection of the service provider(s). WDB staff and committee members will independently review and score each proposal. The evaluations will be coded for confidentiality reasons.

The Evaluation Committee shall schedule a meeting to evaluate the bids. The Evaluation Committee has four (4) items in particular to address when determining who shall be awarded a bid through an RFP/RFQ. These items are:

1. Determine which bids are responsive. Non-responsive bids shall be omitted from future analysis and a written report must be prepared with adequate documentation of the reasoning for any bid deemed non-responsive.
2. The proposals shall be analyzed in accordance with criteria established in the RFP/RFQ. At a minimum, awards will be based on the vendor's:

- Ability to deliver services to the targeted population in accordance with locally established guidelines;
  - Experience in working with the targeted population in similar programs and activities;
  - Past performance record, including both programmatic and fiscal integrity;
  - Understanding of and commitment to meeting goals and objectives; and
  - Demonstration of understanding of and commitment to continuous improvement methods
3. The committee shall make the decision on who shall be awarded the bid based on the evaluation. The committee has the option to recommend that no bid be awarded if there are reasons why it is not in the best interest of the WIOA program.
  4. The committee shall prepare a formal report of the award or denial and stating reasons for doing so.

Once providers are selected, performance targets and milestones may be negotiated in order to bring the entire workforce investment area into compliance with goals created by the WIOA Performance Measures.

**Award/Non-award Notification:**

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

A copy of the award notice and any succeeding reports shall be maintained for documentation.

The Administrative Entity will issue a letter of intent to contract to the awardees. When the funding contracts are received from the Grantors, a Notice of Obligation and will be forwarded and along with a signed and dated contract based on the proposal submitted and selected by the WDB and CLEO's. The awardee will sign and date the contract and return to NEMO WDB. The Executive Director must approve all contracts, thereby safeguarding against any unauthorized contracts.

**B. Additional Policies Applicable to Equipment**

1. Specifications included in an Invitation for Bid (IFB) shall be described with generic or functional terminology whenever reasonably possible. However, specifications may be based upon brand name descriptions if generic or functional specifications ("or equal") are added as an inherent part of the bid solicitation.
2. Intergovernmental purchases - Purchases between units of government shall be documented by the NEMO WDB and will require the completion of Sections A, B, & C of *the Northeast Workforce Development Board Procurement Form (Attachment 1)* explaining why the unit of government is the best agency from which to make the purchase. WDB will complete Sections D-I. The documentation for the formal evaluation of reasonableness of need(s) shall be retained.
3. Emergency Purchases - Emergency purchases for a situation that creates a serious or obvious threat to life, property, public health, public safety or operation of the agency in executing its legal responsibilities/services to the public, or property (includes public records) in its legal care or control as may arise by reason of flood, epidemic, illness, riot, natural disaster, accident, equipment failure or similar causes will require strict documentation of the existing emergency conditions to be filed with the purchase order and invoice. An emergency purchase can only be allowed when immediate action is necessary to resolve an extra-

ordinary situation and the resolution of the condition receives priority over routine operations and duties of the agency. The requirement for formal competitive bids or proposals may be waived. However, the emergency procurement should be made with as much informal bidding as practicable. Emergency procedures should only be utilized to purchase those supplies, which are necessary to alleviate the emergency. The WDB Executive Director or the Director's designees must declare such an emergency.

4. Co-purchase Prohibition - NEMO WDB and its subcontractor shall not use any WIOA funds to co-purchase equipment.
5. Requests for approval made after purchase, if denied, constitute a WIOA disallowed cost.

C. Items Exempt from Competitive Procurement: Sole Source Exemptions/Single Feasible Source

A non-competitive (sole source) procurement is defined as procurement through a solicitation of a proposal from only one source, or when competition is determined inadequate after solicitation from a number of sources. Sole source procurements under WIOA and other federal or state funding sources shall be minimized to the extent practicable. All sole source procurements shall be justified and documented in writing. Procurement by non-competitive proposals will be used only when:

- a. The emergent needs for the item or service does not permit the delay resulting from competitive
- b. The item or service is proprietary and only available from a single source not excluding items or services under a different name or packing.
- c. If past procurement activity indicates that only one (1) bid has been submitted in a particular region, a Single Feasible Source Procurement may be authorized.
- d. If supplies are available at discount from a single distributor for a limited period, a Single Feasible Source Procurement may be authorized.
- e. Any procurement, which results in less than three (3) bids, shall be well documented and shall support the sole source procurement.

**Exempt procurements** must follow the requirements of this guide in regards to the reasonableness of cost and price analysis, cost reimbursable basis, and debarred and suspended parties. Agencies are required to select the best-known price from known vendors.

The following items are **exempt** from competitive procurement:

- ❖ The parts that are required to maintain validity of a warranty,
- ❖ Reoccurring purchases such as rent, utilities, telephone, insurance, payroll, payroll deductions, and payroll taxes,
- ❖ Additions to a system must be compatible with original equipment,
- ❖ Only one (1) type of computer software exists for a specific application, or
- ❖ Factory authorized maintenance must be utilized in order to maintain validity of a warranty,

- ❖ The materials are copyrighted and are only available from the publisher or a single distributor,
- ❖ The services of a particular provider are unique, e.g. entertainers, authors, etc.
- ❖ Magazines, books, periodicals and newspapers.
- ❖ Any form of direct advertising space and time, unless there are multiple businesses in the area able to provide the same services to the same coverage area needed and same demographics
- ❖ Conferences - The cost of attending or participating is exempted. The cost of putting together a conference is not exempted.
- ❖ Training Sessions and Seminars - related to the individual's profession or program.
- ❖ Updates of computer software that the agency already owns.
- ❖ Agencies eligible to acquire equipment from either State or Federal surplus property may do so without any additional procurement practices.
- ❖ Agencies eligible to buy from state contract awarded by the Division of Purchasing may do so without any additional procurement practices.
- ❖ Agencies may contract with OWD, to provide statewide coordinated services (such as MoJobs).
- ❖ Agencies may contract with the State of Missouri, Department of Elementary and Secondary Education (DESE) to provide services provided DESE does so at no additional administrative cost.
- ❖ Enrollment of individual participants in classroom training.

#### D. Procurement System General Statements

1. The NEMO WDB and its subcontractors shall not utilize any WIOA funds to co-purchase equipment.
2. The NEMO WDB and its subcontractors will have a formal lease agreement for any rental payments. All lease agreements shall contain a 30-day cancellation clause in the lease in the event the contract would be canceled or there would be discontinuation of funding. The Grant Recipient/Administrative Entity must approve any lease with a purchase option in writing. Failure to inform the Administrative Entity of a purchase option even if it is not exercised may, at the AE's discretion result in disallowance of the entire lease cost.
3. Any capital improvements, including any repairs in **excess** of \$500 shall have Grant Recipient/Administrative Entity approval in writing.
4. An equipment purchase requires prior check with the various Government warehouses.
5. Any purchase of equipment not specifically mentioned in a contract, in both price and quantity shall not be allowed.
6. Any purchase of equipment costing over \$1000 shall require a request for purchase of equipment from the subcontractor(s) to the Administrative Entity before any purchase shall be granted for approval.

7. Contracts will be awarded to the bidder providing the best product and/or service that are available for the lowest price consistent with the specifications.
8. If the NEMO WDB decides that, all bids are unacceptable and circumstances do not permit a re-bid, negotiations may be conducted with only those bidders who submitted bids. No additional bidders may be solicited. Upon determination that negotiations will be conducted, the bids and related documents will be closed to public viewing.

Exhibit A

## PROPERTY MANAGEMENT AND INVENTORY

The NEMO Workforce Development Board has established and implemented inventory rules and regulations that will be used by the Administrative Entity and contracting agencies. All subcontractors will be required to implement these rules and regulations.

Personal or real property procured with funds authorized by WIOA or transferred from programs under WIA prior to July 22, 2014 must be used only for purposes authorized by WIOA. The State of Missouri shall have clear title to all such property. Personal or real property procured after July 22, 2014, by States and Governmental sub-recipients with WIA or WIOA funds shall be governed by the definitions and property requirements in the DOL Regulations at 29 CFR, Part 97. Personal or real property procured after July 22, 2014, by non-governmental sub-recipients with WIA or WIOA funds shall be governed by the definitions and property management standards of OMB Circular A-110, as codified by Administrative Regulations of the Department of Labor. Title to property acquired or produced by a sub-recipient that is a commercial organization shall vest in the awarding agency, providing such agency is a governmental entity or a non-governmental organization that is not a commercial organization. If the awarding agency is also a commercial organization, title shall vest in the higher level, non-commercial awarding agency that made the sub-award to the commercial sub-recipient.

Equipment that may retain “sensitive information” on a hard drive or in memory (computers, notebooks, tablets, cameras, cell phones, etc.) with a cost of \$100.00 or more will require the completion of the *Equipment Memorandum Form (Attachment 3)*. The form shall be forwarded to the WDB Fiscal Officer so an Inventory number may be assigned and a “Property of NEMO WDB” tag will be affixed to the item. Items may be determined to be sensitive at the discretion of the NEMO WDB.

NEMO WDB and its Subrecipient(s) must request prior approval from the OWD before purchasing any equipment worth more than \$5,000.

NEMO WDB and its Subrecipient(s) must request prior approval from the OWD before disposing of any equipment worth \$5,000 or more. Equipment with a current per-unit fair market value of \$5,000 or less may be retained or disposed of with no further obligation to the OWD

The NEMO WDB will perform, reconcile, and document a physical inventory at least once every other year to be conducted along with the financial monitoring or during the last quarter of the fiscal year (April-June). A WDB staff member may perform the physical inventory.

The NEMO WDB inventory system and equipment listing shall contain: (1) description of property, (2) serial number, (3) unit acquisition dollar amount, (4) funding source, (5) program, (6) FAIN #, (7) title of ownership, (8) location of equipment, (9) acquisition date, (10) % of Federal participation, (11) Current use of equipment, (12) Condition of equipment, (13) Date of last inventory, and (14) Sub-Contractor Tag#, if any.

When property is disposed of the following information will be required; (1) Disposal Date, (2) Fair Market Value, (3) Method Used to Determine Value, (4) Disposition Sale Price.

Adequate steps must be taken to maximize the realized amount of proceeds from the disposition of equipment. While proceeds from the sale of equipment are not Program Income, they shall be reported to the OWD on CPR in a manner similar to that of Program Income. The OWD shall have a right to an amount of the proceeds in proportion to OWD's share (percentage of participation) in the cost of the original equipment.

Exhibit B

**DEFINITIONS**

- A. Agency - The entity that has or will enter into a contract agreement directly with the Office of Workforce Development or a sub-recipient or any tier below that level making a procurement.
- B. Sub-recipient - shall mean the legal entity to which a subcontract is awarded and which is accountable to the recipient (or higher tier sub-recipient) for use of the funds provided. For WIOA purposes, distinguishing characteristics of a sub-recipient include items such as determining eligibility of applicants, enrollment of participants, performance measured against meeting the objectives of the program, responsibility for programmatic decision making, responsibility for compliance with program requirements and use of the funds awarded to carry out a WIOA program or project, as compared to providing goods or services for a WIOA program or project (vendor). Northeast Region Grant Recipients and WIOA Title I Sub-state Grantees are particular types of sub-recipients.
- C. Subcontractor - shall mean the agency that contracts with a DWD contractor or any level below that subcontractor.
- D. Offeror - The entity submitting a response to a procurement solicitation.
- E. Vendor - shall mean an entity responsible for providing generally required goods or services to be used in the WIOA program. These goods or services may be for the contractor or subcontractors own use or for the use of participants in the program. Distinguishing characteristics of a vendor include items such as: providing the goods and services within normal business operations; providing similar goods or services to many different purchasers, including purchasers outside the WIOA program; and operating in a competitive environment. A vendor is not a sub-recipient/subcontractor and does not exhibit the distinguishing characteristics attributable to a sub-recipient/subcontractor. Any entity directly involved in the delivery of program services not available to the general public, with the exception of an employer providing on-the-job training, shall be considered a sub-recipient rather than a vendor.
- F. Contractors - the organization, entity or individual that is awarded a contract under the agency or sub-recipient's procurement standards or procedures.
- G. Cost Estimating - the process of determining what the asking price for goods and services should be given WIOA regulations concerning the criteria for a reasonable and fair price.
- H. Allocability - a term which means that an expense must be in support of one or more of the objectives of the grant/contract/agreement.
- I. Allowability - a term which means that an expense can be charged to a contract, either as a direct or indirect charge.
- J. Catalog Price - a price published in a catalog, price list, schedule or other form regularly maintained by a manufacturer or supplier and is published or made available for inspection by buyers.

- K. Cost Analysis - the review and evaluation, element by element, of the Cost Estimate supporting an organization's proposal for the purpose of pricing a contract.
- L. Commercial Item - a class or kind of product or service regularly used for other than government purposes and sold or traded in the course of normal operations.
- M. Direct Cost - costs that can be identified specifically with a particular final cost objective.
- N. General Public - an item is sold to the general public if it is sold to other than affiliates of the seller for end use by non-government organizations.
- O. Indirect Cost - costs that are incurred for a common or joint purpose benefiting more than one cost objective and not readily assignable to the cost objective specifically benefited without effort disproportionate to the results achieved.
- P. Market Price - a price currently established in the usual and ordinary course of trade between buyers and sellers free to bargain. The price must be established from sources independent of the manufacturer or vendor.
- Q. Parametric Estimate - a cost of price yardstick or benchmark, such as: dollars per pound, dollars per square yard, cost per hour and price or cost per instructional hour.
- R. Price Analysis - the process of examining and evaluating a price without looking at the estimated cost elements and proposed profit of the offerer whose price is being evaluated.
- S. Reasonableness - a term which means that a cost or price is not greater than what one would expect an ordinarily competent and prudent person to charge when conducting business in a competitive environment.
- T. Substantial Quantities - enough of the product or service is sold to establish a real commercial market for the item.
- U. Comparisons - When conducting comparisons keep in mind that the lowest price is not necessarily the best prices since factors other than the final price must be considered (e.g., demonstrated performance). Other factors to be considered may consist of:
  - 1. Ensuring that the offerer is, in fact, actually capable of performing the work at the level of effort and with the quality required to satisfy the contract, and
  - 2. Ensuring that the offerer is actually submitting a proposal which answers the statement of work (scope of work) in the IFB/RFP/RFQ, and
  - 3. Compared with current proposals for IFBs/RFPs/RFQs for similar work on other contracts.

NOTE: Here the comparison is not quite as ideal as with primary comparisons. The difference in this instance is that because there are different conditions for the work or because the work is only similar, the actual performance of the work will be different and the comparison will not be quite as accurate as with a primary comparison.

- V. Common Sense Analysis - With this technique, the analyst asks the question of whether the price of the product or service being proposed should approximate what the offer is asking. This should be the last step. By the time the contracting agency is at this point in the analysis, the analyst will have developed enough of a feel for the product or service that the analyst should be able to readily tell whether the asking price is reasonable or not. This technique applies to prices that are too low as well as to those that are too high.
- W. Value Analysis - A method which, when applied to price, provides an opinion as to the value of the product. It is an evaluation of the function and value of a product or service and its related price to determine its worth. To apply value analysis, the analyst needs to seek answers to the following questions:
- 1) What does the product do or what service is furnished?
  - 2) What does it cost now and what will it cost to continue?
  - 3) Are there other ways to achieve the same results?
  - 4) What will these other ways cost?
- Essentially, value analysis determines if the goods or services as constituted offers the best deal for the Contracting Agency in terms of value.
- X. Needs Assessment - a written support document necessary to determine the justification of the procurement.
- Y. Evaluation of Resources - a documented, written determination which shows that the resources are available to support the procurement.

Exhibit C

**CONFLICT OF  
INTEREST**

The NEMO Workforce Investment Board dba the NEMO Workforce Development Board and its subcontractor's shall maintain a written code of standards of conduct governing the performance of persons engaged in the award and administration of contracts and sub-grants. To the extent permitted by State or Local law or regulation, such standards of conduct will provide for penalties, sanctions or other disciplinary actions for violations of such standards by the awarding agency's officers, employees or agents, or by contractors or their agents.

A. Each agency and its sub-recipients shall ensure that no individual in a decision making capacity, including WDB members (whether compensated or not), shall engage in any activity, including participation in the selection, award or administration of a sub-grant or contract supported by WIOA funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

1. The individual;
2. Any member of the individual's immediate family;
3. The individual's partner, or
4. An organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization selected for award.

B. The officers, employees or agents of the agency making the award will neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to sub-agreements.

C. WDB Conflict of Interest:

Each duly appointed member of the Board shall have one vote on all matters before the Board. Proxy voting shall not be permitted. Local Board members, as volunteer citizens and community leaders, must uphold the highest levels of accountability. To ensure that responsible stewardship for and oversight of the workforce programs are accomplished in a way that demonstrates integrity, accountability, and transparency and in order to preserve the public trust. A Board member may not:

- Vote on a matter under consideration by the local board—
  1. regarding the provision of services by such member (or by an entity that such member represents; or
  2. that would provide direct financial benefit to such member or the immediate family of such member; or
- Engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

If the CLEO Consortium, the local WDB, or the local Youth Council discuss an issue that would impact a member due to their business interests or personal relationships, that member should refrain from participating in the discussion and from voting on the issue. This voting abstention should be recorded in the meeting's minutes.

This policy is also extended to cover WDB staff and any local WDB contractors and their staff. They should not participate in any decision-making capacity, which would provide a direct financial benefit to that staff person or to a member of his/her immediate family. (Immediate family includes parent, children, sibling, grandparent, aunt, uncle, niece, nephew, cousin, as well as step-family and in-laws.)

## **CODE OF CONDUCT**

The following shall apply to all staff members of the Administrative Entity, Sub-state Grantee, Sub-recipient and Subcontractor engaged in the award and administration of contracts and sub-grants.

No employee shall:

1. Accept any direct or indirect financial benefit from any source other than their paid position as a result of the performance of their official duties.
2. Accept any position, whether compensated or not, which will impair the independence of judgement in the exercise of their official duties.
3. Accept any position or engage in any business that will require the disclosure of confidential information gained by reason of their official duties.
4. Improperly disclose confidential information acquired during the performance of their official duties or use such information to further personal gain.
5. Use or attempt to use their official position to secure unwarranted privileges or exemptions personally or on behalf of others or give the appearance of such action.
6. By conduct, give reasonable basis for the impression that any person or organization can improperly influence the performance of their office duties.
7. Pursue a course of conduct that will raise suspicion among citizens that the acts engaged in are in violation of public trust.
8. Pursue any other course of conduct that will give rise to a violation of the conflict of interest statutes.
9. Take part in any political activities in violation of the Federal Hatch Act.
10. Take part in any religious or anti-religious activity in the discharge of their official responsibilities
11. Promote or oppose unionization in the discharge of their official duties.
12. Participate in any effort to violate any other applicable Federal, State and Local laws and regulations.

