

The NEMO Workforce Investment Board
Title I Workforce Investment Act Strategic Plan

Program Year 2012 through 2016

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I. **Local Workforce Investment Board's Vision**

- A. *State the local board's vision for the workforce investment region and how this vision meets, interprets, and furthers the Governor's vision in the PY12-16 State Integrated Workforce Plan.*

Governor Jay Nixon's vision for the State of Missouri's workforce investment system is to provide a positive environment for current and new businesses to thrive and thus drive the state's economy. To accomplish this, the Governor recognizes the strong need for education and its impact on providing a highly skilled workforce for businesses to compete in the global economy. It remains critical that we do everything that we can to help match employers with the best employees possessing the highest and most desired level of skill competencies to support Gov. Nixon's efforts to put more Missourians back to work and help the state's economy to rebound in the midst of this recession.

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

- Implementation of a demand-driven workforce system (preparing workers to take advantage of new and increasing job opportunities in high growth/high demand and economically vital industries and sectors of the American economy);
- System reform to eliminate duplicative administrative costs and to enable increased training investments;
- Enhanced integration of service delivery through one-stop delivery systems nationwide;
- A continued focus of the WIA youth investments on out-of-school youth populations, collaborative service delivery across Federal programs, and increased accountability;
- Improved development and delivery of workforce information to support workforce investment boards in their strategic planning and investments; providing tools and products that support business growth and economic development and providing quality career guidance directly to students and job seekers and their counselors through one-stop career centers;
- Faith-based and community-based organizations playing an enhanced role in workforce development;
- Partnerships with community colleges, the Division of Workforce Development and the local workforce investment boards working to connect Missouri's job seekers to good jobs in the state's growing healthcare industry through the MoHealthWins grant;
- The provision of job search activities for green economy that will expand on the Governor's focus of growing Missouri's green economy to better align the Department of Workforce Development and the Missouri Department of Natural Resources in green research, training and outreach programs;
- Working with the Department of Economic Development and the Department of Labor and Industrial Relations in the implementation of the Re-employment Eligibility Assessment (REA) grant to ensure that claimants receive career center services that will assist in their reemployment;

- Support the Missouri Employment and Training programs by providing a full array of career center services to participants referred to the career centers through the Supplemental Nutrition Assistance Programs (SNAP); and
- Reporting against common performance measures across Federal employment and training programs.

The vision of the NEMO Workforce Investment Board (NEMO WIB) 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.

Our mission is to maintain a public and private partnership within the Northeast Region that develops workforce policies; evaluates workforce skills needed by local business and industry to compete in a global economy; oversees the local workforce investment efforts; ensures the coordinated and efficient use of workforce investment resources and provides leadership, direction and accountability for the resources.

In addition, the NEMO Workforce Investment Board will follow the identified approaches utilized by the state’s workforce development system as outlined below:

- Utilize the re-designed Next Generation Career Center model focusing on services rather than programs.
- Develop more collaborative partnerships to move toward more integrated service delivery
- Participate in hearings conducted by the state’s Government Reform Commission, as appropriate
- Continue with the Regional Skills Gap Analysis initiative focusing on identifying and providing the skill levels needed by employers
- Ensure that every customer is given access to all eligible services
- Ensure that business services are fully integrated into the workforce development system through the implementation of the local Business Service Plan by the Business Service Team consisting of staff from the Division of Workforce Development, Workforce Investment Board and one-stop operators located in the one-stop career centers
- Provide services to individuals with disabilities through the assistive technology equipment available in each one-stop career center, as well as provide access to foreign language interpreters to ensure services are made available to all population groups

II. **Local Workforce Investment Priorities**

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

WORKFORCE INVESTMENT NEEDS OF BUSINESSES

The changing workplace is complex and constantly evolving. The higher unemployment rates currently being experienced in most of the Northeast Missouri Workforce Investment Area creates a greater challenge for many workers in finding adequate employment to support their families. Employers continue to need workers with the right skill sets to meet

their needs as they struggle to recover from the current economic situation. The introduction of new technologies, the growing importance of global trade, a continued shortage of young people available to enter the workforce, and the rapid development of the service sector are all factors that have had, and will continue to have, an impact on the needs of businesses in the Northeast Missouri Workforce Investment Area.

The NEMO Workforce Investment Board, in conjunction with the One-Stop Partner agencies, have demonstrated a commitment to seeking appropriate mechanisms which will allow us to establish a framework that contributes to economic growth and job creation. The needs identified through the Skills Gap Analysis, by businesses, can be addressed through programs and services made available through the Workforce Investment Act. Through continued dialogue, consultation and cooperation with business and industry leaders, we will be in a position to develop and/or modify existing programs and services to mirror the changing needs of local businesses.

In the 2007 Job Vacancy Study completed by MERIC, employers noted basic skills as a major need. This report gave some clarity to what we already knew intuitively; improved basic skills are needed by our workers in Northeast Missouri. Additionally, improved GED attainment needs to be moved to a top priority of the workforce system.

JOB VACANCIES BY SKILLS, COMPETENCIES, & SHORTCOMINGS

Over half of the vacancies in the Northeast region required greater than a 10th grade education in reading skills (50.0%). Math skills greater than a 10th grade education were required 41.5 percent of vacancies. Learning new skills (92.5%), decision making (91.1%), and problem solving (87.0%) were important thinking skills to fill vacancies. Nine in ten vacancies required listening and speaking skills to fill vacancies.

Job Vacancies by Skills

Math Skills	Vacancies	Percent	Reading Skills	Vacancies	Percent
> 10th Grade	586	41.5%	>10th Grade	707	50.0%
10th Grade	363	25.7%	10th Grade	415	29.4%
<10th Grade	255	18.0%	<10th Grade	259	18.3%
No Math Skills Required	209	14.8%	No Reading Skills Required	32	2.3%
Thinking Skills	Vacancies	Percent	Basic Skills	Vacancies	Percent
Learning New Skills	1,314	92.5%	Listening Skills Required	1,423	99.4%
Decision Making	1,295	91.1%	Speaking Skills Required	1,397	97.6%
Problem Solving	1,236	87.0%	Other Skills Required	200	14.0%
Reading Charts	663	46.7%	No Additional Skills Required	0	0.0%
Other Thinking Skills Required	67	4.7%			
No Thinking Skills Required	7	0.5%			

Respondents indicated competencies deemed most important for vacancies were interpersonal skills (91.3%), habits of punctuality and good hygiene (81.8%), and managing time wisely (80.7%). Common shortcomings of recent applicants were poor work ethic (61.8%), lack of positive attitude (60.5%), and poor customer service skills (56.3%).