Violations of any provision of this code of conduct may be cause for immediate dismissal and are subject to any penalties, sanctions or other disciplinary measures set forth in applicable Federal, State or Local laws. Compliance with 2 CFR Part 200.113 is required. Disclosure, in a timely manner, in writing to the State all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award is required. Failure to make required disclosures can result in any of the remedies described in 2 CFR Part 200.338 Remedies for noncompliance, including suspension or debarment. (See also 2 CFR Part 180 and 31 U.S.C. 3321).

**NORTHEAST WORKFORCE DEVELOPMENT BOARD  
PROCUREMENT FORM**

Purchase Requisition Form # \_\_\_\_\_

This procurement is for the following Title(s): (check all that apply)

- Adult                       Youth                       Dislocated Worker                       Other

<b>SECTION A</b>	
<b>REQUEST FOR PURCHASE (\$3,000 OR MORE) EQUIPMENT (\$1,000 or more)</b>	
Requestor Name:	
Office Location:	
Item Description:	
Cost of Item:	
Is this equipment replacing outdated, non-working, or worn out equipment?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
If yes, please explain	
Is this equipment necessary due to new industry requirements or technology?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
If yes, please explain	
Requestor Signature and Date	
WDB Signature and Date	

<b>SECTION B</b>	
<b>NEEDS ASSESSMENT (\$3,000 or more) (\$1,000 or more Equipment)</b>	
Requestor should describe the need and justification of your purchase request. Please complete your justification of the purchase below or attach a memo describing the need and justification of the purchase.	
<b>NEED/JUSTIFICATION:</b>	
Requested By:	Date:

**SECTION C**

**INDEPENDENT COST ESTIMATE (\$3,000 or more) (Equipment \$1,000 or more)**

An Independent Cost Estimate must be completed by the Requestor on all procurements and supporting documentation must be submitted prior to proceeding with any procurement.

Description of Item	Cost Estimate Source	Amount of Item
Prepared By:		

**SECTION D**

**EVALUATION OF RESOURCES**

**NEMO WDB Fiscal Officer or Executive Director** is required to evaluate the information provided, ensure resources are available to make the purchase and make a recommendation on the purchase.

Approved by:		Date:	

**SECTION E**

**REVIEW AND SELECTION OF PROCUREMENT OPTION**  
(check the appropriate procurement option)

<input type="checkbox"/>	Purchase Up to \$10,000.00	Bids not required – WDB approval required for purchases of \$3,000 or more
<input type="checkbox"/>	Purchase More Than \$10,000.00 but less than \$100,000	Minimum of 3 written bids required (attachment required)
<input type="checkbox"/>	Purchase \$100,000 or more	Minimum of 3 advertised competitive bids required (attachment & waiver request required)
<input type="checkbox"/>	Three Bids Unavailable	Waiver request required
<input type="checkbox"/>	Items exempt from competitive procurement	See procurement manual for exempt items
<input type="checkbox"/>	Noncompetitive Proposal (Sole-Source)	Waiver request required
<input type="checkbox"/>	Emergency Purchase	See procurement manual
<input type="checkbox"/>	Intergovernmental Cooperation	See procurement manual
<input type="checkbox"/>	Contract Extension	Written request and budget required

SECTION F			
PURCHASE REQUEST APPROVAL (Less than \$3,000)			
Approved <input type="checkbox"/>	Denied <input type="checkbox"/>	Date	
WDB Authorized Signature:			

SECTION G			
PROCUREMENT PROCEDURE PROCESS CHECKLIST			
<b>Second WDB Staff Member</b> checks all paperwork and supporting documentation to ensure compliance to procurement guidelines			
Comments:			
Complete <input type="checkbox"/>	Incomplete <input type="checkbox"/>	Date	
Reviewed by:			

SECTION H			
PROCUREMENT APPROVAL			
	Signature	Title	Date
Approved by:		Executive Director	
<b>FOR PURCHASES OVER \$25,000</b>			
Approved by:		WDB Board Chairperson	
Approved by:		CLEO Chairperson	

SECTION I			
FOR OFFICE USE ONLY			
Check #	Date Paid		
Invoice for Equipment Received?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Equipment Memorandum Form Received?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Equipment Added to Inventory Database?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Inventory Tag #			



### EQUIPMENT MEMORANDUM FORM

- *This form must be submitted to the NEMO WDB before purchase, disposal or transfer of equipment. Once disposal is approved the NEMO WDB inventory tag number should be removed and returned to the WDB office. Disposal is the responsibility of the subcontractor. After disposal of equipment has been granted, equipment may not be returned to the NEMO WDB office.*
- *This form must be submitted at time of purchase along with a copy of the invoice or proof of purchase.*

Sub-Contractor: \_\_\_\_\_

Address: \_\_\_\_\_

Phone #: \_\_\_\_\_

**REQUEST FOR:**

Purchase Transfer  Disposal

Asset ID	Description & Mfg	Unit Acquisition Cost	Source of Property Funding (Program funded from?)	Location of Equipment	Acquisition Date	Serial #	Current Use & Condition	Current Location	Transfer Location	Sub Tag if any	Fair Market Value	Method Use to Determine Fair Market Value	Disposition/Sale Price or Fair Market Value

Sub-Contractor Signature \_\_\_\_\_ Date \_\_\_\_\_

**NOTE:** *Equipment containing confidential/sensitive information such as computers, copiers, fax machines etc. must have all information removed before being properly disposed. Your signature above indicates that all confidential/sensitive information has been properly removed from the equipment you are requesting for disposal.*

WDB Approval Signature and Date \_\_\_\_\_



NEMO WORKFORCE DEVELOPMENT BOARD



111 East Monroe • Paris, Missouri 65275 • Tel: 660.327.5125 • Fax: 660.327.5128 • TTY: Dial 7-1-1  
[www.nemowib.org](http://www.nemowib.org)

**RISK ASSESSMENT**

NAME OF SUBCONTRACTOR

ASSESSMENT FOR PERIOD OF

	0=N/A	1= LOW RISK	2=MEDIUM RISK	3=HIGH RISK
	Assertion	Response from Subcontractor		Evaluation Risk
1	What is the turnover rate for key management in the past three years?			
2	What is the turnover rate for staff in the past three years?			
3	Has any member of your Board, Key Management, or staff been placed under investigation or been a party to an investigation/indictment in the past 3 years?			
4	Are background checks completed on all employees?			
5	Is there regular training offered to your staff, including professional development? Please include records.			
6	Do you utilize any participants or volunteers in the office setting? If so, do they sign the confidentiality and non-discrimination agreements?			
7	Are CPR's, project amendment requests, prior approval requests, reports, monitoring responses to the WDB, corrective action plans, and other reports requested submitted on time?			

	Assertion	Response from Subcontractor	Evaluation Risk
8	Does the Subrecipient have sufficient internal controls in place per OMB Guidelines.		
9	Subrecipients are required to submit required single audit report to the Single Audit Clearinghouse on time. Did the Subrecipient have any Qualified or Adverse/Disclaimer opinions, significant internal control deficiencies or findings for non-compliance? Was the full report sent to the WDB within 30 days of Clearinghouse submission?		
10	Subrecipients are responsible to monitor program and financial internally. Do you have written monitoring policies and procedures?		
11	Does the Subrecipient have an internal programmatic and financial monitoring schedule?		
12	Are there written monitoring reports? If so, when are they submitted?		
13	Are written reports reviewed? Who is responsible for signing off on the reports?		
14	How are WDB, State, and Federal policies and procedures communicated to staff?		
15	Do monitoring policies and procedures include action taken on findings and non-compliance?		
16	Is there an EEO/Affirmative Action Plan?		
17	Are all 14 Elements being offered and what percentage are being utilized?		
18	Are the in-school and out-of-school percentages being met? If not, describe the plan to meet this.		
19	Is the Work Experience percentage being met? If not, describe your plan.		

	Assertion	Response from Subcontractor	Evaluation Risk
20	Do you have any participants who met the 5% rule? If so, what is the percentage?		
21	Percentage of participants placed in training? Is this consistent with the benchmarks stated in your contract?		
22	Are you contracted for any specialized grants? If so, are they offered to all eligible participants? (Specify the grant)		
23	Are there any outstanding programmatic monitoring issues with the WDB or Inter-Agency(Specify)? Describe your plan to resolve these.		
24	Are there any outstanding financial monitoring issues with the WDB or Inter-Agency (Specify)? Please describe your plan to resolve these.		
25	Are there any programmatic monitoring issues that tend to be continuous problems with the WDB or Inter-Agency (Specify)? Please describe which ones and what action has been taken by the Agency to resolve this issue.		
26	Have there been any disallowed costs in the past three years? If so, please describe.		
27	Has there been any corrective action/performance improvement plans put into place in the past 3 years by the WDB or the Agency? If so, describe and explain the status?		
28	Are performance measures being met? If not, please submit your action plan.		

	Assertion	Response from Subcontractor	Evaluation Risk
29	Are program enrollments on target with benchmarks in contract? If not, please submit your action plan.		
<b>TOTAL EVALUATION RISK COLUMN</b> ▶▶			

<b>RISK RATING AVERAGE (TOTAL EVALUATION RISK SCORE FROM ABOVE DIVIDED BY 29 CATEGORIES)</b> ▶▶		
Enter <b>Low</b> if the number in the Risk Rating Average box above is between 0 and 1.49	▶▶▶	
Enter <b>Medium</b> if the number is between 1.5 and 2.49	▶▶	
Enter <b>High</b> if the number is between 2.50 and 3.00	▶▶	
Are there any other factors that might impact the Preliminary Risk Level. If so, please describe in line below:		
If no such factors exist, enter "No other Factors"		▶▶
<b>FINAL RISK ASSESSMENT</b>		

*This Risk Assessment will be completed by the WDB Staff and sent to the Subrecipient. The Subrecipient will have 10 business days to respond to the WDB office. This becomes a part of the annual fiscal and programmatic monitoring and is also reviewed for pre-award and post-award.*

ATTACHMENT 11

PLANNING BUDGET SUMMARIES

LINK:

[ATTACHMENT 11 - PY20-FY21 Planning Budget Summaries- signed.pdf](#)



NEMO WORKFORCE DEVELOPMENT BOARD

## Complaint and Grievance Policy

NEMO WDB Issuance 19-2020

Issuance Date: 07/01/2020

This policy describes the complaint and grievance procedures for programs and activities conducted by the Northeast Missouri Workforce Development Board (NEMO WDB) as well as complaints arising from actions taken by One-Stop operator(s), One-Stop partners and/or service providers on investigations, audits, procurements, or monitoring reports.

If you are enrolled in a WIOA program or if you are employed as a staff person in an agency administering a WIOA program, you cannot be denied benefits or services, be segregated or treated any differently from other participants or staff, nor be discriminated against in any way on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title 1 of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title 1-financially assisted program or activity.

Four types of complaints are covered by this policy. They are: 1) Discrimination Complaints; 2) Program Complaints; 3) Labor Standard Complaints; and 4) Criminal Complaints.

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

### Non-Criminal Complaints

WIOA requires that non-criminal complaints be filed within one (1) year of the date of occurrence. An opportunity for informal resolution and impartial hearings must be conducted within 60 days of the receipt of the complaint if resolution cannot be reached during the initial investigation or review.

## COMPLAINANTS RIGHTS

### DISCRIMINATION COMPLAINTS

Applicants, eligible applicants, participants, applicants for employment, employees and members of the public, including those with disabilities, and unions or professional organizations holding collective bargaining or professional agreements with the NEMO WDB (or its sub-contractors) may file discrimination complaints using the following procedures. Exhaustion of the local and state's administrative remedies is recommended for expediency in complaint resolution.

### EQUAL OPPORTUNITY IS THE LAW

It is against the law for the NEMO Workforce Development Board, recipient of Federal financial assistance, to discriminate against any individual in the United States on the basis of basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any

beneficiary of, applicant to, or participant in programs financially assisted under Title 1 of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title 1-financially assisted program or activity.

**The NEMO WDB shall not discriminate in any of the following areas:**

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.

A OWD or Local Program Operator employee who takes a discrimination complaint must immediately route the complaint to the Local Equal Opportunity Officer or the State Equal Opportunity Officer. Immediately upon receiving and logging the complaint, the local EO officer will forward the complaint to the State EO Officer for determination of jurisdiction and further processing.

**Complaint Routing and Record Keeping**

A Job Center staff who takes a discrimination complaint must immediately route discrimination complaints to the State EO Officer within two (2) business days from when the complaint was received and notify the Local EO Officer. The Local EO Officer will log all complaints on the DWD-PO-524 EO Local WIOA Discrimination Complaint Log (See Exhibit VII-D). The log will include the name and address of the complainant; the basis for the complaint; a description of the complaint; the disposition and date of disposition of the complaint; and any other pertinent information. State and Local-level EO Officers are responsible for keeping any information that could lead to the identification of the person filing the complaint confidential. Immediately upon receiving and logging a discrimination complaint, the Local-level EO Officer will forward the complaint to the State EO Officer for determination of jurisdiction and further processing.

**WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION**

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

LOCAL:

Sharon Hillard, Equal Opportunity Officer  
NEMO Workforce Development Board, Inc.  
111 E. Monroe  
Paris, MO 65275  
Phone: (660) 327-5125  
Fax: (660) 327-5128

STATE:

Danielle Smith, State WIOA Equal Opportunity Officer  
Office of Workforce Development  
301 W. High Street, P.O. Box 1087,  
Jefferson City MO 65102  
Phone: (573) 751-2428  
Fax: (573) 751-4088

FEDERAL:

The Director, Civil Rights Center (CRC)  
US Department of Labor  
200 Constitution Avenue NW, Room N-4123  
Washington, D.C. 20210

You may also file your complaint with the service provider or the One-Stop operator and they will forward your complaint to the proper entity within 2 business days.

**Discrimination Complaint Form (DWD-101) may be found at [www.jobs.mo.gov/dwdeo](http://www.jobs.mo.gov/dwdeo). This form is also available in Spanish and will be translated to other languages upon request. Forms are also available at [www.nemowib.org](http://www.nemowib.org)**

## **PROGRAM (GENERAL) COMPLAINTS**

General complaints may be filed up to one (1) year from the date of the event or condition alleged to be a violation of the WIOA.

The General Complaints fall into two categories:

1. Complaints involving local WIOA programs, agreements, or local Workforce Development Board policies and activities; or
2. Complaints involving State WIOA policies, programs, activities, or agreements.

If you believe, you have been unjustly denied any benefit or service allowed under the Workforce Innovation and Opportunity Act, or have reason to believe a violation of the Act, its regulations or any agreement under the Act has occurred, a complaint may be filed as outlined in these procedures. Complainants are encouraged to attempt to resolve the alleged violation at the local level by following the grievance procedures of his/her employer or work site. Office of Workforce Development (OWD), NEMO Workforce Development Board (NEMO WDB) and its One-Stop Operators will not discharge, intimidate, retaliate, threaten, coerce, or discriminate against any person who files a complaint, opposes a prohibited practice, furnishes information, assists, or participates in any manner in an investigation or hearing.

A complaint may be amended or withdrawn at any time prior to a scheduled hearing. All complaints will be kept confidential to the extent possible as well as the identity of any person who furnishes information related to the complaint, or assists in the investigation.

Informal resolution prior to the filing of a written complaint is encouraged. If the complainant is not satisfied with the attempt at informal resolution, he or she should proceed with filing a written complaint. **The form (DWD-104)** can be found at [www.jobs.mo.gov/dwdeo](http://www.jobs.mo.gov/dwdeo). The form is available in Spanish on the website and other languages are available upon request.

## **NON-PARTICIPANT COMPLAINTS**

In addition to participant grievances, complaints alleging a violation of the Act, federal regulations, the Local & State's contracts and issuance's, grants, or other agreements as well as those arising from actions such as the procurement of goods and/or services, audit disallowance's, or the imposition of sanctions taken by the Governor with respect to audit findings, investigations or monitoring reports may be resolved through these procedures.

WIOA permits program operators, contractors, grantees, sub-grantees, sub-recipients, to complain through their employer's grievance Steps 1 and 2 of this policy. If the employer's procedure is used, the time frames and steps contained therein will be adhered to.

## **COMPLAINT FILING**

Local procedures (Step 1 of 2 of this policy) must be exhausted to the State. Likewise, State level procedures must be exhausted before escalating the complaint to the U.S. Department of Labor (when applicable).

Your complaint must be submitted in writing and signed. It should include your name, address, and telephone number, a description of the complaint incident(s), names of those responsible (or organization responsible), when, where, and what acts are the basis of the complaint, and relief that is sought. Complaints should be filed immediately after the complaint incident so that your rights will not be jeopardized due to untimely filing and so that the complaint may be promptly resolved. All time frames in this policy refer to calendar days.

For all non-employment related grievances or if a participant is unable to satisfactorily resolve any employment related grievance with his/her employer, the participant must utilize the procedure contained in this policy to seek further resolution.

### **STEP 1**

Any organization or individual who has a complaint arising in connection with the WIOA programs should contact **Sharon Hillard, Equal Opportunity Officer at the NEMO Workforce Development Board**. The local administrative entity or service provider will attempt to resolve the complaint informally to the satisfaction of all parties. The informal resolution must be completed within ten (10) business days from the date the complaint was received. When a service provider attempts the informal resolution, the service provider will forward the complaint file to the Local Equal Opportunity Officer. The Local Equal Opportunity Officer will review the file and investigate further, if necessary.

### **STEP 2**

If an informal resolution fails, and a review is requested, the complainant will file the grievance in writing with the NEMO WDB. The NEMO WDB Equal Opportunity Officer will issue a determination within twenty (20) days from the date the complaint was filed. If the complainant does not request an appeal of the determination, the complaint is considered resolved. Any party dissatisfied with the determination may request a hearing within seven (7) calendar days from the date of the determination.

### **STEP 3**

The NEMO WDB must ensure that a qualified hearing officer conducts an impartial hearing, within forty-five (45) days from the date the complaint was filed. The complainant, respondent, and any other interested party, will be provided with a written notice of the date, time and place of the hearing at least seven (7) business days prior to the hearing so that all parties have the opportunity to present evidence and to be represented by an attorney, and the appeal process outlined in Step 4 of these procedures. If possible, a licensed attorney, authorized to take sworn statements, will be utilized to conduct impartial hearings. All testimony will be taken under oath or affirmation and will be recorded in either writing or by audiotape.

Employers must have a grievance procedure relating to the terms and conditions of employment for participants funded under WIOA. Employers may operate their own procedure or they may utilize those of the local area. Employers shall inform participants which procedure to follow when the participant's begins employment. Participants may request a local area review of an employer's decision with appeal rights to OWD should the local area render a disputed decision.

The hearing officer is to present a written decision to the NEMO WDB within fourteen (14) days of the hearing. The hearing officer will also concur with the Chief Local Elected Official toward reaching consensus on the recommended resolution to the complaint. If consensus cannot be reached, the hearing officer will initiate a request to the state for resolution. The NEMO WDB must issue a written decision within sixty (60) calendar days of the original filing of the grievance. If the NEMO WDB fails to issue this written decision to the complainant within (60) days from the date the complaint was originally filed, or is dissatisfied with the final decision, the complainant has the right to request a State review under the procedures outlined in Step 4.

### **STEP 4**

If the decision fails to resolve the grievance, or any party who has not received either a final decision or a resolution within sixty (60) days from the date the complaint was filed, may request an appeal. The appeal must be received by Danielle Smith, State EO Officer, Office of Workforce Development, 301 W. High Street, P.O. Box 1087, Jefferson City MO 65102 within ninety (90) days from the date the complaint was filed. The review process performed by OWD may be conducted by, (a) its own staff, (b) a licensed attorney through an impartial hearing or (c) any other means of independent review or investigation. OWD will provide a written final decision to the complainant within **sixty (60) days** of the date the request for review was received.

*Nota bene:* Local or state level resolutions cannot be characterized as an alternative to the federal process and the complainant should be aware that he/she has a 180-day time limit from the alleged violation to file discrimination complaints with the Secretary of Labor.

## **APPEALS TO THE US DEPARTMENT OF LABOR SECRETARY (USDOL)**

Should OWD either fail to issue a written final decision within **sixty (60)** days of the request or deliver an adverse final or appeal decision, the complainant may request from the Secretary of the United States Department of Labor, a determination as to whether reasonable cause exists to believe that the Act, or its regulations have been violated. This request must be filed within **sixty (60)** days of the date the final decision should have been issued from OWD. Appeals must be filed within one hundred and twenty days (120) of the complainant's filing of the grievance with the State, or filing of the appeal of a local grievance with the State. All appeals must be submitted by certified mail, return receipt requested to:

Secretary  
United States Department of Labor  
Washington DC 20210  
Attention: ASET

\*A copy of the appeal must be simultaneously provided to the Employment and Training (ETA) Administrator at 911 Walnut Street, Kansas City, Missouri 64106 and the opposing party.

The complaint should contain the following:

- 1) The full name, address, and telephone number of the person making the complaint;
- 2) The full name and address of the respondent against whom the complaint is made;
- 3) A clear and concise statement of the facts, including pertinent dates, constituting the alleged violation;
- 4) The provision of the Act, regulations, grant, or other agreements under the Act believed to have been violated;
- 5) A statement disclosing whether proceedings involving the subject of the request have been commenced or concluded before any Federal, State, or local authority and, if so, the date of such commencement or conclusion, the name and address of the authority and style of the case; and
- 6) A statement of the date the complaint was filed with OWD, the date on which OWD should have issued a final decision and an attestation that no decision was issued.

## **LABOR STANDARDS COMPLAINTS**

Complainants may:

- a) Exhaust the non-criminal administrative process by submitting the complaint directly to the Office of Workforce Development (OWD) for review and disposition within sixty (60) days; or
- b) Submit the grievance to a binding grievance procedure if a collective bargaining agreement covering the parties so provides. If sixty (60) days expires with no decision (or an adverse decision is rendered), the complaint may be submitted to the U.S. Department of Labor which may change, reverse or issue a final decision.

## **Violation of Relocation Prohibitions**

Relocation complaints under Section 181(d) should be filed directly with the U. S. Department of Labor, Employment and Training Administration, 911 Walnut Street, Kansas City, Missouri 64106 (816) 426-3796 for investigation.

## **CRIMINAL COMPLAINTS**

Information and complaints alleging criminal fraud, waste, abuse, or other criminal activities must be filed directly and immediately through the OWD Incident Reporting System to the USDOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington D. C. 20210- The Regional Inspector General for Investigations, Employment and Training Administration, 911 Walnut Street, Kansas City, Missouri 64106, must be copied on all complaints that are filed alleging fraud, waste, abuse or other criminal activities. The Hotline number is 1-800-347-3756. The OWD Equal Opportunity Officer can assist in reporting to the Office of Inspector General.

## **AUDIT RESOLUTION POLICY**

OWD and the NEMO WDB maintains procedures which may be used for resolution of complaints arising from actions such as audit disallowance's and the imposition of sanctions taken by OWD or the NEMO WDB Administrative Entity, respectively, which pertain to audit findings, investigations, or monitoring reports. Such complaints must be filed in writing and addressed to Danielle Smith, State EO Officer, Office of Workforce Development, , 301 W. High Street, P.O. Box 1087, Jefferson City MO 65102, or, respectively, to Sharon Hillard, EO Officer, NEMO Workforce Development Board, 111 E. Monroe, Paris, Missouri 65275. Complaints will follow the Complaint Filing Section of this Issuance.

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## **NON-WIOA REMEDIES**

In any case, where the alleged violation of the Act or regulation is also an alleged violation of another law, regulation or agreement, nothing in this process shall preclude an individual or organization from filing a complaint or grievance with the appropriate authority under that law. Assistance in filing the complaint or appeal may be obtained by contacting Sharon Hillard, EO Officer at the NEMO Workforce Development Board.

Complaints may be filed against state, local area or other Subrecipients for violation of WIOA and a federal, state, or local law with respect to non-WIOA cause of action. The complainant may institute a civil action or pursue other remedies authorized under federal, state or local law without exhausting these administrative grievance procedures.

## **PROHIBITION AGAINST REPRISAL**

No person, organization or agency may discharge, or in any manner discriminate or retaliate against any person or deny any person a benefit to which that person is entitled because such person has filed any complaint, instituted, or caused to be instituted any proceeding under or related to the Act, has testified or is about to testify in any proceeding or investigation, or has provided information or assisted in any investigation.

## **CONFIDENTIALITY OF INFORMATION**

The identity of any person who has furnished information relating to or assisting in the investigation of a possible violation of the WIOA shall be kept confidential to the extent possible, consistent with a fair determination of the issues.

**For further information or assistance, please contact:**

**Sharon Hillard, Equal Opportunity Officer  
NEMO Workforce Development Board  
111 East Monroe  
Paris, MO 65275  
(660) 327-5125  
shillard@nemowib.org**

**ACKNOWLEDGEMENT OF RECEIPT**

**For WIOA program participants and staff only.**

**A copy of the signed and dated receipt will be placed in the participant or personnel file**

I acknowledge that I have received a copy of the NEMO Workforce Development Board's Complaint and Grievance Procedures Policy.

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Signature

Date

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Signature of WDB Staff/Sub-Contractor Staff Issuing Policy

**NEMO Workforce Development Board is an Equal Opportunity Program/Employer  
Auxiliary aids and services are available upon request to individuals with disabilities.  
Alternate formats for non-English speaking individuals available upon request.  
Missouri TTY users may call Missouri Relay 7-1-1**



*NEMO WORKFORCE DEVELOPMENT BOARD*

## SUPPORTIVE SERVICE POLICY

Issuance No: 13-2017 – Change 1

Issuance Date: July 1, 2020

**Purpose:** To provide policy and guidance regarding allowable Supportive Services to WIOA Adults, Dislocated Workers and Youth; Dislocated Work Grants (DWGs), or other programs authorized under WIOA as allowable. Outside Grants will follow the respective Scope of Work.

**Background:** Supportive Services are provided to assist participants in successful completion of training. ***Supportive Services is not an entitlement and should only be made available to enable customers to participate in Title I activities that would otherwise not be able to financially. Job Center Staff will be responsible to look to other resources before using WIOA funds for Supportive Services.***

**Reference:** DWD Issuance 13-2017, Statewide Supportive Services Policy

**Rescissions:** NEMO WIB Issuance 02-2015 and NEMO WDB Issuance 13-2017

A handwritten signature in blue ink that reads "Diane Simbro".

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Diane Simbro  
Executive Director

## **SUPPORTIVE SERVICES FOR WIOA ADULT, DISLOCATED WORKER AND YOUTH PROGRAMS**

Supportive Services will be available to WIOA Adult, Dislocated Workers and Youth who meet WIOA eligibility requirements as described below.

Due to funding limitations, WIOA Supportive Services are always the last resort. All other sources of funding must be sought first and documented. All attempts to find other Supportive Service funding and the reasons for needing WIOA funding must be documented in the State Case Management System Service Notes and on the Supportive Service Eligibility Certificate.

### ***Needs-based analysis***

Because WIOA programs are not an entitlement, Supportive Service payments are made on a case-by-case basis only when determined necessary and reasonable. Payments may not be made for non-WIOA activities or for items that are not necessary for participation in a WIOA activity.

- \* Trade Act: The Trade Act funding source must be utilized prior to WIOA funding. If Trade Act does not cover participant needs, this policy should be followed to provide wrap-around services and a mix of funds if needed to enable participation in WIOA activities.

Supportive Services are provided to only customers who:

- 1) Are participating in Career services or Training services approved by WIOA Title I;
- 2) Are unable to obtain Supportive Services via their support network or through other programs including community agencies that provide these services; and
- 3) Require those services to enable them to participate WIOA Title I activities.

A review of the customer's budget shall be completed to determine need. Details of the budget will be entered into the State Case Management System Case Notes and placed in the participant file. (Note: This information will only help determine customer need, but all other resources must still be considered.)

**In all cases**, staff must review Case Notes prior to making any Supportive Service payments to avoid duplicate payments from multiple sources and to ensure the participant has not exceeded any limits set forth in this policy.

The Supportive Service(s) must be necessary for the customer to achieve the goals outlined in their Employment Plan (EP). Therefore, it is imperative the goals listed on the EP are consistent with what the customer intends to achieve. A statement that a customer "needs" a Supportive Service will not justify the payment of these expenses. The service provider's determination and justification of financial need must be documented through the State Case Management System Case Notes and in the Individual Employment Plan (EP).

**The cap for all Supportive Services per participant per program year is \$12,000.**

All Supportive Services must be documented and approved using the Supportive Service Eligibility Certificate and entered in the State Case Management System. The documentation must include at a minimum all of the following:

- 1) Type of Supportive Service paid (e.g., transportation, childcare, etc.);
- 2) Amount of Supportive Service to be paid;
- 3) Time frame the Supportive Service is to be paid for;
- 4) Justification of need for the Supportive Service; and
- 5) Documentation of the lack of other alternatives or other community resources.

### **Community Resources**

All alternate sources of funding must be sought first. **Every** attempt to find other Supportive Services sources, leading to the determination to use WIOA funding, shall be documented in Service Notes and on the Supportive Service Eligibility Certificate.

The Comprehensive and Affiliate Job Centers **must** keep an up-to-date listing of available community resources (paper and/or electronic) and make available to participants prior to any WIOA payment for Supportive Services. Northeast Region will use [Johego](#) or [Services Navigator](#) to search for resources.

Providing information about the availability of, and referrals to, alternate Supportive Services sources **is required** by 20 CFR 678.430 (a)(9) OWD Issuance 02-2019, Missouri Job Center WIOA Services Delivery & Referrals, also requires the creation and maintenance of a WIOA required partners Resource Guide for this purpose and requires WIOA staff to follow-up and document referrals in the State Case Management System.

**It is not enough to simply refer a client to a resource, a direct linkage must take place and follow-up is required. This must be documented in Case Notes.**

Community resource agencies may include, but not limited to the following:

- FSD and other government assistance such as local health departments, WIC, etc.
- Vocational Rehab
- Local transportation programs
- Community shelters
- Community Action Agencies
- Faith-based organizations
- Non-profit organizations
- Statewide and nationwide organizations, i.e. United Way, Goodwill, & Salvation Army
- Pro bono medical, dental and legal service organizations
- Community clothing centers and food assistance centers

It is the responsibility of staff to provide accurate information to the customer including:

- (1) If supportive services are requested or determined necessary;
- (2) If he/she is eligible when the Supportive Services are requested;
- (3) If he/she is no longer eligible to receive the supportive service for any reason (i.e. cap met, no longer has a need, etc.); and
- (4) Information on the requirements (e.g., paperwork, attending classes, etc.) to receive the Supportive Services.

**Supportive Services available are (but not limited to):**

- **Child and Dependent Care:** Child and dependent care will be available to participants that are enrolled in Individualized Career and Training Services, but only when it is unavailable through other sources/programs that provide such services. Participants will be reimbursed for the actual cost, not to exceed a <sup>1</sup>reasonable amount based on average child care/dependent costs within the participant's area of residence. Reimbursement rates for Childcare/Dependent care are detailed on the Supportive Service Eligibility Certificate [Attachment A]. **Supportive Service for Childcare/Dependent Care cannot exceed \$3900 per program year/per child.**
  - \* Childcare rates vary county to county and can be located at <https://apps.dss.mo.gov/childcarerates>.
  - \* Program operator staff shall assist the customer by making available a current list of providers (<http://health.mo.gov/safety/childcare/parentinfo.php>) for the customer to consider, and by discussing other options such as enlisting a friend or neighbor to provide childcare.
  - \* In addition, staff will assist the customer in making sure that all needed paperwork, childcare provider registration, etc. is provided to the local FSD office as needed.
- **Transportation:** Travel reimbursement for costs incurred will be available to all eligible participants with financial hardship, but only when it is unavailable through other sources/programs that provide such services. NEMO WDB <sup>2</sup>transportation reimbursement can be found on the Supportive Service Eligibility Certificate [Attachment 1]. Other car repairs such as tires and minor mechanical repairs should be listed under "One Time Supportive Service" and not included in the travel reimbursement based upon a per mile basis. Documentation of miles traveled is required and mileage (i.e. Mapquest) printout shall be placed in file.
  - \* In cases where the participant has no transportation or reliable transportation, staff should assist the participant by encouraging ride share or enlisting the services of OATS, other transportation providers or volunteers for assistance. All such assistance is viewed as temporary while the customer continues to seek a permanent solution to transportation problems.
- **Reasonable accommodations for individuals with disabilities**  
Assistive technologies or equipment for individuals with disabilities are included if the participant needs the technology or equipment to participate in WIOA Title I activity and is unable to obtain from other resources. Staff must document the need and lack of other resources in Case Notes. The extent of the Supportive Service will vary based on the participant's needs. If the amount exceeds \$100, it must be approved by the WDB Executive Director.

<sup>1</sup>In general, reasonable cost is defined as not in excess of the maximum amount allowed in the Supportive Service Eligibility Certificate. Program operators may exceed this amount if documentation is obtained (through phone verification or written verification and a case note is placed in the file) that justify a higher cost for the individual's needs.

<sup>2</sup>The cost per mile has been established in the Supportive Service Eligibility Certificate. While the per mile limit has been set as a guideline, Program Operators may exceed this amount if justification can be provided indicating that a higher per mile limit is necessary in order for the individual to participate in the Title I activity. Additionally, a higher per mile rate and longer timeframe may be allowable under other programs (such as DRJP, etc.) when indicated in the program scope of work.

- **One Time Supportive Services**

- \* Funds may also be used to pay, or partially pay, a reasonable amount for the costs of repairs, tires, rent, utilities, insurance premiums and driver license fees on an as needed basis. In the event a Supportive Service is needed for car insurance, a maximum of three months should be paid. The customer must own the car and a plan developed on how they will pay for the insurance once they have exhausted the three months.
- \* Required work related clothing, tools and equipment.
- \* Assistance with educational testing, applications, tests, and certifications
- \* Assistance with books, fees, school supplies, and other necessary items for post-secondary education or training.
- \* Payments may be made to assist with the cost of attending job club, work activities, training activities, AEL classes, job interviews, and for travel back and forth to work until the first paycheck is received. The payment may be made on a per mile basis, or if carpooling or ride-sharing, actual costs not to exceed a reasonable amount based on current costs in the customer's area of residence.

One-time Supportive Service payments must be well documented in case notes. However, staff should avoid receiving or obtaining confidential (i.e., financial, medical, criminal, legal, domestic violence) documentation unless the information is pertinent and necessary for determining employment or training opportunities or aid. If it is necessary to retain the confidential information, the case note should contain a general explanation and identify the secure location of the complete information (normally the confidential file).

The amount spent on "One Time Supportive Services" should be tracked and maintained in the customer's file. The participant shall provide documentation indicating amount requested (quotes, bids, fee summary, etc). Documentation (receipts, quotes, etc.) should be placed in file to justify amount paid and a Case Note shall be entered in the State Case Management System.

- **Needs-Related Payments**

The Northeast Missouri Workforce Development Board will provide Needs-Related Payments (NPRs) for other general living expenses to enable an individual to participate in training and employment programs, if sufficient funding is available. They must be unemployed, currently participating or enrolled to commence the training program within the next 30 calendar days, or not qualified for or ceased qualifying for, Unemployment Insurance (UI) compensation. Needs-related supportive services must be approved by the WDB Director.

***A maximum of \$1,000 for the duration of a customer's enrollment into a Title I Program can be spent on expenses other than child care, dependent care, or travel reimbursement expenses such as work related clothing, tools and equipment, car repairs, tires, testing fees, and emergency aid.***

In the event that any supportive service not previously outlined in this policy requires more than the allowable maximum amount or cap as stated in policy or on Supportive Service Eligibility Certificate, a waiver may be submitted to the NEMO WDB (ATTACHMENT B) and authorization to exceed the maximum will be awarded on a case-by-case basis. Proper justification must be outlined on the waiver. Written justification from the customer is required prior to making the payment. Enter all of the information in the State Case Management System Case Notes.

Supportive services paid from another region will not impact supportive services to individuals enrolled into individualized career or training services in the Northeast Region.