Job Vacancies by Competencies

Competencies	Vacancies	Percent
Interpersonal Skills	1,390	95.2%
Habits (Punctuality/ Good Hygiene)	1,360	93.2%
Managing Time Wisely	1,351	92.5%
Acquiring/Using Information	1,320	90.4%
Leadership	995	68.2%
Specific Technical Skills	934	64.0%
Computer Literacy	739	50.6%
Other Competencies	60	4.1%
No Competencies	0	0.0%

Job Vacancies by Shortcomings

Shortcomings	Vacancies	Percent
Lack of Positive Attitude	868	66.7%
Poor Work Ethic	677	52.0%
Poor Customer Service Skills	621	47.7%
Lack of Industry Knowledge	401	30.8%
Inability to Understand Written Information	338	26.0%
Other Shortcomings	327	25.1%
Poor Communication Skills	271	20.8%
Poor Technical Skills	265	20.4%
Poor Basic Math Skills	227	17.4%
Poor Writing Skills	191	14.7%
Lack of Computer Skills	135	10.4%
No Shortcomings	132	10.1%

Missouri Job Vacancy Survey 2007 – MERIC

WORKFORCE INVESTMENT NEEDS OF JOBSEEKERS

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

The key avenue to providing the needed information will be the provision of Wagner-Peyser and WIA Adult core services through the One-Stop system. These services, available to all

jobseekers, will ensure that they have easy access to information crucial to successful job search and career advancement. Individuals who choose to avail themselves of services at the One-Stop Career Centers receive membership information and an orientation informing them of all the products and services available to them, and will have the opportunity to have their eligibility determined for any services which have associated eligibility requirements. An initial assessment will provide the jobseeker with information regarding their work readiness skills, interests and aptitudes.

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

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

Throughout their involvement in the workforce development system, customers will have access to performance and cost information, where applicable, related to training providers and service providers.

The end result of the provision of the information and services described above will be well-informed customers who are empowered to make decisions which will lead to successful attainment of their employment goals and objectives.

WORKFORCE INVESTMENT NEEDS OF EMPLOYED WORKERS

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

Many of the core services described earlier, such as access to labor market information, assessment, access to computers, etc. will be of benefit to incumbent workers as they make decisions regarding their future employment goals. In addition, this group of customers may

need assistance in identifying their transferable skills, and using that information in developing a plan to transition to other employment. Some workers will need skill training in order to become, or remain competitive in today's business climate.

Past experience has shown that customers facing layoff benefit greatly from Rapid Response activities such as workshops, stress and financial management seminars, and job clubs. A full menu of all products and services is available to customers at all Missouri Career Center locations and available at all times online at jobs.mo.gov. These types of services will continue to be offered to customers in need. Finally, the immediate need of assistance in filing unemployment claims will be made available as a core service to all who request such assistance. All four of our full service Missouri Career Center locations as well as our outreach site in LaBelle, are connected electronically and by phone with the Division of Employment Security to assist customers with the filing of unemployment claims.

IDENTIFYING SKILLS GAPS

In February 2005, the Missouri Training and Employment Council awarded each Workforce Investment Board a grant to conduct a Regional Skills Gap Analysis. The NEMO Workforce Investment Board utilized the services of a consulting firm, Workforce Associates, Inc., to conduct its Regional Skills Gap Analysis. As a result of this initiative, several key priorities were identified through written surveys, telephone interviews, focus groups and through a planning consortium consisting of local economic development, chamber of commerce and one-stop partner staff throughout the Northeast Region.

The process of evaluating and identifying the key industries for the Skills Gap Analysis was through a combination of statistical analysis and interaction with the planning consortium, which yielded the following results:

- Health care: Real quantitative shortages of health care professionals are already present in Northeast Missouri, as they are across the country and around the world. This is widely acknowledged and agreed upon by the consortium and backed up by considerable empirical and anecdotal evidence.
- Manufacturing: After considerable discussion, manufacturing emerged as the likeliest candidate as a driver of the region's economy, a sector with influence throughout the region and likely to demand a significant number of workers.

Several manufacturing industries including food manufacturing, primary metals, and some machining, expressed a desire for workers with good work histories, ability to pass drug tests and a willingness to work. A high school diploma or GED was often not a requirement although "trainability," almost always was. A common frustration was that not only did the job applicants lack skills in math, problem solving, supervisory skills and basic work ethic, but the skills of current employees were in need of improvement. Lack of work ethic was a crucial factor generating turnover. Some employers detected a pattern among some applicants work history that consisted of periods of employment (of sufficient duration to qualify the person for unemployment benefits) followed by periods of unemployment (lasting as long as eligibility benefits held up) followed, once again by search for employment.

III. Local Structure

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

The NEMO Workforce Investment Board (NEMO WIB) 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 with a population of over 260,000 and covers over 8500 square miles. The counties are Adair, Clark, Knox, Lewis, Lincoln, Macon, Marion, Monroe, Montgomery, Pike, Ralls, Randolph, Shelby, Schuyler, Scotland, and Warren located in the northeast corner of Missouri. It is primarily a rural area and agriculture is one of the most important economic activities in the region. The industries of Healthcare and Social Assistance accounts for 16% of the regions total employment. Employers with the most workers in the region include the Truman State University and Hannibal Regional Hospital. The average annual wage for all industries in the Northeast Region is \$29,784. Four of the largest cities in the region are Hannibal, Kirksville, Moberly and Warrenton. These regional "Hot Spots" serve as the economic centers for the Labor Market Area. There are no metropolitan statistical areas (MSA's) in the Northeast WIA; 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 WIA derives considerable economic benefits from its proximity to the St. Louis MSA. Mark Twain Lake in Monroe and Ralls counties has much untapped potential as a major recreational area.



Northeast Missouri WIA has three identifiable socio-economic areas; the Northeast Missouri region, the Mark Twain Region and the Boonslick region.

Northeast Missouri Region

The Northeast Missouri economic region consists of Adair, Clark, Knox, Schuyler and Scotland counties. Kirksville in Adair County is the region's largest city and major economic center. Manufacturing is a relatively small part of the region's economy; the only major manufacturers produce food, automotive and plastic products. Education and medical care, both centered in Kirksville, are the region's largest non-agricultural industries. Other non-manufacturing industries include retail trade, social service and local government. The Northeast Missouri region has economic ties to nearby communities in Illinois and Iowa; especially to Quincy, Illinois and Keokuk, Iowa.

Mark Twain Region

The Mark Twain economic region consists of Lewis, Macon, Marion, Monroe, Pike, Ralls, Randolph and Shelby Counties. Hannibal in Marion County (eastern part) and Moberly in Randolph County (western part) are the major economic centers for the Mark Twain region.

Both geographically and economically, the Mark Twain region is the largest of Northeast Missouri Workforce Investment Area's three socio-economic regions as indicated by the wide diversity of its industries. Major manufacturers in the region produce food products, chemical products, cement, primary metals, machinery, and transportation equipment. Major non-manufacturing industries include construction, trucking, electric services, wholesale trade, retail trade, banking, health services, educational services, social services, and state and local government. Tourism and recreation are also important to the region. Hannibal is a significant tourist attraction because of the life and stories of Mark Twain, and the Mark Twain Lake is becoming a popular area for water related activities.