All Supportive Services described herein require that the Job Center staff maintain adequate documentation of need for and delivery of such services with the completion of the Supportive Service Eligibility Certificate. An estimate of the customers Supportive Service needs in the current program year should be determined and entered on the form. Staff should take into account Supportive Service needs, weeks needed, adjustments for receipts of grants such as Pell Grant etc. The estimated need for Supportive Services should be calculated per program year and a reassessment conducted regularly to determine continued need. The need for Supportive Services should be conducted each semester for customers attending training.

A copy of the Supportive Service Eligibility Certificate shall be maintained in the participant's file. Data entry in the State Case Management System will also include a case note entry identifying the barrier and the plan to address this need. This will allow other Team members and partner agencies an opportunity to integrate and prevent duplication of services already being provided by Title I WIOA Programs. Anytime a change occurs in the Supportive Service payment, the Supportive Service Eligibility Certificate must be updated and initialed by staff making the change. An assessment identifying needs should be conducted and entered into the case notes. The case note should indicate what change occurred and reasons for the change along with a plan to address this need.

### **APPROVAL OF SUPPORTIVE SERVICES**

For Supportive Services funded through the Title I WIOA Adult, Dislocated Worker and Youth Programs the requests for Supportive Services must be completed on the Supportive Service Eligibility Certificate. A WIOA Supervisor and/or Functional Leader in each center will be responsible for reviewing and approving the request for WIOA Adults, Dislocated Workers, and Youth to ensure all WIOA requirements have been met and the request is appropriate and to ensure sufficient funds are available. Timesheets will be submitted to the appropriate Job Center and approved for payment by designated Job Center staff before forwarding to fiscal agent for payment.

Once the Functional Leader and/or WIOA Supervisor authorizes the Supportive Service, a copy of the Supportive Service Eligibility Certificate will be submitted to their Finance Department in order to generate payments. The Finance Department will recheck the invoice to ensure calculations are correct and generate payments. Documentation (date paid, check number, amount) and approval of payments must be maintained and placed in file and the payment information will be entered into the State Case Management System. For Adult, Dislocated Worker, and Youth, the Fiscal Agent must be

able to provide supporting documentation, i.e. system generated check register for OWD and WDB monitors. For TANF Youth Jobs League, copies of supporting documentation, i.e. copy of check stub, etc. must be retained in the participant file. (Confidential information must be retained in a separate file, in a locked location)

## **SUPPORTIVE SERVICES FOR YOUTH PROGRAMS**

Supportive Services eligibility, criteria, and processes outlined above must be followed for YOUTH.

Allowable Supportive Services available under the Youth Program are:

- Child care
- Dependent care
- Work related clothing, tools and equipment
- Transportation assistance (including vehicle repair and insurance for a limited time)
- Referral to medical services
- Housing assistance

In addition to the allowable supportive services listed previously in this issuance, referral to medical services shall be made available to all Youth participants. Individuals will first be referred to Family Support Division to have their eligibility for Medicaid determined. In those instances when the individual is in need of medical services and is not eligible under the Medicaid program or does not have medical insurance through their employment or other sources, support for medical services may be provided. Documentation must be provided outlining costs for payment. Program operators must document that the medical assistance was unavailable to the individual through other sources/programs that provide such services. Referrals to local sliding fee and/or no cost clinics should be made prior to committing WIOA Supportive Service dollars.

Another addition to the allowable supportive services listed previously in this issuance is the provision to provide housing assistance to Youth participants. Individuals enrolled into the Youth program that display housing issue barriers (homeless, in jeopardy of being evicted, etc.) can be assisted with housing. Allowable payments include rent payment, deposit to obtain housing, fees to avoid eviction, and other necessary payments required to obtain or maintain housing. Documentation must be provided outlining costs for payment. Program operators must document that the housing assistance was unavailable to the individual through other sources/program that provide such services.

In general, travel reimbursements should not occur after the first paycheck is received, however, if justifiable, this could be extended for a maximum of 3 months. Justification should be provided in the form of a Case Note in the State Case Management System and on the Supportive Service Eligibility Certificate. Justifiable reasons for extension include: earning a low wage (less than 50 cents above minimum wage) or traveling in excess of 40 miles and enrolled and participating in a work experience/internship program designed for WIOA enrolled youth or any other special youth programs funded through the Workforce Development Board. Scope of Work for outside grants will be followed.

**ATTACHMENT A – SUPPORTIVE SERVICE ELIGIBILITY CERTIFICATE**

**ATTACHMENT B – SUPPORTIVE SERVICE REQUEST FOR WAIVER**



## Adult Priority of Service Policy

Issuance No: NEMO WDB 20-2020

Issuance Date: July 1, 2020

The purpose of this policy is to define a priority of service for the WIOA Adult program operated in this region. In accordance with WIOA provision and regulations, Northeast Missouri Workforce Development Board provides workforce-related services and training to eligible participants to the broadest extent possible.

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

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

WIOA Section 134(c)(3)(E) identifies five priority groups: recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Below are definitions of each of the priority groups.

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

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

**Second Priority** shall be given to individuals who are not veterans, but are recipients of public assistance, are otherwise low income or are basic skills deficient.

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

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

**Fifth Priority** shall be given to non-covered persons outside the groups given priority under WIOA.

## FIRST PRIORITY OF SERVICE

**The First Priority of Service** shall be given to veterans and/or eligible spouses, who are recipients of public assistance, are otherwise low income or are basic skills deficient. A veteran must meet each program's eligibility criteria to receive services under the respective employment and training program.

For income-based eligibility determinations and for determining priority of service, military pay or allowances paid while on active duty or paid by the Department of Veterans Affairs (VA) for vocational rehabilitation, disability payments, or related VA-funded programs are not to be considered as income, in accordance with 38 U.S.C. 4213 and 20 CFR 683.230. **(See ATTACHMENT 18)**

## SECOND PRIORITY OF SERVICE

### ➤ Recipients of Public Assistance

For the purposes of WIOA, a public assistance recipient includes an individual (or an individual who is part of a family) currently receiving, or who in the past 6 months has received assistance through (any of the following programs):

- Supplemental Nutrition Assistance Program (SNAP)
- Temporary Assistance for Needy Families (TANF)
- Supplemental Security Income (SSI); or
- Any other State or local income-based public assistance

### ➤ Other Low-Income Individuals

WIOA sec. 3(36) defines a low-income individual as someone who receives public assistance as described above or:

- Is in a family with total family income that does not exceed the higher of—(I) the poverty line; or (II) 70 percent of the lower living standard income level;
- Is a homeless individual who meets any of the following criteria outlined in WIOA sec. 3(24)(G)
  - Is sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason;
  - Is living in a motel, hotel, trailer park, or campground due to a lack of alternative adequate accommodations;
  - Is living in an emergency or transitional shelter;
  - Is abandoned in a hospital; or
  - Is awaiting foster care placement;
  - Has a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, such as a car, park, abandoned building, bus or train station, airport, or camping ground;

- Is a migratory child who in the preceding 36 months was required to move from one school district to another due to changes in the parent's or parent's spouse's seasonal employment in agriculture, dairy, or fishing work; or
- Is under 18 years of age and absents himself or herself from home or place of legal residence without the permission of his or her family (i.e. runaway youth)

*(Note- A participant imprisoned or detained under an Act of Congress or State law does not meet the definition of homelessness. Additionally, a participant who may be sleeping in a temporary accommodation while away from home should not, as a result of that alone, be recorded as homeless.)*

- Receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act;
- Is a foster child on behalf of whom State or local government payments are made; or
- Is an individual with a disability whose own income meets the income requirement, but who is a member of a family whose income does not meet this requirement.

➤ **Individuals Who Are Basic Skills Deficient**

WIOA sec. 3(5) defines basic skills deficient as referring to an individual:

- Who is a youth with English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
- Who is a youth or adult, which is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society.

\* **Note:** Individuals who are English language learners meet the criteria for "basic skills deficient" and must be included in the priority populations for the Title I Adult program.

**THIRD PRIORITY OF SERVICE**

The Third Priority of Service shall be given to non-low income veterans and/or eligible spouses.  
(See ATTACHMENT 18)

**FOURTH PRIORITY OF SERVICE**

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

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

### **FIFTH PRIORITY OF SERVICE**

All other eligible individuals who do not meet any of requirements for priority of service.



NEMO WORKFORCE DEVELOPMENT BOARD

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## Adult/DW Training Expenditure Rates and Criteria Policy

**Issuance No: NEMO WDB 21-2020**

**Issuance Date: July 1, 2020**

The NEMO Workforce Development Board's proposes to expend 40 percent of both WIOA Adult and Dislocated Worker formula funds for participant costs. The process for determining who will receive training will be based upon those individuals determined eligible for Title I Adult and Dislocated Worker training level services who have the ability to successfully complete a training program and are in need of training services to become self-sufficient. The Partner Staff determines eligible participant's appropriateness and need of training level services. The Functional Leader approves obligation of training funds for each eligible participant deemed appropriate and in need of training. Training will be in areas determined to be of high demand with potential wages that will allow individuals to become self-sufficient.

Training Services will be available to adult and dislocated workers who:

- Are unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services; and
- Are in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
- Have the skills and qualifications to participate successfully in training services; and
- Have selected a program of training services that is directly linked to the employment opportunities in the local area or the planning region, or in another area to which the individuals are willing to commute or relocate; and
- Are unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds, Trade Adjustment Assistance, and Federal Pell Grants established under Title IV of the Higher Education Act of 1965, or require WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants.

All of these training eligibility requirements for training services must be met and documented in the statewide electronic case management system.

Funds for Incumbent Worker have been allotted from the Adult and Dislocated Worker per NEMO WDB issuance 16-2019. <http://nemowib.org/wp-content/uploads/2017/10/NEMO-WDB-Issuance-16-2019-Incumbent-Worker-Training.pdf>



NEMO WORKFORCE DEVELOPMENT BOARD

## Youth Additional Assistance Barrier Policy

**Issuance No: 22-2020**

**Issuance Date: 07/01/2020**

NEMO WDB developed this policy to outline the definitions and eligibility documentation requirements to verify that the local criteria have been met by youth who require additional assistance to enter or complete an educational program or to secure or hold employment. For reference purposes, ISY refers to In-School Youth and OSY refers to Out-of-School Youth.

The WIOA youth program is designed to provide services, employment, and training opportunities to those who can benefit from and who need such opportunities. Meeting the eligibility criteria for a WIOA-funded program does not entitle an individual to receive program elements and services. All elements must be made available to the eligible youth population, whether funded by WIOA or other resources, but the local decision on whether to provide a specific service to a youth participant must be based upon the individual's needs, appropriateness for the service, and funding availability.

Of the total ISY enrolled by a local area during a program year, no more than five percent may be individuals who require additional assistance to complete an educational program or to secure or hold employment.

**Program Operators are required to complete the Request for Waiver form and submit to the Executive Director, along with supporting documentation, for approval.** The WDB Office will retain these in a file for tracking to ensure compliance.

### Out of School Youth

The NEMO WDB 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.

### In School Youth

The NEMO WDB also provides programs for in-school youth ages 14-21 that are low income and meet at least one mandated barrier to employment, including the locally defined needs additional assistance barrier. No more than 5 percent of the in-school youth may be made eligible under this needs additional assistance barrier.

Criteria under this barrier have been determined and reviewed to be significant barriers in the Northeast region by the Youth Council and WDB. The criteria below were determined to allow youth

with regional significant challenges to meet eligibility and obtain the skills they need to enter the workforce and become productive, taxpaying citizens.

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:

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. The individual must have at least one (1) of the following barriers:

- 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.



**NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD**

## **YOUTH INCENTIVE POLICY**

NEMO WDB Issuance 01-2015, Change 5  
Effective: 03/13/2020

**Purpose:** To provide policy for granting incentive awards to youth enrolled into the Title I WIOA Youth, and other youth employment programs as developed and approved by NEMO WDB and Office of Workforce Development.

**Background:** The Workforce Innovation and Opportunity Act, Section 129 (b) (2), states WIOA youth funds can be used for allowable statewide youth activities. This includes the provision to provide incentives for recognition and achievement to eligible youth.

**Substance:** Incentives are allowable to youth enrolled into the WIOA Title I Youth program, and other youth employment programs that operate under the umbrella of Title I WIOA Youth. They are intended to be used to encourage and motivate WIOA youth to reach specific goals and obtain positive outcomes. Incentives are not an entitlement. All incentive awards will be subject to the availability of WIOA Youth funds. It is at the discretion of the operator to decide, on a case-by-case basis, the use and extent of use of incentives and may be subject to need of the participant and the availability of funds for incentives.

**Rescissions:** Issuance 01-2015, **Change 1** (March 2016) and **Change 2** (February 18, 2019). Issuance 01-2015, **Change 3 (April 15, 2019) Change 2** removes the availability of stipends and changes were made to the attachments. All references to Stipends were removed in this revision. In **Change 3**, changes were made to the Incentives available and the amounts for each of the Incentives. Attachment 2 and 3 were eliminated. Change 4 (Eff. 9/17/19) removes the Incentive for Unsubsidized Employment and also removes it from the Youth Incentive Form. **Change 5 was necessary due to changes in new issuance OWD-14-2019 The Change removes Completion of Work Keys Tests at all levels and adds Successful Completion of a Work Experience and Educational performance to the Incentives. The Incentive form was also updated to reflect these changes.**

- ***Please destroy all previous revisions of the Youth Incentive Certificate Form (3/15/16 & 2/18/19, 3/11/19, 4/15/19, 9/17/19) and replace it with the Youth Incentive Form – Rev. 12/26/19)***

Definition of Incentive:

An incentive is a payment to a WIOA Youth participant for the successful participation and achievement of expected outcomes as defined in the individual’s ISS. The incentive must be linked to an achievement and must be tied to training and education, work readiness skills and/or an occupational skills attainment goal as identified in the Individual Service Strategy. Youth Incentive Form (Attachment 1) must be present in the participant file, along with other supporting documentation. Appropriate Activities and Case Notes must be entered in MoJobs.

Incentive payments may be awarded as cash incentives to WIOA Youth participants for completion and achievement in a WIOA activity. Incentive payments may be awarded for the following goal accomplishments or activities:

WIOA ACTIVITY	AMOUNT OF CASH INCENTIVE AVAILABLE
Attainment of High School Equivalency (HiSet)	\$100.00
Attainment of High School Diploma	\$100.00
Attainment of Post Secondary Certificate or Occupational Skills License	\$100.00
Completion of a Measurable Skills Gain (MSG) as defined in DWD 19-2017, numbers 3,4,5	\$ 50.00
Completion of Post TABE Test and increasing scores by one EFL (Educational Functional Level) on at least one area.	\$ 50.00
Educational Performance Measure (ISY)	
-A Honor Roll	\$50.00
-B Honor Roll	\$25.00
Successful Completion of a Work Experience	\$50.00 at Mid-Point \$100.00 Upon Completion
Successful Completion of an On-The-Job Training (OJT)	Mid-Point \$50.00 \$100.00 Upon Completion

*Note: An individual cannot receive an incentive for both the MSG for OJT or Work Experience mid-point/end-point and the Completion of Measurable Skills Gain (MSG) as defined in DWD Issuance.*

**Attainment of Secondary School Diploma or High School Equivalency (HiSet)**

Attainment of a secondary school diploma or its equivalent will include a high school diploma or high school equivalency. To qualify for this incentive, students must not possess their high school diploma or its equivalent at the time of WIOA registration. A copy of the diploma, certificate, or transcript must be present in participant file.

**Attainment of Post-Secondary Certificate**

Attainment of a recognized post-secondary certificate will include a degree, diploma, vocational certificate, or license. To qualify for this incentive, students must not possess their post-secondary certificate at the time of WIOA registration. A copy of the diploma, certificate, license, or transcript must be present in participant file.

**Measurable Skills Gain (MSG) as Defined in DWD Issuance**

To qualify for this incentive, participants must qualify for the MSG as defined in DWD Issuance 19-2017 numbers 3, 4 and 5. See below:

3. Documentation of completing a sufficient number of credit hours to demonstrate that the participant is meeting the State's academic standards.
4. A report of satisfactory, or better, progress toward established milestones. Can include completed stages of On-the-Job Training (OJT), the completion of benchmarks or milestones during an apprenticeship program, or a report from an employer or training provider that is providing training.
5. Successful passage of a knowledge-based or skill-based exam that is required for a particular occupation or that demonstrates progress in attaining technical or occupational skills.

**Increase in Educational Functioning Level (Literacy and Numeracy Gains)**

Youth can qualify for an incentive for completion of the TABE test and increasing scores by one EFL in at least one of the three functional areas (math, reading, or language). Post-testing should occur only in those areas in which the youth tested deficient. Participants are eligible to receive a \$50 incentive for each attainment of a full one point increase in any subject area previously determined basic skill deficient. Documentation indicating the pre-and post-test results must be entered into MoJobs.

\*\* Note: The State will only accept this measure if tests are performed by an instructor for the WIOA Title II Adult Education and Literacy program overseen by the Department of Elementary and Secondary Education.

**Educational Performance**

In-School youth participants currently attending a secondary institution and achieves acceptable marks on a per semester basis. Participants achieving the A honor roll will be provided an incentive of \$50.00. Those achieving a B honor roll will be provided a \$25.00 youth incentive.

**Successful Completion of a Work Experience**

Participants who are enrolled in Work Experience are authorized to receive an incentive award for successful mid-point monitoring as well as successful completion. This award shall be awarded no more than 2 times per contract year. This does not include any special Youth Work Experience programs such as TANF Jobs League or Scholars@Work. To be eligible for this incentive, the Work Experience Training Plan must be written for 480 hours.

To be considered successful, the mid-point monitoring for the purpose of incentives, should be completed as closely to 240 hours as possible, and monitoring report must show youth as 'proficient' or 'exceeds expectations' on two or more outlined activities. To be considered successful for the purpose of incentives, all contracted hours must be met, activity must be closed successfully, and monitoring report must show youth as 'proficient' or 'exceeds expectations' on all outlined activities.

In order to receive the incentive, documentation in the form of a mid-point monitoring report, progress reports, or end-point monitoring must be submitted. In order to process the incentive, the required documentation will be placed in the youth's hard copy file and documented in the appropriate MoJobs screens; case noted in MoJobs demonstrating the criteria to receive the incentive has been met. A completed WIOA Youth Incentive Form (with supporting documentation and MoJobs case note) will be required for processing payment.

### **Successful Completion of an On-The-Job Training (OJT)**

Participants, 18 years of age or older with a High School diploma or equivalent, who are enrolled in On-the-Job Training (OJT) are authorized to receive an incentive award for successful mid-point monitoring, as well as successful completion of the OJT. The OJT Training Outline must be written for a minimum of 480 hours to be eligible for this incentive. This award shall only be given for OJT funded by WIOA Youth.

To be considered successful mid-point monitoring for the purpose of incentives, monitoring should be completed as closely to 50% of the contracted hours as possible, and monitoring report must show youth as 'proficient' or 'exceeds expectations' on two or more outlined activities. To be considered successful for the purpose of incentives, all contracted hours must be met, activity must be closed successfully, and monitoring report must show youth as 'proficient' or 'exceeds expectations' on all outlined activities. In order to receive the incentive, documentation in the form of a mid-point monitoring report, progress reports, or end-point monitoring must be submitted.

In order to process the incentive, the required documentation will be placed in the youth's hard copy file and documented in the appropriate MoJobs screens; case noted in MoJobs demonstrating the criteria to receive the incentive has been met. A completed WIOA Youth Incentive Form (with supporting documentation and MoJobs case note) will be required for processing payment.

OWD does not allow incentives to be paid to Youth who have exited the program and who are now in follow-up. LWDBs are encouraged to engage Youth while in the program to ensure successful outcomes in training, education and work experiences. Incentives must be tied to training, education and work experiences; therefore, OWD does not allow incentives for obtaining unsubsidized employment, entering the military or retaining employment. Unsubsidized employment is not a "work experience" which is a planned structured learning experience that takes place for a limited number of hours.

## **Documentation**

Incentives may be awarded providing that the provision of an incentive is included in the participant's Individual Service Strategy. At a minimum, the following documentation must be maintained in the youth's file and/or MoJobs:

- The Individual Service Strategy (ISS) must specify the goal that must be met in order to qualify for the incentive
- The Individual Service Strategy (ISS) must document the need/justification for the incentive and specify services that are planned in order for the youth to receive an incentive
- To qualify for an incentive, a copy of the required documentation (as outlined on Attachment I – WIOA Youth Incentive Form) verifying completion must be retained in the participant file.
- To qualify for the TABE incentive, test scores must be entered into MoJobs and documentation from the testing site must be present in the participant file.
- Copy of WIOA Youth Incentive Form must be in the participant file

For all NEMO WDB programs that are Stand-Alone programs, we will monitor both programmatic and financial per the Scope of Work respective to that program.

Attachment 1 – Youth Incentive Form **(12/26/19)**



Attachment 1

NEMO Workforce Development Board, Inc.  
**WIOA YOUTH INCENTIVE FORM**  
 (Revised 12/26/2019)

Participant Name: \_\_\_\_\_

Address: \_\_\_\_\_

City and State \_\_\_\_\_

Incentive	Required Documentation	Amount
Attainment of HiSet (High School Equivalency)	<input type="checkbox"/> Allowable documentation includes: Transcripts, certificates, diploma, letter from school system. <input type="checkbox"/> Documentation must be placed in file before payment can be made. <input type="checkbox"/> Documentation must include attainment date.	\$100.00
Attainment of High School Diploma	<input type="checkbox"/> Allowable documentation includes: Transcripts, certificates, diploma, letter from school system. <input type="checkbox"/> Documentation must be placed in file before payment can be made. <input type="checkbox"/> Documentation must include attainment date.	\$100.00
Attainment of Post-Secondary Certificate or Occupational Skills License	<input type="checkbox"/> Allowable documentation includes: Transcripts, certificates, diploma, valid license, letter from training agency	\$100.00
Completion of Post TABE test and increasing scores by at least one EFL on at least one area	<input type="checkbox"/> Youth must be Out-of-School youth as defined in TEGL 17-05. <input type="checkbox"/> Must complete all post tests in which a deficiency is being measured. <input type="checkbox"/> Must have scored an 8.9 or below in reading, language or math full battery TABE pre-test. <input type="checkbox"/> Allowable documentation includes: TABE test, TABE on-line testing score sheet, TABE score sheet, verification of scores in written form from GED/AEL instructor <input type="checkbox"/> Documentation must be maintained in file before payment can be made	\$50.00
Measurable Skills Gain indicator measuring interim progress of participant enrolled in education or training services for a specified reporting period as defined in DWD Issuance 19-2017 (Numbers 3-5)	<input type="checkbox"/> Documentation of completing a sufficient number of credit hours to demonstrate that the participant is meeting the State's academic standards. <input type="checkbox"/> A report of satisfactory, or better, progress toward established milestones. Can include completed stages of On-the-Job Training (OJT), the completion of benchmarks or milestones during an apprenticeship program, or a report from an employer or training provider that is providing training. Documentation from employer/training provider required.	\$50.00

	<input type="checkbox"/> Successful passage of a knowledge-based or skill-based exam that is required for a particular occupation or that demonstrates progress in attaining technical or occupational skills. (CDL, CNA, etc.) Documentation proving attainment is required.	
Educational Performance	<input type="checkbox"/> A copy of a report card issued by the educational institution on a per semester basis. Specific to in-school youth participants only. - A Honor Roll - B Honor Roll	\$50.00 \$25.00
Successful Completion of Work Experience (Does not include Scholars@Work)	<input type="checkbox"/> Mid-Point Monitoring Report <input type="checkbox"/> Progress Reports <input type="checkbox"/> End Point Monitoring Report <input type="checkbox"/> Youth Incentive Form	Mid-Point \$50.00 Completion \$100.00
Successful Completion of On-The-Job Training	<input type="checkbox"/> OJT Paperwork <input type="checkbox"/> Mid-Point Monitoring Report <input type="checkbox"/> Progress Reports <input type="checkbox"/> End Point Monitoring Report <input type="checkbox"/> Youth Incentive Form	Mid-Point \$50.00 Completion \$100.00

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**I certify that the above goal(s) were met and I am eligible to receive this incentive.**

\_\_\_\_\_  
Participant Signature Date

\_\_\_\_\_  
WIOA Case Manager Date

\_\_\_\_\_  
WIOA Director/Functional Leader Date

Rev 12/26/2019

*The NEMO Workforce Development Board is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY Users may dial 7-1-1.*



NEMO WORKFORCE DEVELOPMENT BOARD

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## Veteran's Priority of Service Policy

**Issuance No.:** 23-2020  
**Issuance Date:** 07/01/2020

The Northeast Region recognizes the preferences allowed to veterans required by Public Law 107-288 and apply those applicable laws according to priority.

According to Department of Labor (DOL) TEGL 3-15, veterans and eligible spouses receive priority of service for all DOL-funded job-training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, priority must be provided in the following order:

First – to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.

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

Third – to veterans and eligible spouses who are not included in WIOA's priority groups.

Last – to non-covered persons outside the groups given priority under WIOA.

### **Veterans Qualification:**

A veteran is a person who served at least one day in the active military, naval, or air service, and who was discharged or released for conditions other than dishonorable. Active service includes full-time Federal service in the National Guard or a Reserve component. This definition of "active service" does not include full-time duty performed strictly for training purposes (i.e., that which often is referred to as "weekend" or "annual" training), nor does it include full-time active duty performed by National Guard personnel who are mobilized by state rather than Federal authorities, such as mobilization in response to events such as natural disasters).

**Eligible Spouse Qualification** (must meet one of the qualifications below):

- A spouse of any veteran who died or has a service-connected disability; or
- A spouse of any member of the Armed Forces serving on active duty who, at the time of application for priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
  - Missing in action; or
  - Captured in the line of duty by a hostile force; or
  - Forcibly detained or interned in the line of duty by a foreign government or power; or
  - A spouse of a veteran who has a total disability resulting from service-connected disability, as evaluated by the Department of Veteran Affairs; or
  - A spouse of any veteran who died while a disability was in existence.

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

**Priority of Service will be ensured by:**

- Identifying veterans and other covered persons using the acceptable documentation;
- Coordinating service delivery, outreach, employer and all other related activities with Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) staff;
- Identifying employers who are interested in hiring veterans;
- Promoting job fairs for veterans and eligible spouses; and
- Assisting veterans and eligible spouses before other customers.
- MoJobs allows registered Veterans to view job postings 24 hours before the public.

Program operators will work with the Local Veterans Employment Representatives (LVERs) and Disabled Veterans Outreach Program (DVOP) specialists to encourage additional referrals to the WIOA programs for veterans.



NEMO WORKFORCE DEVELOPMENT BOARD

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## Basic Skills Assessments (Testing) Policy

**Issuance No: NEMO WDB 25-2020**

**Issuance Date: 07/01/2020**

WIOA mandates that each Local Workforce Development Board use assessment tools that are valid, and appropriate for the needs of their target populations, to evaluate the academic levels, basic skills, and service needs of applicants and participants.

BASIC SKILLS DEFICIENT as defined in WIOA Section 3(5) – The term “basic skills deficient” means, with respect to an individual –

- (A) who is a youth, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test;
- or
- (B) who is a youth or adult, that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.

Basic skills assessment for Youth eligibility will be completed at the time of the objective assessment; for Adults it will be considered if the results of the Work Keys (NCRC) assessment is below a three (3) Bronze. Adults who are English language learners may also complete a basic skills assessment. Workforce system staff will make the most of partnerships with local organizations, including but not limited to, WIOA Title II Adult Education and Literacy and WIOA Title IV Vocational Rehabilitation. Previous assessment scores may be used if the assessment was conducted within the past six (6) months.

The Northeast Missouri Workforce Development Board will determine basic skills level by utilizing the following methods:

- In-School Youth basic skills will be assessed by utilizing records from the educational institution in which the youth attends. This information will be coordinated by using the “Authorization for Release of Confidential School Records” form;
- Out-of-School Youth and Adults with or without a High School diploma or equivalent may be assessed using the TABE test with our WIOA Title II Adult Education and Literacy partners (AEL).

- Out-of-School Youth with or without a high school diploma or equivalent and Adults with a High School diploma or equivalent can be assessed using the Work Keys Assessment (NCRC). Scores at or below a Bronze Level indicate individual is basic skills deficient.
- Adults with Limited English Proficiency (LEP) may be assessed by our WIOA Title II Adult Education and Literacy partners

An exception to the above is if an Adult participant reports:

- They possess an Associate's Degree or higher.
- Documentation of entrance exams required by a post-secondary education provider, with scores showing that participant does not require remedial courses.
- Documentation of a 3.0 GPA or higher based on post-secondary attendance within the prior 12 months.

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, CASA, Talify, 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.

The Board is continually looking for tools to better evaluate and serve our customers and may add other assessments in the future.

Northeast Missouri Workforce Development Board will provide reasonable accommodations, if needed, for the assessment of individuals with disabilities and/or will work with our One-Stop Partners who are better equipped to perform assessments for individuals with disabilities.



NEMO WORKFORCE DEVELOPMENT BOARD

## Individual Training Account Policy

**Issuance No: 26-2020**

**Issuance Date: 07/01/2020**

Individual Training Accounts (ITAs) will be utilized to fund classroom and occupational skills training services. Payment will be made to the training provider to cover tuition and related education costs (books, fees, etc.) for the approved program of training.

Northeast Region supports informed choice by the customer and allows for guidance by program operators during the “consultation with the case manager” described in CFR 663.440. This guidance may include avoiding certain courses of study (based upon occupational demand, reasonable cost, or labor projections) or particular training providers (based upon reasonable cost, placement history, relevance to occupation).

**NOTE: NEMO WDB Office Utilizes the ETPS system to approve application for the NE Region and for reporting purposes. The Partner Staff use MoScores to access the approved programs in the State and Region. MoScores is also available to the public.**

### **Funds available for ITA for Adults, Dislocated Workers, and Out-of-School Youth:**

- ❖ \$7,500 maximum per participant for tuition, books, supplies, and fees.
- ❖ \$8,500 maximum per participant for tuition, books, supplies, and fees, per program year, if the field of study or training is in a sector identified by the NE Talent Development Partnership, consisting of Advanced Manufacturing/Metal and Metal Fabrication with an emphasis on welding as well as Transportation/Warehousing, Healthcare, and Agriculture.
- ❖ However, there may be exceptions. Waiver requests to exceed this limit may be submitted to the NEMO Workforce Development Board for review and approval on the [NEMO WDB Waiver Form](#).
- ❖ ITA funded amount is contingent on availability of funds and unmet financial need of the participant;

### **Individual Training Accounts for out-of-school youth (OSY) age 16-24.**

Occupational Skills Training—NEMO WDB must give priority consideration to training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the Northeast Region, if the program meets the quality criteria described in Section 123 of WIOA. Occupational Skills Training for Out of School Youth must:

1) Be outcome-oriented and focused on an occupational goal specified in the Individual Service Strategy; and

2) Training must be of sufficient duration to impart the skills needed to meet the occupational goal.

**Individual Training Account (ITA) guidelines are as follows:**

- Participant must be a WIOA Adult, Dislocated Worker, or Out-of-School Youth with a training level enrollment.
- The Provider must be a WIOA approved provider & the specific program must be approved. The approved programs can be found on the Eligible Training Provider System (ETPS) Follow this link: [Missouri ETPS](#) or [MoScores](#);
- The case manager determines such services are necessary for the individual to obtain employment that leads to self-sufficiency;
- Need is determined by the WIOA service provider, after completion of assessment to be in need of training and has the skills and qualifications to successfully participate which will include a comprehensive assessment of work history, skills, education, career and occupational information;
- Training programs must be identified and documented as in-demand occupations as published by labor market information, or identified on the employment agreement with an employer, local want ad, internet website announcements, letter or telephone contact with employers.
- Participants must be unable to obtain other grant assistance or require assistance beyond the assistance made available, including Federal Pell Grants; WIOA is funding of last resort;
- Training may be provided while an application for a Federal Pell Grant is pending, however; if a Pell Grant is subsequently awarded, the training provider must reimburse the One-Stop Operator the WIOA funds used to underwrite the training for the amount the Pell Grant covers. Pell Grants may be used to pay for both training and education-related expenses; therefore, reimbursement will not be required for the portion of funds released to the participant for education-related expenses.
- Assessment testing must indicate that the participant has the skills and qualifications to successfully complete the selected program of training. One of the following test scores may be used:
  - National Career Readiness Certificate (NCRC) scores must meet or exceed Missouri Economic Research & Information Center (MERIC) recommended scores for chosen training field. If a participant is unable to achieve the required scores, a waiver request must be made to WDB staff for training approval; or

- Wonderlic Scholastic Exam – If a participant is unable to achieve the suggested score for their chosen occupation, a waiver request must be made to the WDB staff for training approval; or
- TABE or CASAS scores must meet “High Adult Secondary Education” levels and must be administered within 12 months of training activity start date; or
- College transcript, less than 2 years old, with a 3.0 GPA or higher; or
- Recent college placement test accepted by the approved training provider.

As required in WIOA sec. 122, only providers that are approved in the Missouri ETPS are eligible to receive training funds under WIOA title I-B. The only exemptions to this rule are:

- On-the-job training; customized training; incumbent worker training; transitional employment; or
- The circumstances described at WIOA sec. 134©(3)(G)(ii), where the Local Board determines that:
  - There are insufficient providers, or
  - There is a training services program with demonstrated effectiveness offered in the local area by a community-based organization or other private organization to serve individuals with barriers to employment, or
  - It would be most appropriate to award a contract to an institution of higher education or other eligible provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations, and such contract does not limit customer choice; or
- When the Local Board provides training services through a pay-for-performance contract.

## CASE MANAGEMENT

- A printout from the ETPS system showing the program has been approved for the Northeast Region and it must be retained in the participant’s file;
- All case notes per Case Note policy must be present in the state case management system See: [Statewide Case Note Policy 02-2017](#).
- All other supporting documentation, i.e. LMI, Transcripts/Grades, Copy of Certificate or Diploma, Assessment Test Scores
- Participant must submit passing grades from the previous semester before staff processes next semester’s ITA payment voucher;
- Document the reason the participant is not PELL eligible in Case Notes in the state data management system;

- Participant and WIOA staff must complete an “[Classroom Training Award Notification Form](#)”; and
- The ITA commitment must be documented in “Case notes”. The dollar amount should not be documented in the state data management system until the ITA is paid.



NEMO WORKFORCE DEVELOPMENT BOARD

## Accessibility Policy – Persons with Disabilities

Issuance No.: 24-2020  
 Issuance Date: 07/01/2020

The NEMO Workforce Development Board ensures the full array of Job Center services is available and fully accessible for individuals with disabilities. We strive to offer a welcoming environment to all individuals. An extensive list of products and services is available to assist individuals with disabilities in their job search, career planning, and life-long learning pursuits.

This policy sets forth the minimum standards to ensure that programs and services delivered through the Northeast Region One-Stop Job Centers and Affiliate Job Centers are physically and programmatically accessible to all, including individuals with disabilities as described in the Part 38 rules, which include a new subpart regarding accessibility requirements and an expansion of the previous subpart on communications with individuals with disabilities.

All Workforce Innovation and Opportunity Act (WIOA) Title I-financially assisted programs and activities must be programmatically accessible. This includes providing reasonable accommodations for individuals with disabilities and communicating with persons with disabilities as effectively as with others. The Comprehensive Job Centers in Northeast Missouri provide appropriate auxiliary aids or services, including Assistive Technology devices and services, upon request, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.

Assistive Technologies are mitigating measures to aid people with disabilities that substantially limit their abilities to receive or to communicate information about themselves, programs, or services. Assistive Technologies usually take the form of auxiliary aids or services, but also may include modifications to the physical environment related to the use of devices.

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

Telephone Amplifier	Flatbed Scanner	19 inch Monitors
Big Keys Keyboard	Trackball Mouse	Ubi-Duo Communication Device
TTY and Relay Service	Window Eyes Screen Reader	Height Adjustable Table
Windows 10 Software loaded on Resource Computers that have accessibility features built in	Assistive Listening Device (Telephone Handset Amplifier )	

Our staff will also offer reading and note taking assistance. Another accommodation that we are able to offer is a quiet space for our clients.

OWD and its WIOA State agency partners have requested that Local WDBs strive toward 100 percent competency of Missouri Job Center staff on the availability and uses of Assistive Technologies. Their availability and the staff expertise to use them successfully with Job Center customers are also requirements for Job Center certification. It is also the intent of the Statewide WIOA partner agencies that Assistive Technologies be fully integrated into the customer resource areas of Job Centers, to the extent practical. Offering “separate but equal” resources is contrary to the programmatic accessibility requirements of the regulations (“administering programs in the most integrated setting appropriate”). The Local EO officer, along with the Supervision of the Job Centers will ensure that all staff are trained on all aspects of Assistive Technology. The Local EO Officer will keep a log of all training held at each job center that will outline the training provided and a sign in sheet to indicate who was present at the training.