The Mark Twain region has strong economic ties to two nearby communities outside the region. There is considerable commuting between Moberly and Columbia, and Marion and Lewis Counties are linked economically with Quincy, Illinois.

Boonslick Region

The Boonslick economic region is less dependent on agricultural production than the other regions in the Northeast Missouri WIA. This region consists of Lincoln, Montgomery and Warren Counties. Warrenton in Warren County and Troy in Lincoln County are the region's major economic centers. Major manufacturers in the Boonslick region produce furniture and motor vehicle equipment. Large non-manufacturing industries include construction, trucking, wholesale trade, retail trade, health services, educational services, social services and local government.

The Boonslick region is more closely tied economically to the St. Louis MSA than it is to the rest of the NEMO WIA. An economic boom in Lincoln and Warren counties (both now in the St. Louis MSA) has continued its growth. A very large automobile assembly plant in St. Charles County has created several 'satellite' industries in the Boonslick region. The areas along I-70 and U.S. 61 are corridors for development and expansion.

Training and Educational Institutions

The following career and technical centers are located 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, MO)
- Hannibal-LaGrange College Ralls County
- Culver-Stockton College 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
- Hair Academy Adair County

The Workforce

The Northeast region of Missouri has a combination of small cities and towns along with much rural area that help spur continual growth that matches the national average in almost

every category. Like many rural regions in Missouri, the population is expected to grow older over the next five years as compared to more urban areas. The following data from the Census Bureau contains 2010 workforce demographic information for the Northeast Region and the state of Missouri:

Workforce Demographics				
Total Primary Jobs	Northeast Region		Missouri	
	2010		2010	
	Count	Share	Count	Share
Total Primary Jobs	101,080	100%	2,356,564	100%

Source: Census Bureau, Location Employment Dynamics, 2010 Home Area Profile. <http://onthemap.ces.census.gov/>

Jobs by Worker Age	Northeast Region		Missouri	
	2010		2010	
	Count	Share	Count	Share
Age 29 or younger	24,211	24.0%	579,879	24.6%
Age 30 to 54	57,065	56.5%	1,330,261	56.4%
Age 55 or older	19,804	19.6%	446,424	18.9%

Source: Census Bureau, Location Employment Dynamics, 2010 Home Area Profile. <http://onthemap.ces.census.gov/>

Jobs by Worker Race	Northeast Region		Missouri	
	2010		2010	
	Count	Share	Count	Share
White Alone	96,929	95.9%	2,052,277	87.1%
Black or African American Alone	2,541	2.5%	235,353	10.0%
American Indian or Alaska Native Alone	308	0.3%	10,116	0.4%
Asian Alone	638	0.6%	36,046	1.5%
Native Hawaiian or Other Pacific Islander Alone	46	0.0%	1,767	0.1%
Two or More Race Groups	618	0.6%	21,005	0.9%

Source: Census Bureau, Location Employment Dynamics, 2010 Home Area Profile. <http://onthemap.ces.census.gov/>

Jobs by Worker Ethnicity	Northeast Region		Missouri	
	2010		2010	
	Count	Share	Count	Share
Not Hispanic or Latino	99,589	98.5%	2,294,312	97.4%
Hispanic or Latino	1,491	1.5%	62,252	2.6%

Source: Census Bureau, Location Employment Dynamics, 2010 Home Area Profile. <http://onthemap.ces.census.gov/>

Jobs by Worker Educational Attainment	Northeast Region		Missouri	
	2010		2010	
	Count	Share	Count	Share
Less than high school	7,620	7.5%	169,862	7.2%
High school or equivalent, no college	28,910	28.6%	579,899	24.6%
Some college or Associate degree	24,919	24.7%	582,605	24.7%
Bachelor's degree or advanced degree	15,420	15.3%	444,319	18.9%
Educational attainment not available (workers aged 29 or younger)	24,211	24.0%	579,879	24.6%

Source: Census Bureau, Location Employment Dynamics, 2010 Home Area Profile. <http://onthemap.ces.census.gov/>

Jobs by Worker Sex	Northeast Region		Missouri	
	2010		2010	
	Count	Share	Count	Share
Male	49,427	48.9%	1,149,826	48.8%
Female	51,653	51.1%	1,206,738	51.2%

Source: Census Bureau, Location Employment Dynamics, 2010 Home Area Profile. <http://onthemap.ces.census.gov/>

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

- average personal income level;
- number and percent of working-age population living at or below poverty level;
- unemployment rates for the last five years;
- major lay-off events over the past three years and any anticipated layoffs; and
- any other factors that may impact local/regional economic conditions.

While the Northeast Region's economy has been slow and suffering from the same economic recession as the rest of the state and the nation, growth and employment opportunities are expected to improve in the coming years.

Top Workforce Employers				
Jobs by NAICS Industry Sector	Workforce Region		Missouri	
	2010		2010	
	Count	Share	Count	Share
Agriculture, Forestry, Fishing and Hunting	1,018	1.0%	10,442	0.4%
Mining, Quarrying, and Oil and Gas Extraction	298	0.3%	4,551	0.2%
Utilities	1,208	1.2%	19,083	0.8%
Construction	6,383	6.3%	112,765	4.8%
Manufacturing	13,277	13.1%	233,628	9.9%
Wholesale Trade	4,913	4.9%	115,646	4.9%
Retail Trade	13,029	12.9%	271,810	11.5%
Transportation and Warehousing	3,465	3.4%	85,099	3.6%
Information	1,553	1.5%	47,848	2.0%
Finance and Insurance	3,738	3.7%	107,038	4.5%
Real Estate and Rental and Leasing	933	0.9%	32,874	1.4%
Professional, Scientific, and Technical Services	2,847	2.8%	112,649	4.8%
Management of Companies and Enterprises	1,708	1.7%	59,516	2.5%
Administration & Support, Waste Management & Remediation	3,427	3.4%	127,196	5.4%
Educational Services	10,864	10.7%	222,305	9.4%
Health Care and Social Assistance	14,304	14.2%	356,573	15.1%
Arts, Entertainment, and Recreation	1,222	1.2%	43,202	1.8%
Accommodation and Food Services	7,695	7.6%	203,585	8.6%
Other Services (excluding Public Administration)	3,093	3.1%	75,134	3.2%
Public Administration	6,105	6.0%	115,620	4.9%
TOTAL	101,080	100%	2,356,564	100%

Source: Census Bureau, Location Employment Dynamics, 2010 Home Area Profile. <http://onthemap.ces.census.gov/>

The region is experiencing a shift in demand from low-skill, higher wage jobs to high skill, higher wage jobs. The Northeast Region is in a position to provide training services for those individuals with low skills to assist them in obtaining higher skill levels thus gaining higher wage jobs. However, the needs of those dislocated from their current positions are of concern while trying to re-employ them at their current wage.