This policy not only pertains to the customers of the job center, but includes all employees and applicants for employment.

DOL has stipulated that providing unsolicited offers of information in alternative formats is contrary to the ADA because it reflects another’s perception or stereotype about particular disabilities. An individual is always free to request an accommodation of auxiliary aids and services, and the obligation to provide such is only triggered upon such a request. Posters placed around the Job Centers will provide notice of the general availability of auxiliary aids and services to all participants and a notice will be placed in the Orientation Packet to be given to all registrants at the Job Centers.

It is not feasible for the Job Centers to have all Assistive aids at the location, but they must know the process to acquire the aids in a timely manner.

- Sign Language Interpreters: The State of Missouri contracts to provide interpretive (ASL) services at all locations upon request. Specifics for these services are found at: [https://jobs.mo.gov/sites/jobs/files/sign\\_language\\_interpreter\\_desk\\_aid\\_checklist\\_11-12-2019\\_user.pdf](https://jobs.mo.gov/sites/jobs/files/sign_language_interpreter_desk_aid_checklist_11-12-2019_user.pdf)
- Missouri Assistive Technology operates the Equipment Technology Consortium (ETC), which is a short-term assistive technology equipment loan program for agencies and school districts in Missouri. The equipment loan program is for adults and children of all ages. Agencies, districts, and other organizations can borrow equipment on behalf of individuals with disabilities to try out the equipment before purchasing, for use during the time equipment is in repair, or for other short-term needs.

Each loan period is up to five weeks. The program includes a wide range of equipment including switches and mounts, computer access devices, environmental controls, hearing devices, home modifications, visual aids and augmentative communication devices. For more information: contact Missouri Assistive Technology: website <https://at.mo.gov> or Contact: David Baker, Director at (818) 655-6707, or email at [dbaker@mo-at.org](mailto:dbaker@mo-at.org).

- Vocational Rehabilitation Program, Missouri Department of Elementary and Secondary Education, Division of Learning Services, Office of Adult Learning and Rehabilitation Services is another resource for assistance. You may contact them through their website at <https://dese.mo.gov/adult-learningrehabilitation-services/vocational-rehabilitation/rehabilitation-technology>, at (573) 751-3251, or email at [info@vr.dese.mo.gov](mailto:info@vr.dese.mo.gov). or contact your local office.
- Our partnership with Missouri Rehabilitation Services for the Blind, will provides each Job Center with the EO Notice in Braille and "large print" formats for the individual as well as other services for customers with low vision or who are blind. You may contact them at 1-800-592-6004.
- Family Support can sometimes assist financially for eligible clients. Contact your local office.

Reasonable accommodations will be made in policies, practices or procedures when modifications are necessary to avoid discrimination on the basis of disability, unless making the modifications would fundamentally alter the nature of the service, program or activity. In the event of a grievance complaint, procedures, forms and any other necessary information will be made available to individuals with disabilities.

The NEMO WDB continues to actively seek additional projects and funding that will improve the overall accessibility of the public workforce system throughout Northeast Missouri. The WDB recently formed an Access Committee that includes individuals with expertise in assisting the disability community, and other core partners to evaluate the referral processes and program and training services to ensure quality access for all individuals. The Job Center Supervisors should take advantage of the staff training available through our core partners.

The NEMO WDB's annual review monitors each Job Center and satellite site for accessibility to individuals with disabilities, including wheelchair accessible entrances, signs indicating the nearest accessible entrance, and accessible restrooms.

The region is committed to providing the disability community with a conduit to training, employment, and supportive services that will enable them to become contributing members of the community. The Region ensures equal opportunity for individuals with disabilities in the administration of programs and activities. This includes:

- Applying nondiscrimination prohibitions;
- Providing reasonable accommodations and reasonable modifications;
- Administering programs in the most integrated setting appropriate;
- Engaging in effective communication;
- Ensuring accessibility of programs, facilities, and information and communication technology.
- Having an Equal Opportunity Officer on staff to train and assist the staff in NE region.



NEMO WORKFORCE DEVELOPMENT BOARD

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## Accessibility Policy – Persons with Limited English Proficiency

Issuance No: 27-2020  
Issuance Date: 07/01/2020

This policy is in place to ensure LEP (Limited English Proficiency) individuals have meaningful access to all programs and services; and are able to participate effectively regardless of their ability to speak, read, write, or understand English.

The NEMO WDB promotes a wide array of skill development opportunities. Opportunities for individuals with Limited English Proficiency (LEP) are available. All customers, regardless of their national origin and language barriers, shall receive, free of charge, the language assistance necessary to afford them meaningful access to the programs, services and information of the NEMO Workforce Development Board Job Centers. 29 CFR 37.35.

The Northeast Region will follow Office of Workforce Development policies when providing services for LEP participants. Language assistance resources will be made available, capable of providing, within a reasonable period of time, information and/or instruction in appropriate languages other than English. A language identification poster or “I Speak Card” will be located at each Job Center reception area for LEP customers to identify their language.

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

In accordance with 29 CFR 38.9 (g)(3), Limited English Proficient (LEP) individuals will receive language assistance in all communications of vital information. Vital information is defined as information whether written, oral or electronic, that is necessary for an individual to understand how to obtain any aid, benefit, service, and/or training; necessary for an individual to obtain any aid, benefit, service, and/or training; or required by law.

Babel notices are available at each Job Center and on the [www.nemowib.org](http://www.nemowib.org) website in the three predominant languages in the Northeast Region; English, Spanish, and French.

Job Center staff will partner with the local Adult Education Literacy (AEL) office and faith based organizations for referrals and outreach. AEL providers serve English language learners. Job

Center staff are encouraged to make referrals to AEL for customers wishing to advance their English proficiency.

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

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

The local Equal Opportunity Officer, in partnership with the WIOA Title I service providers, will develop outreach plans based on multiple resources including, but not limited to, feedback from Job Center Staff, comments and concerns from customers/participants, and results of the Equal Opportunity Officer's data analysis. The individual service provider is responsible for implementing the outreach plan within their programs. The local Equal Opportunity Officer will assist and follow up with each service provider to ensure the outreach plan is being followed.



NEMO WORKFORCE DEVELOPMENT BOARD

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## Co-Enrollment Policy

**Issuance No:** 28-2020  
**Issuance Date:** 07/01/2020

Any authorized user, including appropriately trained Missouri Job Center staff, may post Basic Career Services in the statewide electronic case-management system under the Wagner-Peyser (W-P) application. This does not contradict, and is not excluded by, the regulatory requirement that State merit staff must deliver W-P funded services.

Career Services for both WIOA Title I Adult and Dislocated Worker customers, and for Title III W-P customers, are to be promptly provided by all appropriate staff, regardless of their employer of record or funding source. They may be recorded by any user, authorized to enter into the statewide electronic case-management system case data.

Any Missouri Job Center staff may provide self-service or informational services to individuals regardless of WIOA enrollment status. Any Career Service provided by WIOA-funded staff that is not defined as self-service or informational, requires enrollment in the WIOA program for which the participant is determined eligible.

All customers of WIOA Partners must be presented with the availability of services for which they are eligible—or potentially eligible. Customers must be actively engaged and assisted in co-enrolling in services they choose.

Effective from this Issuance's date, these co-enrollment rules are mandatory:

- All job seekers receiving staff-assisted services in a Missouri Job Center (including Youth) must be enrolled in the W-P program.
- Any Missouri Job Center staff can complete the W-P enrollment in the statewide electronic case-management system.
  - Any participant enrolled in WP by State Staff that is interested in Individualized Services will be referred to a WIOA Staff for enrollment in WIOA and/or other available grants/programs. Local issuances and requirements will be followed in respect to the Eligibility, Employment Plan, Assessment, Case Notes, Training Expenditures and Supportive Services.

- All TAA participants must be co-enrolled in the WIOA Dislocated Worker program.
  - 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.
  - All National Dislocated Worker Grant participants must be co-enrolled in the WIOA Dislocated Worker program if they meet the eligibility requirements. 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 National Dislocated Worker Grant enrollment is completed.
- Co-enrollment with WIOA for other programs such as, but not limited to, SkillUp, FNS, and Jobs League will be completed if WIOA staff deem necessary or needed to offer a full range of services to the customer. Since WIOA is the last resort funding, NEMO WDB will exhaust the funding in the outside grants before enrolling/or spending in WIOA.
- Both W-P and WIOA funds are to be used to provide Career Services.
- Staff funded by WIOA, including W-P staff, are to provide Basic and Individualized Career Services.



## NEMO WORKFORCE DEVELOPMENT BOARD

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# Adult Education and Literacy Policy (AEL)

**Issuance No:** 29-2020  
**Issuance Date:** 07/01/2020

Lack of a high school diploma, low educational skills and lack of English language skills are each barriers to self-sustaining employment. AEL provides classes so that individuals can overcome educational barriers. Because attendance in class is necessary to be successful in gaining education, Title II has shared the most common barriers to attendance with all WIOA partners and is designing ways to address these barriers for each client.

Northeast Missouri Workforce Development Board has had a long-standing, effective relationship with Adult Education and Literacy (AEL). The current AEL providers facilitate educational services that provide AEL services to address the goals and objectives of local, state and national priorities. Adult Education & Literacy (AEL), part of the DESE provides assistance to help adults get the basic skills needed to be productive workers, family members and citizens.

One of NEMO WDB's goals to achieve its strategic vision is to tactically align its workforce development programs to ensure that training services provided by the core program partners, including AEL, are coordinated and complementary, so job seekers acquire skills and credentials to meet employers' needs concurrently and contextually with workforce prep and workforce training for a specific occupation or occupational cluster. AEL partners are active members of the NEMO Workforce Development Board and serve on various Board standing committees.

AEL is available at various locations throughout the region. Job Centers work closely with AEL programs and make referrals as appropriate. Youth, 18 and above, may be co-enrolled in WIOA Adult career services. This provides them the opportunity to obtain a NCRC, and have access to other services. AEL provides basic skill development, academic education, and secondary skills toward high school equivalency, postsecondary remediation and English language acquisition for those eligible. AEL incorporates employability skills and workforce preparation into its instruction. Career pathways and employment strategies are used for the sector strategies identified in our region. It is the ultimate goal for AEL learners to be placed in unsubsidized employment with in-demand industries and occupations that lead to economic self-sufficiency.

Scholars at Work: Our Youth service providers partner with Adult Education and Literacy to provide an exciting opportunity for Youth participants. Participants in this project will receive AEL education classes concurrently with employment. Youth will earn a paycheck while pursuing their High School Equivalency.

Barriers are addressed as they arise. Students receive stipends and supportive services to take care of financial needs along with individualized coaching and training.

While enrolled in AEL, a student may also be enrolled in postsecondary education, training and a work experience program that will enable them to become more employable and productive. The services offered are Adult Basic Education, Adult Secondary Education and English Language Acquisition. These activities, offered concurrently and contextually with workforce prep and workforce training, will rely on partnerships to provide workforce training for specific occupations. NEMO WDB also provides supportive services for eligible individuals, such as, transportation and childcare.

Missouri also has an established correctional education program for institutionalized individuals, which has been operating successfully for over 25 years. Correctional activities include adult education and literacy activities; secondary school credit; registered apprenticeships, NCRC testing, career pathways; concurrent enrollment; and transition to re-entry initiatives and other post-release services with the goal of reducing recidivism. NEMO WDB is working with the regional Correctional facilities, Community Supervision Centers, Drug Courts, and County Law Enforcement to add training and educational opportunities for the Justice involved Individuals.



## NEMO WORKFORCE DEVELOPMENT BOARD

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# VR/RSB Coordination Policy

**Issuance No:** 30-2020  
**Issuance Date:** 07/01/2020

Northeast Missouri Workforce Development Board is committed to the partnership developed with Vocational Rehabilitation (MVR) and Rehabilitation Services for the Blind (RSB). Together, we believe it is necessary to explore every resource available to magnify the provision of vocational rehabilitation services that promote the expansion of competitive integrated employment opportunities and self-sufficiency for customers while meeting the needs of employers.

Our joint goal is to develop and improve coordination and collaboration to braid services and assist clients in obtaining employment consistent with their strengths, resources, priorities, concerns, abilities, and capabilities. We will also use this partnership to enhance employer engagement activities to increase employer services and recruiting, hiring, retaining, and promoting individuals with disabilities.

RSB provides training, joint referrals, and support to the job centers through an individual vocational counselor, along with in-demand training on such topics as accessibility, referral process, and the use of assistive technology for the blind. RSB will continue to work with the Board to develop innovative programs that serve common clients, to develop new ways to provide job creation, and to work cooperatively towards removing the stigma associated with having individuals with disabilities in the workplace.

NEMO WDB is able to work with RSB to provide assistive technology and aids through contracted vendors. RSB has the capability internally and through the Center for Braille and Narration Production at the Missouri State Prison to produce information in accessible media for staff and clients, including braille, large print, audio tape and electronic formats. RSB serves only blind and visually impaired individuals, so assistive technology services and devices are provided to almost every client throughout the VR process.

Northeast Region has identified Agriculture as a Sector Strategy so the Board will work with RSB to refer people with disabilities employed in agriculture, technical assistance, and agriculture based education through Missouri AgrAbility Project, a program developed between RSB and a Cooperative Extension Service through the University of Missouri, Columbia, administered by the USDA.

Both RSB and Missouri Vocational Rehabilitation collaborates with the Training and Employment Administration of Missouri (TEAM). TEAM is an association of local Workforce Development Board (WDB) Directors serving as advocates for the workforce development system. The NEMO WDB Executive Director serves as a member of TEAM. TEAM holds monthly meetings allowing the opportunity for all WIOA partners and all local WBD's to come together at one time to discuss program updates and developments. This collaboration opens the door for widespread communication among partners throughout the state, cultivates local partnerships and serves as a conduit for agency alignment.

Missouri Vocational Rehabilitation's (MVR) workforce development activities assist youth and adults with disabilities to prepare for, enter into, engage in, advance in or retain competitive integrated employment. These activities include assessments, vocational guidance and counseling, job placement, and job preparation activities such as disability awareness, resume writing and interviewing skills. Additionally, MVR provides eligible individuals with training (OJT, apprenticeships, supported employment to include customized employment, funding for community colleges and universities). NEMO WDB has been able to work with MVR on several projects to braid services between the two agencies, including Registered Apprenticeships.

Through the MOU with NEMO WDB, MVR is the primary referral source from job center partners for individuals with disabilities. MVR counselors have a regular presence at our Job Centers to provide services to consumers in a timely fashion. MVR also provides training and technical assistance to job center staff regarding rehabilitation technology and accommodations in the workplace. A MVR representative serves on the NEMO WDB and Executive Committee, and chairs the disability subcommittee (ACCESS). They have staff that also serve on the Business Services Team, Youth Committee and Employment Engagement Committee.

A Reverse Job Fair was held in 2019 through a partnership of Vocational Rehab and NEMO WDB. Rather than traditional job fairs where jobseekers meet with employers, MVR clients have booths for employers to visit. They create displays to showcase their talents, skills and abilities. This event was very well received so there will be five RJFs held in 2019. These popular events are well attended by local HR managers, clients, service providers, potential employees and employers of individuals with disabilities. These events bring stakeholders together for education on employing individuals with disabilities and offer the opportunity to network.

NEMO WDB and MVR have a long-standing partnership with community rehabilitation programs (CRPs) in Missouri. The CRP's are subcontractors of MVR and assist individuals with obtaining and maintaining competitive integrated employment. The services offered include supported employment, employment skills training and employment services, which provides specialized services for deaf and hard of hearing, autism spectrum disorder, and brain injury.

These services also include job development, placement, on-the-job supports and retention services to assist individuals with obtaining and maintaining employment. NEMO WDB has had a long-term partnership with these agencies. A representative from Learning Opportunities/Quality Works serves on the ACCESS Committee and the Youth Council.

Two years ago, NEMO WDB established a partnership with MVR's paid six-week summer work experience program for students with disabilities. For those clients that want to continue to work for a longer period of time, MVR refers their client to our program operators and they are enrolled in our Youth Job League where they can work an additional 320 hours. This has been a successful program growing annually.

NEMO WDB has contracted with Family Support Division to offer services through the SkillUp program. The collaboration between MVR, FSD, and NEMO WDB will ensure clients who are on SNAP receive SkillUP services to provide educational, training, and employment services that will reduce the MVR wait list and allow additional clients to be served.

NEMO WDB works with MVR to serve justice-involved individuals leaving prison and returning to our communities. We are working with two correctional facilities in our region and numerous local, regional and county law enforcement agencies. Our goal is to ensure that these individuals have supports in place to reduce recidivism.

Additional individuals that have been identified as underserved are students with disabilities involved in the justice and foster care systems. Research indicates that a large proportion of youth in the juvenile justice system have disabilities. This population is four to five times greater in number than youth with disabilities in public schools. Approximately a third of youth in the juvenile justice system have a disability. There is research that reports approximately 800,000 youth are served in the foster care system. Almost 13 percent have at least one documented disability. It is estimated that 30 to 40 percent of foster youth are in special education. The assessment also indicated that justice and foster care involved students with disabilities are an underserved population. The NEMO WDB Youth Council will work with MVR to set a strategy to expand pre-employment transition services based on this population's need.



NEMO WORKFORCE DEVELOPMENT BOARD

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## YOUTH APPRENTICESHIP POLICY

**Issuance No: 31-2020**

**Issuance Date: 07/01/2020**

NEMO WDB will work with local schools, CTE's and Community Colleges to develop a Youth Pre-Apprenticeship and Registered Apprenticeship strategy.

Registered Apprenticeship programs provide an effective strategy to meet WIOA's emphasis on providing services to out-of-school youth and increasing youth work experiences. Registered Apprenticeship is an important talent development option that leads to career opportunities in demand-driven occupations. Registered Apprenticeship programs provide youth with the opportunity to "earn while they learn," and obtain portable credentials that can lead to additional positive post-secondary training outcomes. For younger youth, pre-apprenticeship programs can serve as a gateway to Registered Apprenticeship programs, while providing contextual learning that can promote and enhance high school completion levels.