According to the MERIC Northeast WIB Region Demographic Summary, the population is projected to grow 4.7% in the Northeast Region between 2009 and 2014, compared to 3.1% of growth for the state and 4.4% nationally. Census Bureau, Small Area Income and Poverty Estimates 2011 data indicate that the poverty rate for this area is 17.3%. This compares with 15.8% for the state as a whole. The growth in personal income and per capita income in the Northeast Region over the past decade is below the growth of the state as a whole. Per capita income in the region has increased to \$29,917 according to the most recent MERIC data.

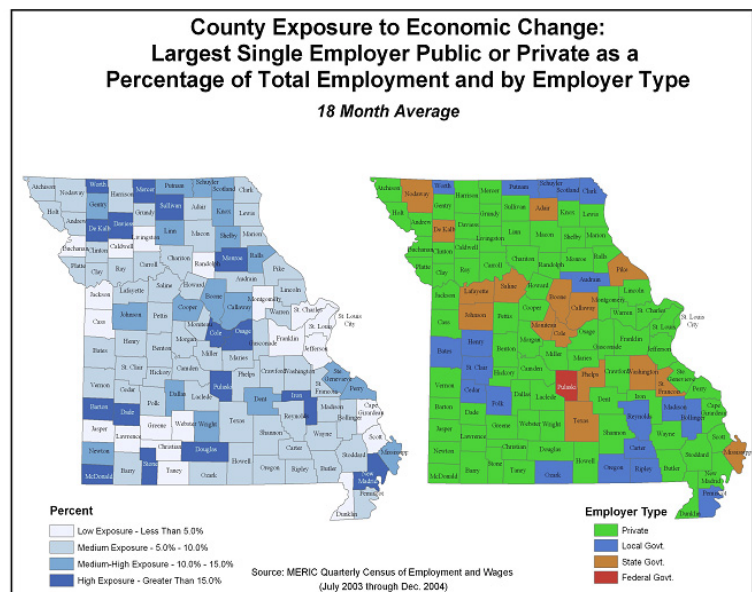
Area	Population 2011	Income 2010		Taxable Sales Total Revenue 2011
		Total Personal Income	Per Capita Income	
Adair County	25,552	\$696,453,000	\$27,214	\$279,600,455
Clark County	7,019	\$204,566,000	\$28,651	\$53,638,418
Knox County	4,126	\$126,586,000	\$30,665	\$24,077,835
Lewis County	10,155	\$277,810,000	\$27,252	\$57,743,497
Lincoln County	53,076	\$1,523,655,000	\$28,920	\$359,723,273
Macon County	15,591	\$475,760,000	\$30,501	\$120,188,003
Marion County	28,717	\$939,462,000	\$32,661	\$367,057,120
Monroe County	8,734	\$262,951,000	\$29,867	\$45,822,278
Montgomery County	12,270	\$391,420,000	\$31,958	\$80,308,433
Pike County	18,572	\$529,294,000	\$28,610	\$148,034,633
Ralls County	10,281	\$323,911,000	\$31,793	\$88,430,145
Randolph County	25,346	\$742,689,000	\$29,213	\$240,291,844
Schuyler County	4,381	\$106,184,000	\$23,910	\$25,758,050
Scotland County	4,828	\$134,561,000	\$27,808	\$39,764,830
Shelby County	6,280	\$202,463,000	\$31,754	\$44,938,494
Warren County	32,515	\$1,064,266,000	\$32,689	\$215,856,796
Northeast Region Summary	267,443	\$8,002,031,000	\$29,917	\$2,191,234,104

Northeast Region Data – August 2012, MERIC

Poverty				
Area	All Ages in Poverty Count	All Ages in Poverty Percent	Ages 0-17 in Poverty Count	Ages 0-17 in Poverty Percent
United States	48,452,035	15.9	16,386,500	22.5
Missouri	922,103	15.8	308,390	22.3
Adair County	5,697	25.1	1,177	25.8
Clark County	1,061	15.4	398	24.9
Knox County	879	21.8	354	35.6
Lewis County	1,572	16.7	595	26.1
Lincoln County	6,902	13.2	2,754	19.2
Macon County	2,640	17.3	935	25.8
Marion County	4,277	15.6	1,601	24
Monroe County	1,342	15.6	517	26.7
Montgomery County	1,999	16.9	710	25.6
Pike County	3,356	20.5	1,143	28.6
Ralls County	1,232	12	402	17.2
Randolph County	4,296	18.8	1,518	26.8
Schuyler County	880	20.5	337	31.9
Scotland County	810	17.1	389	29.1
Shelby County	1,128	18.6	386	25.8
Warren County	4,122	12.8	1,617	20.7

Source: Census Bureau, Small Area Income and Poverty Estimates, 2011. <http://www.census.gov/did/www/saipe/data/index.html>

As evidenced in this MERIC county vulnerability study, the majority of the counties in the Northeast Region are in the medium to high exposure category when looking at vulnerability to economic change. Meaning that the majority of the counties in this region rely on their single largest employer for the majority of the jobs in the county and if these large critical companies have to lay off workers or close down, the effects on the residents can be dramatic. These projections from MERIC have proven to be quite accurate in recent history as counties have been dramatically affected by the closure of several large employers in the area.



Below is a list of the major layoffs and closings for the Northeast Region from February 28, 2008 through November 16, 2012. However, this is not an all inclusive list of closures. Many of the businesses in our region have less than 50 employees and do not fit

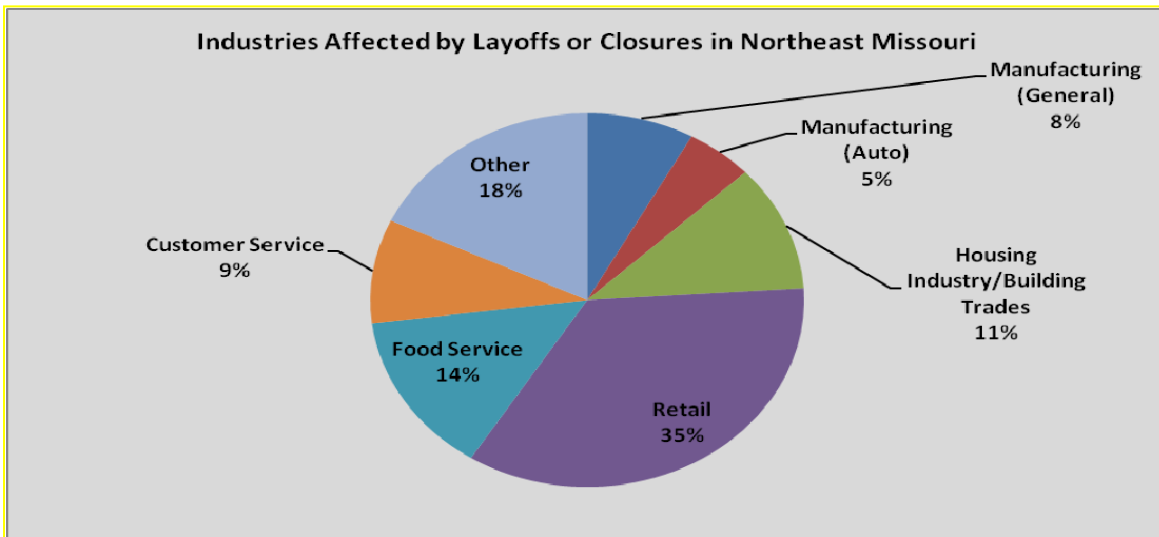
the definition of a major layoff event. Due to the volume of these companies, they too have a dramatic effect on our local and regional economies.