All Registered Apprenticeship programs consist of the following five core components - direct business involvement, OJT, related instruction, rewards for skill gains, and a national occupational credential:

- **Business Involvement.** Businesses are the foundation of every Registered Apprenticeship program, and the skills needed for workforce success form the core of the model. Businesses must play an active role in building Registered Apprenticeship programs and are involved in every step of their design and execution. NEMO WDB Employer Engagement Committee and Business Services Team will target potential businesses to engage for developing pre-apprenticeships and registered apprenticeships with youth customers.
- **On-the-Job Training.** Every Registered Apprenticeship program includes structured OJT. Companies hire apprentices and provide hands-on training from an experienced mentor. This training is developed by mapping the skills and knowledge the apprentice must learn over the course of the program to be fully proficient at the job. NEMO WDB Employer Engagement Committee and Business Services Team will target potential businesses to engage for developing OJT opportunities for youth entering pre-apprenticeship and/or registered apprenticeships.
- **Related Instruction.** Apprentices receive related instruction or classroom style training that complements the OJT. This instruction helps refine the technical and academic skills that apply to the job. Related instruction may be provided by a community college, technical school or college, an apprenticeship training school, or by the business itself. This instruction can be provided at the school, online, or at the work site. NEMO WDB will work with training providers to develop opportunities for related instruction for the pre-apprenticeship and registered apprenticeship programs.

- Rewards for Skill Gains. Apprentices receive increases in pay as their skills and knowledge increase. Progressive wage gains reward and motivate apprentices as they advance through training and become more productive and skilled at their job.
- National Occupational Credential. Every graduate of a Registered Apprenticeship program receives a nationally recognized credential, referred to as a Certificate of Completion, which is issued by the U.S. Department of Labor (USDOL). This portable credential signifies that the apprentice is fully qualified to successfully perform an occupation. Many Registered Apprenticeship programs - particularly in high-growth industries such as health care, advanced manufacturing, and transportation - also offer interim credentials as apprentices master skills as part of a career pathway.

Pre-apprenticeship is defined as a program or set of strategies designed to prepare individuals to enter and succeed in a Registered Apprenticeship program and has a documented partnership with at least one Registered Apprenticeship program. When possible, individuals who have successfully completed the pre-apprenticeship program should be ready to enter directly into a Registered Apprenticeship program and/or include articulation agreements for earning advanced credit/ placement for skills and competencies already acquired.

WIOA requires Local Workforce Development Boards to utilize at least 20% of their youth funding on paid and unpaid work experiences that have an academic and occupational education component. Such work experiences may now include pre-apprenticeship.

Pre-apprenticeship programs provide instruction and/or training to increase math, literacy, and other vocational and pre-vocational skills needed to gain entry into a Registered Apprenticeship program. Implementing Registered Apprenticeship and pre-apprenticeship models that are aligned with the needs of key industry sectors creates opportunities to advance students, job seekers, and workers along the talent pipeline. NEMO WDB Employer Engagement Committee and the Business Services Team will actively seek to engage Employers to participate in Pre-Apprenticeship programs as well as recruiting youth and working with the training partners and K-12 schools to develop this program.

A pre-apprenticeship program funded with WIOA funding must have at least one Registered Apprenticeship partner; such pre-apprenticeship programs must possess or develop a strong record of enrolling their pre-apprenticeship graduates into a Registered Apprenticeship program. Once the participant is enrolled in the Registered Apprenticeship program, and if his/her funding has not been exhausted, a portion and/or the balance of funding may be used to cover the costs of the Registered Apprenticeship program's classroom training/related instruction.

Pre-apprenticeship programs generally consist of the following:

- Training and curriculum that aligns with the skill needs of employers in the economy of the State or region involved;
- Access to educational and career counseling and other supportive services, directly or indirectly;
- Hands-on, meaningful learning activities that are connected to education and training activities, such as exploring career options, and understanding how the skills acquired through coursework can be applied toward a future career;

- Opportunities to attain at least one industry-recognized credential; and
- A partnership with one or more Registered Apprenticeship programs that assists in placing individuals who complete the pre-apprenticeship program into a Registered Apprenticeship program.

*References:*

[Apprenticeship Desk-Aid-Use-of-Funds.pdf](#)

[TEN 13-12](#); [TEGL 13-16](#); [TEGL 13-12](#); [TEGL 31-16](#)



NEMO WORKFORCE DEVELOPMENT BOARD

## Eligible Training Provider Policy

**Issuance No.:** 14-2017, Change 1  
**Issuance Date:** 07/01/2020

The purpose of this issuance is to:

- 1) Describe the criteria the WDB uses to review ETPS providers and programs for approval at the local level;
- 2) Explain all State and local requirements for the providers;
- 3) Provide procedures for Pell Grant reimbursement to WIOA (20 CFR 680.230(c))
- 4) Specify terms and expectations of the Eligible Training Provider
- 5) Describe the process for determining compliance and termination of a ETP
- 6) Provide the performance measures expected of the ETP

References: WIOA Public Law 113-128, 29 U.S.C. 3101 et seq.  
OWD Issuance 11-2018, Local Eligible Training Provider Selection Policy  
[Missouri Eligible Training Website](#)  
[MoScores Website](#)  
[OWD Eligible Training Provider Policy](#)  
[ETPS Assurances](#)  
[ETPS Summary of Requirements](#)

Rescissions: NEMO WDB Issuance 14-2017

### Training institutions include:

- Two and four-year colleges and universities whose programs lead to an associate degree, baccalaureate degree, license or certificate;
- Community-based organizations;
- An entity that carries out apprenticeship programs registered with the United States Department of Labor;
- Joint vocational schools; and
- Proprietary entities.

### Exempt Training Providers Source: §680.530

Training providers offering individual career services such as pre-vocational services and youth program services must contract with NEMO WDB through the board's competitive bid process. OJT and customized training providers may also contract directly with NEMO WDB to deliver training services.

### Training Provider Eligibility

Training Providers may be a public sector entity, private for profit or private non-profit and may be faith based; and

- Must be at least one of the following: Accredited, Approved, Certified, Licensed, or Registered by an authorized agency or organization;
- Must be authorized by the State of Missouri to do business and provide post-secondary education; and
- Cannot currently be in a state of Federal Debarment Status.

Training Institutions must offer post-secondary occupational training programs for occupations that are in demand in the Northeast Region. The Post-Secondary occupational training program must:

- Lead to a certificate, an Associate or Bachelor degree, or a competency or skills recognized by employers; and
- Be at least one of the following: accredited, approved, certified, licensed, or registered by an authorizing agency or organization.

The institution must be able to comply fully with the following laws on nondiscrimination and equal opportunity provision within WIOA 29 CFR Part 38:

- WIOA Section 188, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the US or participation in any WIOA Title I financially assisted program or activity;
- Title VI of the Civil Rights Act of 1964, as amended;
- Section 504 of the Rehabilitation Act of 1973, as amended;
- The Age Discrimination Act of 1975, as amended;
- Title IX of the Education Amendments of 1972, as amended;
- Title II Subpart A of the American Disabilities Act of 1990, as amended; and
- Genetic Information Nondiscrimination Act of 2008.
- Agree and accept the terms and conditions of the ETPS Assurances Agreement

### Local WDB Application Review Timeline and Subsequent Approvals Source: §680.430

The Executive Director and the Operations/Program Coordinator have been trained and are authorized users for the ETPS system and will use data from MoJobs, ETPS, and MoScores and program operators input before making the determination to approve or reject the provider or program for the local region.

The designated reviewer(s) must complete the review and determine the eligibility of a training program for use in their area within 10 business days following the date the training provider was approved by the State (OWD) and/or notification was received from the OWD ETPS Coordinator. The review period only applies to providers located within the region.

The Northeast Region will use the following performance levels of all students (not only WIOA participants) to determine the continuation of each provider and program:

- Student Successful Completion – 50% or greater
- Institutional Credential Attainment Rate \*
- Employment Six and Twelve months after Exit \*, and
- Median Earning Six months after Exit \*

\* If the state finds the expected performance levels to be acceptable, Northeast Region will accept them as well. Northeast Region will also accept a waiver for performance levels, if State has approved.

NEMO WDB Executive Director or Operations/Program Coordinator will review the subsequent eligibility of each provider on an annual basis. The consistency of the planned program/provide, along with performance criteria will be reviewed. If a specific program is found to be inconsistent with local policy, the WDB representative must contact the ETPS Coordinator in writing stating the concerns.

Due to the rural area we serve, we are limited on training providers and programs, so Northeast Region reserves the right to work with providers on a corrective action plan or place them on probation, if they are not performing to expectations.

#### **Removal of Training Providers and Programs Source: §680.480**

Only the State can remove the eligible training providers and programs from the ETP list after appropriate due process. NEMO WDB will work in consultation with the ETPS Coordinator if this issue arises.

#### **Local WDB Responsibilities**

NEMO WDB may be subject to questioned costs if staff enrolls WIOA participant in a training institution not authorized to conduct business in Missouri and/or does not meet all of the qualifications for an ETP. NEMO WDB and program operators will apply due diligence at all times before enrolling participants in a training program.

#### **Correspondence & Distance Learning/Internet-Based Programs**

The NEMO WDB Executive Director will decide whether to accept training programs when instruction is remotely off-site and the curriculum is self-instructional online. The training institution must be authorized to do business with the state of Missouri and be approved in the ETPS system.

**Participating in Provider Approval Source: §680.430**

Northeast WDB has been afforded full discretion by OWD to encourage potential providers to apply for ETP eligibility in order to meet the demand for emerging sector strategies and occupations in our local area. Northeast Missouri Workforce Development Board will work with the State to ensure consumers have appropriate access to sufficient numbers and types of providers of training services. The Board will also ensure the dissemination and appropriate use of the State List of Eligible Training Providers (ETP) and programs.

**Demand Occupations Source: §680.460**

Northeast Region will only approve training providers if there is a demand of an occupation in the area or in another local area to which a youth, adult or dislocated worker is likely to be willing to relocate. Northeast Region will work with training institutions by giving them information on in-demand occupations and sectors that have a high potential for sustained demand or growth within the labor market area. Northeast Region works with many of the local training providers and include them in meeting and discussions regarding in demand training needed in the area.

**Individual Training Account Source: §680.300, §680.310, §680.340**

An Individual Training Account (ITA) is required for Individualized Training per Northeast Missouri Workforce Development policy. The ITA shall be set up in a manner that maximizes customer choice in selecting an eligible training provider and assists the participant in successfully obtaining a credential or degree. ITA funds should be used only for skills training for in-demand occupations, as determined by the local WDB. If the training does not meet the aforementioned terms, the program operator must contact the Executive Director for further guidance.

- 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 (ETPS)/MoScores. The **program** must be approved on the ETPS/MoScores, not just the provider. If it is not approved, the staff must contact the WDB office. If the provider is not located in the NE Region, the WDB is not notified by ETPS that it is awaiting approval.
- Follow the NEMO WDB policy in place for Individual Training Accounts. (NEMO WDB Issuance 26-2020).
- Cost of the training must be taken in to consideration. 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.
- Submit payment to Training Providers upon submission of required documentation.
- Subcontractors will follow state and local policy in documenting payments.
- Case notes are required throughout the program participation as outlined in the local policy.
- Training providers that require students to pass any type of drug testing, background check, physical and/or screenings for training must have these requirements completed and results

obtained prior to the start of the student's training or prior to the refund drop date. The student must pass all required tests/screening and be participating in class before payment will be made to the provider.

- In the event, a WIOA student does not pass any of the pre-training/screening requirements, NEMO WDB may be invoiced only for the cost of fees incurred and these fees will be invoiced as training fees. Any WIOA funds left on student's account, which result in a credit balance, must be reimbursed to the Northeast Missouri Workforce Development Board, not the student.

### **Transferring WIOA Participants**

NEMO WDB will determine the feasibility of transferring a participant to another eligible training provider based on the length of time remaining to complete the training program and the necessity and reasonability of allowing participants to continue with a training provider that has been removed from the ETPS/MoScores list. The participant may complete the program for the duration of an ITA. Primary consideration will be given to student needs to minimize disruption to the participant.

### **Local Performance Criteria Source: §680.430, §680.510**

Northeast WDB will use the performance levels established by the State on a consistent basis to determine the criteria for Eligible Trainers to become or remain on the ETPS/MoScores. If the Eligible Training provider does not meet the minimum performance criteria, they must provide sufficient justification. NEMO WDB while making a decision will consider the justification.

### **Local WDB Agreement and/or Policy Manual Source: §680.300**

NEMO WDB will develop a policy manual to be given to Eligible Training Providers that will contain expected performance, monitoring requirements, procedure for PELL Grant reimbursement, invoicing/payment process, and expectations.

### **Local WDB ETPS Verification Source: §680.430, §680.480**

NEMO WDB will utilize the Excel report located on the ETPS to gather the list of NE Region approved programs and providers. MoScores contains the School Outcomes for some of the providers. We are able to utilize MoJobs to gather information on our participants. All of this information will be entered into the ETPS Excel spreadsheet to evaluate the programs.

### **Local Eligibility Review Process Source: §680.510**

Northeast Region will monitor the Eligible Training Provider to ensure compliance with WIOA. Annually, each training provider/program will be evaluated based on information gathered through the available sources, MoJobs, MoScores, and ETPS or communication with the provider. NEMO WDB has established the criteria to use, on a consistent basis to establish their approval of a training provider in the NE region.

- 1) Meet or exceed established performance levels set by the NEMO WDB and State OWD; and
- 2) Meet or exceed EO Compliance requirements and cooperate with NEMO WDB to gather needed information to determine this expectation, when a monitoring is required.
- 3) Review of the ability to provide quality-training programs linked to in-demand occupations for the Northeast Region.
- 4) Review and comparison of cost structure with other providers offering the same courses.
- 5) Effective communications and wiliness to share pertinent information needed to analyze effectiveness of programs.

If these criteria are not met, the training provider is subject to probation or recommendation to remove from the ETPS.

#### **Procedures for PELL grant reimbursement to WIOA tuition**

Training may be provided while an application for a Federal Pell Grant is pending, however; if a Pell Grant is subsequently awarded, the training provider must reimburse the One-Stop Operator the WIOA funds used to underwrite the training for the amount the Pell Grant covers. Pell Grants may be used to pay for both training and education-related expenses; therefore, reimbursement will not be required for the portion of funds released to the participant for education related expenses.

#### **Procedures for Registered Apprenticeship and Pre-Apprenticeship Programs**

Registered Apprenticeship program sponsors that request to be on the ETPS list must contact the ETPS Coordinator at Office of Workforce Development to be placed in the system and the Northeast Region will also approve the program. They will remain on the list as long as the program is registered with the U.S. Department of Labor Office of Apprenticeship and has met the other required criteria. Registered Apprenticeship programs are not subject to the same application and performance information requirements, or to a period of initial eligibility or initial eligibility procedures as other providers due to the vetting procedure required by the USDOL. §680.460(j), §680.470(a)(b)(c)(d)

Pre-apprenticeship programs that are connected to a Registered Apprenticeship program currently on the ETPS list or Registered Apprenticeship list requesting to be included on the ETPS list will be approved automatically upon request to the OWD ETPS Coordinator. The local region will also need to approve the provider of services. §680.330 (a), §680.450 (a)(b), §680.460 (c), §680.470(a)(d)(f)

#### **Local Monitoring Approved Training Providers**

Eligible training providers have an obligation to meet Equal Employment Opportunity (EEO) and non-discrimination requirements of federal law. The providers who use WIOA funds may be subject to monitoring for evidence of EEO Compliance.

- Training Provider will allow Job Center Staff and NEMO WDB Staff to monitor for program compliance and to insure compliance with EO requirements.

- The organization should have an EO Officer or designate a staff person that oversees nondiscrimination and equal opportunity policies and regulations. 29 CFR Part 38
- The Missouri Office of Workforce Development's "Equal Opportunity is the Law" poster should be posted in the facility where staff and students frequent.
- Contract agreements should contain nondiscrimination and equal opportunity provisions as noted in 29 CFR Part 38 and WIOA Section 188.
- Training provider should advertise or market to underserved populations.
- The organization should have a reasonable accommodations policy.
- Training provider must supply the following information for students that attend the institution if requested during an EO monitoring visit:
  - Verification of all training program applications by demographics
  - Verification of training program selection outcomes by demographics
  - Verification of training programs graduation/completed outcomes by demographics
  - Verification of training programs incomplete outcomes by demographics
  - Verification of training programs placement wages outcomes by demographics
  - Verification of all applicants for employment by demographics
  - Verification of hiring selections for employment by demographics
  - Verification of termination of employment by demographics
- The training provider should have a confidentiality policy including a process for collecting and storing confidential information.
- The training provider should have a written complaint policy.

For performance monitoring, the Training Provider may be asked for verification of the following:

- Number of students beginning and number of students successfully completed
- Entered employment for 2<sup>nd</sup> and 4<sup>th</sup> quarters after completion
- Wages of students entering employment upon completion

***NOTE: EXCEPTIONS FOR MONITORING MAY BE MADE FOR SMALL RECIPIENTS.***

*A small recipient means a recipient who:*

- (1) Serves a total of fewer than 15 beneficiaries during the entire grant year; and*
- (2) Employs fewer than 15 employees on any given day during the grant year. 29 CFR 38.4 (2)*

Onsite visits will be completed, when possible, for potential newly applied for, as well as existing eligible training providers particularly if there have been problems that relate to curriculum, instructions, equipment and non-compliance with WIOA administrative or financial requirements.



## NEMO WORKFORCE DEVELOPMENT BOARD

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# Dislocated Worker Employment Transition Team Policy

Issuance No: 32-2020  
Issuance Date: 07/01/2020

The Workforce Innovation and Opportunity Act (WIOA) requires each state to carry out statewide Employment Transition Team (ETT) activities and/or designate an entity to do so on its behalf. The Office of Workforce Development has opted to operate the ETT Program at the state level in coordination with Local Workforce Development Boards (WDB).

The State-level Workforce Coordinator will act as the single point of contact for activities in response to disasters, mass layoffs, plant closings, or other events that might result in an impact to the employers, workers, and community in the region. The role of the Workforce Coordinator is to prevent or minimize the impact on workers, businesses, and communities.

The Workforce Coordinator will also be responsible to communicate with the WDB Executive Director and Job Center Functional Leaders with updates on the process. We understand local coordination is critical to ensure both the employer and affected workers receive all needed services. The Functional Leader and the Executive Director will be the points of contact for the Northeast Region Workforce Development Board. Other Board and Job Center staff and workforce partners, including Board Labor Union Officials and Regional Business Services Team will be informed of the status on a need-to-know basis. The Functional Leader will attend ETT meetings to provide information regarding Job Center programs and services, when possible.

Northeast Region WDB will follow the lead of the Workforce Coordinator in organizing and holding workshops, resource fairs, hiring events, registering and/or enrolling affected workers, and any other services needed and required by the Workforce Coordinator.

The Workforce Coordinator is an active member of the WDB Employer Engagement Committee and the Regional Business Services Team and provides valuable input for developing strategies to serve our local employers. The WIOA Staff have been instructed to inform the WDB Executive Director on any information that might be considered an early warning of potential layoffs. The Executive Director will inform the Workforce Coordinator so we are able to work together to avert a layoff. This information must be held in the strictest confidence.

The Dislocated Worker Union Representative is a member NEMO WDB and Executive Committee. He chairs the Employer Engagement Committees and is a member of the Business Services Team. He informs the WDB Executive Director and Workforce Coordinator of layoffs or potential layoffs at union sites. He also assists in gathering layoff information and providing layoff lists, as needed. He assists and participates in coordinating ETT meetings and presents information regarding union services, when applicable.



# Northeast Missouri Workforce Development Board

# REGIONAL BUSINESS SERVICES TEAM PLAN

07/01/2020



*with disabilities. Missouri TTY users may dial 7-1-1.*

## Regional Business Services Team – Mission & Purpose

### Mission:

The mission of the Business Services Team is to connect businesses to a skilled workforce; offering and providing comprehensive, integrated, system-wide, human resource services, including consultation, recruitment, retention, and training for business and economic development.

### Vision:

Our goal is to make the Northeast Missouri Business Services Team one-stop system the primary point of contact for business services in Northeast Missouri. We want the business community to think of us first when discovering a need. We offer a full menu of products and services and market those programs & incentives and services to the business community.

With the passage of the Workforce Innovation and Opportunity Act, partnerships are brought to the forefront. The Regional Business Services Team should turn their focus on how to ensure a framework exists to access partner knowledge regarding employer needs, to share that knowledge across the partner network, and to utilize that knowledge to develop and bring forth proactive solutions to employer and sector needs. The Business Services Team (BST) will work to form strong industry partnerships between businesses and public agencies (education, workforce development, Veterans, economic development and other partner agencies).

### Customer Service

- Listen to what the business needs, then be flexible and creative in the response
- Utilize support from all partners that can provide resources to solve the issue
- Ensure Business satisfaction with services by conducting follow up services with business and partners
- Inform and maintain contact with businesses to advise them of updates to services provided by DED, OWD, partners, industry education and training and other business related services.
- Review Customer and Business Surveys received from OWD and Job Centers at regular meetings and act on both positive and negative comments.

### Partnership

- Work with core and required partner staff to support their effort to engage businesses
- Assist with leading and directing business outreach systems for the purpose of coordinating and streamlining business contacts, and at the same time, avoid duplication of services and contacts among partner agencies
- Encourage a two way communication about business successes and concerns

## Business Outreach

Business Outreach activities should offer solution-based services, which will require, above all else, a strategic, coordinated outreach process.

- Develop a standardized process for contacting Employers in each Targeted Industry Sector and have the capability of providing direct access to appropriate services or referral to others who can provide the service.
- Ensure all BST members are knowledgeable of all available services
- Appropriate Team Members are identified to serve as resources for Employer Service Delivery
- BST participates in community-based, business-focused events on a regular basis
- BST partners with employers to identify their needs and provide timely solutions
- BST partners develop customized business services proposals for employer customers that detail a range of potential solutions to meet employers' needs and challenges
- Conduct presentations to assist businesses accessing programs and services
- Actively participate in business organizations to promote programs and services
- Work with partner staff to support their effort to engage businesses
- Assist with the dissemination of outreach/marketing materials for all partners

## Employer Engagement

Talking points that have been identified by employers as issues they are interested in discussing:

- 1) Quality of referred candidates relative to job requirements
- 2) Reduce the time to hire
- 3) Enhanced productivity
- 4) Increased retention/reduced turnover
- 5) Other financial impacts

## Tracking and Measuring Effectiveness

In order to measure effectiveness, the BST will develop a way to capture and analyze important data. The rules of engagement must address confidentiality and privacy requirements. MoJobs should be able to provide most of the data needed. Other data gathered could be entered into a Google Doc that would allow team members that are invited to view or edit. The BST will appoint one member to be the main point of contact to oversee this database and information.

See **Negotiated Performance** Section to further explain why we need to track and review this data on a regular basis.

The data that needs to be gathered includes, but is not limited to the following:

- (1) Business lead information, contact information, and activity/follow-up information. If the activity is entered in a timely manner, we can prevent contact from several entities.
- (2) Business leads that are not currently receiving any services from any members of the Business Services Team.

## Negotiated Performance

The purpose of this performance indicator is to gauge how well the workforce development system meets three workforce needs of the business community:

1. Providing employers with skilled workers;
2. Building ongoing, productive relationships with employers and industry sectors extending over time; and
3. Providing quality engagement and services to all employers and sectors within State and local economies.

Missouri selected “Repeat Business Customers” and “Employer Penetration Rate,” which combined, produce the Effectiveness in Serving Employers performance indicator.

- **Repeat Business Customers** is the number of employer establishments that have used core program employer services during the current reporting period (current program year) that also have used core program employer services one or more times during the previous three program years. This can indicate whether employers who receive services from the core programs are satisfied with those services and become repeat customers. It also indicates the ability to develop and maintain strong relationships with employers over time. Therefore, it is critical to develop a long-term strategy to engage employers, to develop a relationship with them, to earn their trust, and to ensure they are aware of and understand the range of business solutions the workforce system offers.
- **Employer Penetration Rate** is a percentage of employers using services out of all employers in the State. This tracks the percentage of employers who are using the core program services out of all the employers in the State. The number of employer establishments served within a program year will be compared to the aggregate total of State employers. That total will be based on the Bureau of Labor Statistics Quarterly Census of Employment and Wages.

## Recruitment and Hiring Solutions

A functional alignment is needed to develop the most appropriate collaborative mix of available services as a solution to business needs. This list is dynamic and should be added to as the BST learns of services businesses are needing. The list will need to be reviewed at each meeting to ensure it remains flexible to the needs of the region and the economy.

- Pipeline recruitment
- Business and/or industry specific recruiting events
- Assistance in writing job descriptions
- Posting Job Orders for Employers
- Providing online access to resumes
- Screening, selection, and referral
- Use of facility for recruitment and interviewing
- Assessment and prospective employee testing

## Training and Education Solutions

- Analysis of employee education and training needs
- Training Program Development
- Adult Education and English as a Second Language
- Community College
- Career and Technical Educational Training
- Work Readiness Training
- Work Based Learning and Training
  - Pre-Apprenticeship and Registered Apprenticeship
  - Youth Apprenticeships
  - Customized Training
  - On-The-Job Training
  - Incumbent Worker Training
  - Transitional Jobs Training (Work Experience)
- Supportive Services Information

## Transition Solutions

- Layoff aversion
- Labor/Management Teams
- Employee Support Workshops
- Employee Retention and Re-training Services

## Information Solutions

- Workforce and other labor market information
- MERIC
- Tax Credit Information
- ADA and EEO Compliance Information
- Unemployment Insurance Information

## Agencies Represented on Team

- NEMO Workforce Development Board Executive Director
- WDB Program Operators/One-Stop Operators
- Office of Workforce Development (Regional Workforce Coordinator, DVOP, LVER, OWD Regional Manager, OWD Employment/Business Services Job Center staff)
- Vocational Rehabilitation Business Outreach Specialist
- Division of Family Support (Employment and Training)
- Community Action (Employment and Training)
- AFL-CIO Dislocated Worker Representative
- Economic Development Representatives
- Community College Representatives
- Career and Technical Representatives
- Department of Corrections Business Representative

## The Regional Business Services Team

### **Business Outreach Coordination**

The Northeast Missouri Workforce Development Board Area covers sixteen counties in Northeast Missouri. There are three full-service Missouri Job Centers throughout the Region (located in Hannibal, Warrenton, and Kirksville). Therefore, the Regional Business Services Team (comprised of representatives from each of the full-service Missouri Job Centers, WIOA Core Partners, and additional partners serving business) will be responsible for addressing the daily needs of local businesses. It is important that Regional Business Service Team Members work hard to coordinate business contacts, marketing and outreach efforts to avoid any duplication.

All Team Members should utilize the OWD State Case Management System to reduce duplication with our customers by always following these four easy steps:



1. Check the Case Management System for previous contacts or activity and plan accordingly.
2. Document business contacts made in the Case Management System as soon as possible... never later than the next business day.
3. Coordinate planned business contacts and other outreach with the Regional Business Services Team when possible.
4. Inform all staff of business activities by e-mail, personal or phone when needed.

Northeast Missouri Workforce Development Board

INCUMBENT WORKER TRAINING POLICY

Issuance No: 16-2019, Change 1

Issuance Date: 07/01/2020

### Purpose

The Northeast Missouri Workforce Development Board issuance establishes a local policy for the Workforce Innovation and Opportunity Act (WIOA) Incumbent Worker Training Program as outlined in WIOA Section 134 et.al. [29 U.S.C. 3174] and identifies the requirements for One Stop Operators and program providers to adhere to in providing such services to adults, dislocated workers and youth employed by an in-demand industry sector and/or occupation.

### Definitions

- “Incumbent Worker Training” (IWT) means work based and/or classroom training by an employer which assist workers in obtaining skills necessary to retain employment or to avert layoffs. IWT provides both workers and employers with the opportunity to build and maintain a quality workforce and increase both participants’ and companies’ competitiveness. Training will be conducted for ‘in- demand” industries as established by the Workforce Development Board. (IWT is not permitted to be used to provide the occupational training for new hire needs (refer to OJT program)). If a collective bargaining agreement covers the employer, then union concurrence with the training services is required.
- Incumbent Worker means an individual who is employed, meets Fair Labor Standards Act requirements for an employer-employee relationship, and has an established employment history with employer, working on average at a minimum of 32 hours per week and employed at the respective employer for more than six (6) consecutive months.
- In-Demand Sector or Occupation means an industry sector that has a substantial current or potential impact on the state, regional or local economy or contributes to the growth or stability of other sector supporting businesses or an occupation that currently has or is projected to have a number of positions in an industry sector so as to have a significant impact on the state, regional or local economy.
- Sector Industries as defined by the local board are: Manufacturing/Welding, Transportation and Logistics, Healthcare, and Agriculture/Agribusiness.

### Employer Criteria

The employer’s eligibility is based on the following factors:

1. The occupation(s) for which incumbent worker training is being provided must be in-demand as determined by labor market information and the industry sectors identified by the Northeast Region.
2. The characteristics of the incumbent workers to be trained and how they would benefit from retention or advancement. Target population: individuals with barriers to employment.

*The NEMO Workforce Development Board is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY users may dial 7-1-1.*

3. The number of employees the employer plans to train or retrain. Employers applying for IWT funds must have at least one full-time, permanent worker (other than the owner) and be financially viable. For the purpose of these funds, any incumbent worker to be trained must be working at a facility located in the Northeast Region.
4. The quality of training. The training should allow the employee to gain industry-recognized training experience and/or lead to industry-recognized credentials. The implementation of registered apprenticeship programs is encouraged. Training can include, but is not limited to, industry or company-specific work skills, basic job skills, technical computer skills, new manufacturing technologies, equipment operation training, changes in production processes, and “soft skills”, such as leadership, teamwork, communication, conflict resolution, and management skills.
5. The employee’s advancement opportunities post-training. (Wage and/or benefit increases). Training must lead to opportunities for advancement and wage increases prior to or within 30 days of the successful completion of training.
6. Training may be conducted at the employer’s own facility, at a public or private training provider’s facility, or a combination of sites that best meet the needs of the business. The company selects the training provider that best suits their training needs. Trainers may be public or private professional trainers, equipment vendors, or subject matter experts.
7. If IWT is being provided to a cohort of employees, not every employee in the cohort must have an established employment history with the employer for six (6) months or more, if the majority of employees being trained meets the employment history requirement.

### **Employee Criteria**

1. The paid employee must have worked six (6) consecutive months with the applicant’s business (which may include time spent as a temporary or contract worker performing work for the employer receiving IWT funds).
2. Employee must be at least 18 years of age and registered with Selective Service, a citizen of the United States or a non-citizen whose status permits employment in the United States.
3. To receive IWT, an incumbent worker does not have to meet the eligibility requirements for participation in career and training services for adults and dislocated workers under WIOA, unless they are also enrolled as a participant in the WIOA adult or dislocated worker program.

### **Employer Matching Requirements:**

1. Cash payments or in-kind.
2. The employer can provide in-kind matching resources, such as trainee wages/benefits paid during the training period, leasing costs for classroom space, equipment purchased for training, training materials/supplies, and travel/lodging costs. In-kind match must be agreed upon and included on the Employer Non-Federal Share Requirements Form (DWD-PO-287).
  - The minimum amount of employer share in the Incumbent Worker Training depends on the size of the employer:
  - At least 10 percent of the cost, for employers with 50 or fewer employees;
  - At least 25 percent of the cost, for employers with 51 to 100 employees; and
  - At least 50 percent of the cost, for employers with more than 100 employees.

## **Funding**

- The availability of Incumbent Worker Training funds is based on the continuing availability of funds from the Office of Workforce Development.
- Grants will be funded based on the size of the company, the number of people trained, and the cost of the training.
- The maximum grant amount is \$10,000 per employer, per program year (July 1 – June 30). Higher funding amounts may be approved by the local Workforce Development Board Executive Director.
- Funds are awarded through an application process.

## **Employer Assurances**

- Employer assures they will disclose whether they are currently receiving training funds, either directly or indirectly, from Missouri state government. (If an employer is receiving training funds from Missouri state government they are not eligible to receive IWT funds as it would be a duplication of funding).
- Employer assures they are not presently debarred, suspended, proposed for disbarment, and declared ineligible, or voluntarily excluded from participation in transactions by USDOL or the State of Missouri.
- Employer assures they do not have any outstanding tax liability to the State of Missouri and will disclose outstanding tax liabilities with other state(s).
- Employer assures they will not make offers of gratuities or favors to any officer, employee or board member, or to any subcontractor staff of WDB.
- Employer assures they have not relocated from any location in the U.S., until the date that is 120 days after the date on which business commences operations at a new location, if the relocation of such business or part of a business results in a loss of employment for any employee of such business at the original location and such original location is within the United States.
- Employer assures that all records relating to activities covered under the Incumbent Worker Training Program will be available and accessible, upon request, during normal business hours and as often as deemed necessary by state and federal duly authorized representative(s), for the purposes to include monitoring, reviewing, verification, audit, and/or investigation. This shall include authorization to make excerpts or transcripts from all applicable records.

## **WDB Criteria**

- The Northeast Missouri Workforce Development Board, (WDB) reserves the right to accept or reject any or all applications submitted.
- WDB does not commit to pay for any cost incurred prior to the execution of any contract.
- All applications and their accompanying attachments will become property of the WDB after submission, and materials will not be returned.
- Costs incurred by a contracted entity in the delivery of services shall be reimbursed based on mutually agreed upon conditions and delivery schedules with the submission of appropriate documentation.

**Performance Accountability:**

The employer must agree to provide performance records, which may include: number of employees entering training, number of employees completing training, beginning and ending wages of trainees, measurable skills gain, credentials earned during training, and employee satisfaction surveys.

The employer must provide documentation to verify matching funds.

A final report on the training is due no later than thirty (30) days from the end of the training.

**Monitoring**

The employer will be informed that the Agency, Office of Workforce Development, U.S. Department of Labor, or other such related agencies may monitor the training records to ensure compliance with rules and regulations.

**Equal Opportunity**

The Employer must agree to not discriminate against any participant because of age, race, creed, color, religion, political belief or affiliation, sex, national origin, ancestry or disability.

**Americans with Disabilities Act**

The Employer must agree to comply with the Americans with Disabilities Act of 1991, Public Law 101-336, or as amended and associated code of federal regulations published in the Federal Register as applicable to the Employer directly or indirectly as recipients of contracted funds for the State of Missouri.

Approved by:



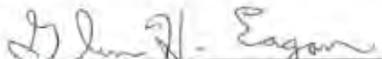
Diane Simbro  
Diane Simbro  
Executive Director

**STATEMENT OF ASSURANCES CERTIFICATION**

The officials listed below certify through their signature that the region has met the following requirements:

- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations and WIOA service providers) were involved in the development of this plan;
- Assures a written agreement has been developed between the local workforce development board and the current one-stop operator(s);
- Assures a written agreement has been developed between the chief elected official(s) and the local workforce development board;
- Assures the chief elected official(s) agree(s) with the selection of the one-stop operator;
- Assures the chief elected official(s) authorized the designation/selection of the region's fiscal agent;
- Assures the Governor and his administrative staff that all WDB members are nominated, and maintenance of membership over time is completed, on good faith and actions in compliance with the Office of Workforce Development WDB member certification OWD Issuance 10-2018.
- Assures the CEO, LWDB members and LWDB staff have read and understand the Conflict of Interest policy; and
- Assures the plan received a 30-day public comment period.

*Northeast Missouri Workforce Development Board*  
The (insert local workforce development area name) certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The workforce area also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act and its regulations, written U.S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.

  
\_\_\_\_\_  
Chief Elected Official (or CEO Chair)

2-4-20  
Date

  
\_\_\_\_\_  
Workforce Development Board Chair

2-4-20  
Date

  
\_\_\_\_\_  
Workforce Development Board Director

2-4-2020  
Date



NEMO WORKFORCE DEVELOPMENT BOARD



111 East Monroe • Paris, Missouri 65275 • Tel: 660.327.5125 • Fax: 660.327.5128 • TTY: Dial 7-1-1  
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**14 Required Service Elements of WIOA Title I Youth Program**

The Sub-Contractors 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
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.	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 school teachers and counselors for in-school youth.
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: <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> <li>•</li> </ul>	Case managers work with individuals to keep them engaged in alternative school services assist as needed through intensive follow-ups.
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. <p><b>At a minimum, 20% of our youth contract is spent on work experience. We offer the Scholar's at Work program that is considered a work experience for out of school youth that are attending AEL classes. We also offer work experiences, OJT, and unpaid internships, pre-apprenticeships, and job shadowing.</b></p>	AEL, Eligible Training Sites, Employers,
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: <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>	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>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.</p> <p><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 in different capacities to engage them in mentoring. AEL Providers have agreed to assist with Adult Monitoring.</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 contact with a youth participant's employer, including assistance in addressing work-related problems that arise.</p>	<p>The Case Managers do regular follow-ups with youth to ensure they are successful. These contacts are made 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 identifies 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 may consist 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>