Major Lay-Off/Closings					
Company Name	Location(s)	County	Type of Notice	# Affected	Layoff or Closing Date
Yushin USA, Limited d/b/a Ortech	Kirksville	Adair	Layoff	102	2/28/08
Dura Automotive	Moberly	Randolph	Layoff	250	5/1/08
Scholastic	Moberly	Randolph	Closing	80	11/17/08
Ponderosa Steak House	Hannibal	Marion	Closing	29	2/22/09
Pace Industries	Monroe City	Monroe	Closing	186	7/14/09
Exel, Inc.	Moberly	Randolph	Layoff	107	10/2/09
Buckhorn Rubber Products, Inc.	Hannibal	Marion	Closing	121	10/30/09
Monroe Consolidated	Monroe City /Palmyra	Marion	Closing	130	12/12/09
Kaplan Lumber Company	Wright City	Warren	Closing	30	12/17/09
Brown Corporation of Moberly, The (purchased by MATCOR)	Moberly	Randolph	Closing	45	12/18/09
Ashland Hercules	Louisiana	Pike	Layoff	80	3/15/11
Scholastic	Moberly	Randolph	Closure	70	3/29/11
Tyson Fresh Meats, Inc.	Montgomery City	Montgomery	Layoff	63	5/1/11
Woodland Center for Mental Health	Hannibal	Marion	Closing	28	7/08/11
Martin's True Value Hardware	Hannibal	Marion	Closing	25	8/12/11
US Cable	Hannibal	Marion	Closing	20	9/9/11
Kroger Food Stores	Hannibal	Marion	Closing	50	10/27/12
Kroger Food Stores	Louisiana	Pike	Closing	52	10/27/12
Hostess Brands/Interstate Brand Corp.	Moberly	Randolph	Closing	10	11/16/12
Hostess Brands/Interstate Brand Corp.	Hannibal	Marion	Closing	14	11/16/12

Source: WARN Notices for Missouri. <http://jobs.mo.gov/employer/other-resources/business-closure-and-layoffs/warn-act-employer-requirements> and NEMO WIB Rapid Response Program

It is important to note that the NEMO WIB Rapid Response Program also deals with a number of smaller layoffs that aren't listed in the above chart. This includes companies that have laid off fewer than 50 workers at one time. During the past three years, the NEMO WIB has responded to over 132 employers. Collectively these employers experiencing "smaller" layoffs released over 1,401 workers in Northeast Missouri. It is important to note that this does not include an accurate count of displaced workers from the companies that did not allow the NEMO WIB to provide Rapid Response services.

Northeast Missouri has seen the majority of its closures in the retail related industry. The information below gives a breakout of the employment sectors affected in the region. The top three industries were retail, other and food service sectors.



[Source: NEMO WIB Rapid Response Program]

We are also anticipating seeing some effects from the following major lay off events in neighboring regions in the immediate future:

Company/Location	Estimated # of Affected Workers
Harman Becker Auto/Washington	287
American Airlines/St. Louis	148
GMAC Insurance/Maryland Heights	38
Total	473

[Source: NEMO WIB Rapid Response Program]

We will prepare as a region by using layoff data collected through the Missouri Rapid Response Program on the residential location of these affected workers, as well as, by analyzing research provided to us by MERIC on the commuting patterns of our region's workers. The commuting patterns for the Northeast WIB region are typical for a predominantly rural area with scattered employment centers. Average commuting times are long; county level out-commuting rates are high (topping 50% in some counties).

County	Total Workers	% of Workers Out - commuting
Adair	11,740	9.5%
Clark	3,388	52.0%
Knox	1,885	35.0%
Lewis	4,996	43.0%
Lincoln	18,386	55.0%
Macon	7,312	28.0%
Marion	12,663	24.0%
Monroe	4,218	46.0%
Montgomery	5,419	44.5%
Pike	7,457	30.0%
Ralls	4,784	60.0%
Randolph	10,513	23.0%
Schuyler	1,905	52.0%
Scotland	2,301	29.0%
Shelby	3,105	28.0%
Warren	11,978	57.0%
Regional Total	112,050	32.0%

[NEMO WIB Out-commuting, MERIC, 2010]

Additionally we analyze other economic indicators to assist us in planning for the use of the region's funds and to best serve the residents of Northeast Missouri. Both current and historic unemployment data is used to spot trends. We also partner with other agencies such as the Family Support Division to spot trends in our local economic condition. For example, as a result of the change in our economic climate, the number of families receiving food stamps and temporary assistance benefits in Northeast Missouri has steadily increased over the past three years.

The livestock and crop farmers of Northeast Missouri have been adversely affected by the 2012 drought. Agriculture is one of the most important economic activities in the area and we anticipate a regional economic impact that will encompass several years.

Within our local area, the city of Kirksville is building a new dental school to accommodate the need for more dentists, hygienists, and other dental related professionals. This training facility will bring new jobs to the area in a variety of occupations. We anticipate the growth could be tremendous for a facility of this magnitude.

Currently, workforce is working in coordination with economic development to locate entrepreneurs/businesses to provide them with space to grow. In some Northeast Missouri communities (Macon and Hannibal) economic developers have initiated small business incubators to offer space for newly starting companies.

The NEMO Workforce Investment Board also utilizes data in many forms provided by MERIC (Missouri Economic Research and Information Center). MERIC is the research division of the Missouri Department of Economic Development. They provide assistance and analysis to the NEMO WIB in regards to workforce issues. The following chart is a five year comparison of local unemployment data gathered from MERIC in 2012.

	Average Rate 2010				Average Rate 2009				Average Rate 2008				Average Rate 2007			
Rate	Labor Force	Employment	Unemployment	Rate	Labor Force	Employment	Unemployment	Rate	Labor Force	Employment	Unemployment	Rate	Labor Force	Employment	Unemployment	Rate
9%	153,889,000	139,064,000	14,825,000	9.6%	154,142,000	139,878,000	14,265,000	9%	154,370,000	145,499,000	8,871,000	5.7%	153,124,000	146,047,000	7,078,000	4.6%
8.6%	3,052,847	2,767,306	285,541	9.4%	3,074,303	2,784,226	290,077	9.4%	3,052,734	2,871,930	180,804	5.9%	3,048,607	2,894,771	153,836	5%
7.5%	13,013	12,083	930	7.1%	13,704	12,784	920	6.7%	13,715	13,017	698	5.1%	13,563	12,918	645	4.8%
9%	3,533	3,160	373	10.6%	3,610	3,169	441	12.2%	3,579	3,367	212	5.9%	3,618	3,420	198	5.5%
6.3%	2,287	2,137	150	6.6%	2,361	2,216	145	6.1%	2,381	2,273	108	4.5%	2,356	2,267	89	3.8%
6.5%	5,719	5,263	456	8%	5,518	5,054	464	8.4%	5,773	5,313	260	4.7%	5,709	5,486	223	3.9%
10.2%	27,239	24,167	3,072	11.3%	27,673	24,339	3,334	12%	27,218	25,156	2,062	7.6%	26,484	25,000	1,484	5.6%
7.8%	8,121	7,454	667	8.2%	8,280	7,567	713	8.6%	7,913	7,457	456	5.8%	8,081	7,683	398	4.9%
7.5%	14,939	13,630	1,309	8.8%	15,070	13,623	1,447	9.6%	14,823	14,016	807	5.4%	14,501	13,742	759	5.2%
10.6%	3,959	3,463	496	12.5%	4,271	3,708	563	13.2%	4,377	4,082	295	6.7%	4,371	4,123	248	5.7%
10.1%	6,021	5,379	642	10.7%	6,164	5,423	741	12%	6,172	5,744	428	6.9%	6,151	5,819	332	5.4%
8.1%	9,145	8,316	829	9.1%	9,360	8,494	866	9.3%	9,283	8,769	514	5.5%	8,926	8,482	444	5%
7.4%	5,833	5,368	465	8%	5,647	5,143	504	8.9%	5,741	5,444	297	5.2%	5,624	5,352	272	4.8%
9.4%	12,822	11,581	1,241	9.7%	13,325	11,881	1,444	10.8%	13,331	12,547	784	5.9%	13,182	12,483	699	5.3%
7.5%	2,176	1,994	182	8.4%	2,188	2,011	177	8.1%	2,181	2,046	135	6.2%	2,175	2,052	123	5.7%
6.4%	2,434	2,255	179	7.4%	2,513	2,310	203	8.1%	2,572	2,408	164	6.4%	2,523	2,404	119	4.7%
7.4%	3,210	2,939	271	8.4%	3,330	3,030	300	9%	3,350	3,179	171	5.1%	3,336	3,171	165	4.9%
9%	17,360	15,531	1,829	10.5%	16,884	14,935	1,949	11.5%	16,663	15,458	1,205	7.2%	16,224	15,358	866	5.3%
8.6%	137,811	124,720	13,091	9.5%	139,898	125,687	14,211	10.2%	139,072	130,276	8,596	6.2%	136,824	129,760	7,064	5.2%

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

When the local plan was originally developed in 2005, copies of the proposed plan were provided to the general public and local board members, including representatives of business and labor organizations, for their review and comment.

A public notice announcing the proposed plan was published in at least two area newspapers of general circulation at least 30 days prior to its submission to the Governor. The public notice contained; a brief summary of the region's plan; information indicating where and when interested parties could obtain access to a copy of the plan for review; and it outlined the requirements of the petitioning process including when, to whom, and on what basis interested parties could petition for disapproval of the plan. Comments, both positive and negative were encouraged and all comments were submitted to the Governor, along with the local plan as an attachment.

One-stop partner involvement in the planning process was through electronic communication. Each draft section of the local plan was made available to all one-stop partners for their input and comments during the development process. As each section of the draft plan was completed, it was placed on the NEMO WIB's website for each one-stop partner to review and provide their input and comments.

A Public Notice was posted in four of the region's newspapers and was also posted at each of our region's sixteen county courthouses on July 29, 2005 for the 30-day comment period. A copy of the proposed local WIA plan was also made available to diverse individuals and/or organizations for their review and comment on July 29, 2005.

Program Year 2012 and future modifications to the Plan will also be made available to the public. Opportunity for public comment and input into the development of the WIA Local Plan and any modifications is achieved by publishing public notices on the website for the Northeast Region. The Plan and any modifications are made available for viewing at the NEMO Workforce Investment Board Administrative Office in Paris, Missouri or on the website at www.nemowib.org. The local plan will be made available to local board members, including representatives of business and labor organizations by publishing public notices on the region's website or through electronic means and their input into the development of the local plan will be encouraged prior to its submission. Notice will also be sent to diverse groups and organizations inviting them to review and provide comment. The Plan and any modifications to the Plan must be approved by the NEMO Workforce Investment Board and the Northeast Missouri Chief Local Elected Officials prior to submission.

- D. (A comprehensive one-stop center is defined in 20 CFR 662.100(c) as a physical center "that must provide the core services specified in WIA Section 134(d)(2) and must provide access to other programs and activities carried out by the one-stop partners.") *Identify the local comprehensive one-stop center(s), including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.*

See Attachment 1

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

See Attachment 1

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

See Attachment 1

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

See Attachment 1

IV. **Economic and Labor Market Analysis**

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

Employment outlook

The structure of the major occupational categories in the Northeast Region’s economy is expected to change moderately through 2016 due to the varying rates of growth among the major occupational groups. However, projected changes in the industrial distribution of employment, along with changes in technology and business practices, should have a significant impact on specific occupations. Generally, jobs should be available to workers of all educational levels, but individuals with more education and training will tend to have access to better job opportunities.

For more detailed information on the occupational outlook and training requirements review the Northeast Region Career Outlook 2016 produced by MERIC at http://www.missourieconomy.org/pdfs/2016_northeast.pdf.

The education and training categories are defined below:

- *Short to Moderate-term On-the-Job Training*
Skills are generally developed with less than 1 month to 12 months of on-the-job training.
- *Long-term On-the-Job Training/Work Experience*
Skills are generally developed with more than 12 months of on-the-job training, work experience and classroom training, or experience in related job.
- *Career Education or Associate’s Degree*
Career education programs range in length from several weeks to a year or more. An associate degree usually requires 2 years of full-time academic study beyond high school.
- *Bachelor’s or Higher Degree*
Usually requires 4 or more years of full-time academic study beyond high school.

Top Occupations in the Northeast Region

Below are the projected Top Occupations, both by *Earnings* and by *Projected Growth*, in the Northeast Region according to the most recent information available from the Missouri Economic Research & Information Center (MERIC):

Top 10 Occupations by Earnings 2011									
Occupation	Employment	Hourly Wage				Annual Wage			
		Mean	Median	Entry	Experienced	Mean	Median	Entry	Experienced
291051 - Pharmacists	140	\$60.4	\$57.05	\$40.47	\$70.36	\$125,628.77	\$118,668.3	\$84,187.1	\$146,350.11
291021 - Dentists, General	NA	\$53.09	\$42.87	\$41.06	\$59.1	\$110,426.36	\$89,174.2	\$85,405.76	\$122,936.16
111011 - Chief Executives	190	\$52.53	\$45.74	\$22.09	\$67.75	\$109,263.68	\$95,139.99	\$45,942.2	\$140,924.42
119033 - Education Administrators, Postsecondary	130	\$45.95	\$38.61	\$20.67	\$58.58	\$95,563.75	\$80,308.34	\$42,999.14	\$121,846.06
113021 - Computer and Information Systems Managers	40	\$45.21	\$40.98	\$29.96	\$52.82	\$94,024.45	\$85,247.84	\$62,319.22	\$109,876.57
492011 - Computer, Automated Teller & Office Mach. Repairer	NA	\$44.24	\$18.15	\$13.13	\$59.8	\$92,020.75	\$37,764.14	\$27,310.32	\$124,376.97
113051 - Industrial Production Managers	110	\$41.31	\$36.41	\$28.61	\$47.67	\$85,935.57	\$75,731.92	\$59,507.63	\$99,150.05
113031 - Financial Managers	90	\$38.51	\$38.86	\$21.82	\$46.86	\$80,097.98	\$80,829.19	\$45,377.86	\$97,457.02
499012 - Control and Valve Installers and Repairers, Except	40	\$38	\$38.95	\$32.58	\$40.7	\$79,031.81	\$81,023.4	\$67,767.77	\$84,662.82
291123 - Physical Therapists	120	\$36.47	\$34.65	\$28.52	\$40.44	\$75,847.91	\$72,065.29	\$59,309.33	\$84,117.2

(Northeast Region Data - September 2012, MERIC)

Top 20 Industry Employment Growth by 2020				
Title	Employment		Change	
	2010 Estimated	2020 Projected	2010-2020	
			Numeric	Percent
Total Employment	79,990	84,370	4,380	5.5%
Nursing and Residential Care Facilities	3,678	4,091	413	11.2%
Specialty Trade Contractors	1,574	1,975	401	25.5%
Educational Services	9,617	9,946	329	3.4%
Social Assistance	1,506	1,785	279	18.5%
Ambulatory Health Care Services	2,607	2,877	270	10.4%
Construction of Buildings	761	1,014	253	33.2%
Hospitals	2,522	2,775	253	10.0%
Truck Transportation	1,228	1,478	250	20.4%
Local Government (excl. Education & Hospitals)	5,902	6,103	201	3.4%
Food Services and Drinking Places	5,820	6,019	199	3.4%
Professional, Scientific, and Technical Services	1,618	1,793	175	10.8%
Administrative and Support Services	1,185	1,337	152	12.8%
Motor Vehicle and Parts Dealers	1,048	1,177	129	12.3%
Warehousing and Storage	632	761	129	20.4%
Private Households	840	954	114	13.6%
Repair and Maintenance	810	920	110	13.6%

State Government (Excl. Education & Hospitals)	2,761	2,855	94	3.4%
Support Activities for Transportation	375	451	76	20.3%
Religious, Grantmaking, Civic, Professional, & Similar Organizations	2,131	2,204	73	3.4%
Credit Intermediation and Related Activities	1,988	2,056	68	3.4%

Source: MERIC 2010-2020 Employment Projections at http://www.missourieconomy.org/industry/ind_proj.stm

Top 20 Occupational Openings by 2020							
Occupation	2010 Estimated Employment	2020 Projected Employment	Percent Change	Openings Due to Replacement	Total	Average Annual Wage	Career Grade
Cashiers	3,267	3,309	1.3%	1,482	1,524	\$17,498	B
Combined Food Preparation & Serving Workers	2,640	2,836	7.4%	737	933	\$17,136	B
Retail Salespersons	2,195	2,365	7.7%	645	815	\$23,667	B+
Office Clerks, General	2,544	2,734	7.5%	450	640	\$24,520	B+
Heavy and Tractor-Trailer Truck Drivers	1,718	1,971	14.7%	342	595	\$34,208	A
Waiters and Waitresses	998	1,013	1.5%	498	513	\$19,804	B
Registered Nurses	1,510	1,699	12.5%	273	462	\$50,652	A+
Laborers and Freight, Stock, & Material Movers, Hand	1,131	1,195	5.7%	362	426	\$24,329	B
Elementary School Teachers, Except Special Education	1,268	1,354	6.8%	279	365	\$34,198	B+
Personal Care Aides	858	1,148	33.8%	68	358	\$17,559	A
Carpenters	902	1,065	18.1%	191	354	\$34,945	A
Childcare Workers	805	889	10.4%	253	337	\$17,972	B
Janitors and Cleaners, Except Maids & Housekeeping	1,631	1,652	1.3%	307	328	\$21,505	B
Nursing Aides, Orderlies, & Attendants	1,782	1,873	5.1%	230	321	\$18,615	B
Bartenders	876	876	0.0%	305	305	\$16,623	C+
Tellers	682	699	2.5%	280	297	\$22,361	B
Licensed Practical & Licensed Vocational Nurses	856	908	6.1%	228	280	\$32,643	B+
Maids & Housekeeping Cleaners	1,164	1,247	7.1%	196	279	\$18,294	B+
First-Line Supervisors of Retail Sales Workers	1,167	1,156	-0.9%	272	272	\$31,803	B
Stock Clerks & Order Fillers	1,018	956	-6.1%	253	253	\$22,432	C+

Source: MERIC 2010-2020 Employment Projections at http://www.missourieconomy.org/industry/ind_proj.stm

Top Growing Occupations by 2020							
Occupation	2010 Estimated Employment	2020 Projected Employment	Percent Change	Openings Due to Replacement	Total Openings	Average Annual Wage	Career Grade
Personal Care Aides	858	1,148	33.8%	68	358	\$17,559	A
Heavy and Tractor-Trailer Truck Drivers	1,718	1,971	14.7%	342	595	\$34,208	A
Combined Food Preparation & Serving Workers, Including Fast Food	2,640	2,836	7.4%	737	933	\$17,136	B
Office Clerks, General	2,544	2,734	7.5%	450	640	\$24,520	B+
Registered Nurses	1,510	1,699	12.5%	273	462	\$50,652	A+
Retail Salespersons	2,195	2,365	7.7%	645	815	\$23,667	B+
Home Health Aides	638	807	26.5%	82	251	\$18,760	A
Carpenters	902	1,065	18.1%	191	354	\$34,945	A

Medical Secretaries	637	745	17.0%	85	193	\$23,714	A
Construction Laborers	959	1,059	10.4%	77	177	\$35,056	B+
Nursing Aides, Orderlies, & Attendants	1,782	1,873	5.1%	230	321	\$18,615	B
Elementary School Teachers, Except Special Education	1,268	1,354	6.8%	279	365	\$34,198	B+
Childcare Workers	805	889	10.4%	253	337	\$17,972	B
Maids and Housekeeping Cleaners	1,164	1,247	7.1%	196	279	\$18,294	B+
Insurance Sales Agents	371	451	21.6%	85	165	\$54,579	A+
Bookkeeping, Accounting, & Auditing Clerks	1,436	1,516	5.6%	158	238	\$26,270	B
Laborers and Freight, Stock, & Material Movers, Hand	1,131	1,195	5.7%	362	426	\$24,329	B
Coaches and Scouts	253	307	21.3%	64	118	\$25,357	B+
Automotive Service Technicians & Mechanics	502	555	10.6%	130	183	\$32,099	A
Pharmacy Technicians	362	415	14.6%	63	116	\$23,495	B

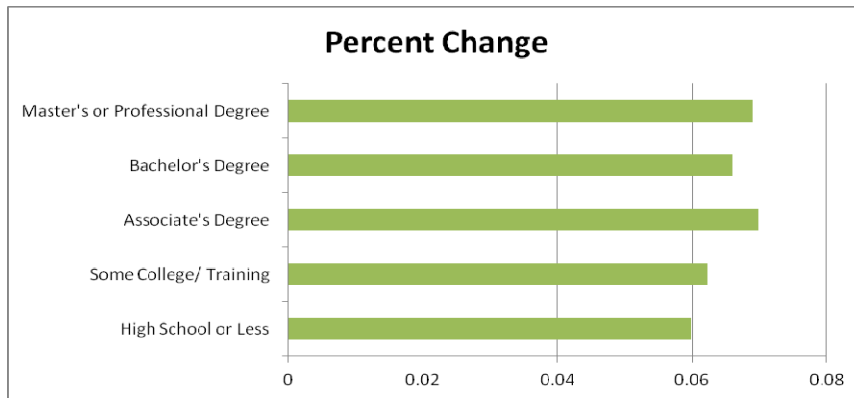
Source: MERIC 2010-2020 Employment Projections at http://www.missourieconomy.org/industry/ind_proj.stm

Highest Graded Occupations by 2020							
Occupation	2010 Estimated Employment	2020 Projected Employment	Percent Change	Openings Due to Replacement	Total Openings	Average Annual Wage	Career Grade
Registered Nurses	1,510	1,699	13%	273	462	\$57,454	A+
Insurance Sales Agents	371	451	22%	85	165	\$68,975	A+
Veterinarians	43	53	23%	9	19	\$85,218	A+
Heavy & Tractor-Trailer Truck Drivers	1,718	1,971	15%	342	595	\$39,987	A
Personal Care Aides	858	1,148	34%	68	358	\$18,236	A
Carpenters	902	1,065	18%	191	354	\$41,544	A
Home Health Aides	638	807	26%	82	251	\$19,754	A
General & Operations Managers	1,038	1,003	-3%	193	193	\$90,840	A
Medical Secretaries	637	745	17%	85	193	\$26,448	A
Automotive Service Technicians & Mechanics	502	555	11%	130	183	\$38,181	A
Accountants & Auditors	472	519	10%	101	148	\$51,205	A
Loan Officers	328	371	13%	84	127	\$69,866	A
Mental Health & Substance Abuse Social Workers	331	375	13%	78	122	n/a	A
Electricians	293	328	12%	79	114	\$68,187	A
First-Line Supervisors of Construction Trades & Extraction Workers	302	334	11%	70	102	\$56,345	A
Education Administrators, Postsecondary	164	179	9%	46	61	\$112,378	A
Pharmacists	162	179	10%	41	58	\$143,708	A
Medical and Health Services Managers	123	137	11%	30	44	\$67,515	A
Cement Masons & Concrete Finishers	98	123	26%	15	40	\$62,586	A
Cost Estimators	82	104	27%	16	38	\$60,659	A

Source: MERIC 2010-2020 Employment Projections at http://www.missourieconomy.org/industry/ind_proj.stm

Education & Growth Openings by 2020			
Education	Growth Openings	Estimated Employment	Percent Change
High School or Less	3,317	55,402	6.0%
Some College/ Training	268	4,306	6.2%
Associate's Degree	275	3,935	7.0%
Bachelor's Degree	467	7,069	6.6%
Master's or Professional Degree	159	2,301	6.9%

Source: MERIC 2010-2020 Employment Projections at http://www.missourieconomy.org/industry/ind_proj.stm



Source: MERIC 2010-2020 Employment Projections at http://www.missourieconomy.org/industry/ind_proj.stm

Below is the Northeast Region NOW, NEXT and LATTER occupations identified by Burning Glass Labor Insight Tool:

NOW occupations usually require less than 1 month (short-term) to no more than 12 months (moderate-term) of on-the-job training.

NEXT occupations usually require less than 1 year (long-term) on-the-job training and can additionally need specific work experience; generally requires an associate's degree or a substantial vocational education.

LATER occupations usually require a bachelor's degree and may need specific work experience; potentially some work experience; potentially / some work experience or advance degree required.

NOW Occupations	
OCCUPATIONS	ONLINE JOB ADS
Truck Drivers	197
Retail Salespersons	190
Maintenance & Repair Workers	152
Laborers & Material Movers	143
Delivery Service Drivers	103
Tellers	92
Merchandise Displayers	86
Customer Service Representatives	80
Secretaries & Admin. Assistants	63
Personal Care Aides	63

NEXT Occupations	
OCCUPATIONS	ONLINE JOB ADS
Registered Nurses	299
Licensed Practical Nurses	149
Retail Sales Supervisors	134
Nursing Assistants	114
Sales Reps, Wholesale / Mfg.	90
Food Prep & Serving Supervisors	82
Cooks, Restaurant	55
Occupational Therapy Assistants	51
Physical Therapist Assistants	47
Production & Operations Supervisors	44

LATER Occupations	
OCCUPATIONS	ONLINE JOB ADS
General & Operations Managers	79
Physical Therapists	77
Occupational Therapists	71
Medical & Health Services Managers	67
Physicians	63
Speech-Language Pathologists	46
Sales Managers	44
Mechanical Engineers	40
Financial Branch Managers	39
Postsecondary Teachers	36

Source: Burning Glass Labor Insight Tool, CY 2012 Analysis

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

As described earlier in this plan, the employment opportunities in the Northeast Region are very diverse, with some regions being predominately agricultural, to others that have a wide variety of industrial and other non-manufacturing based businesses. This causes the needed job skills within the Northeast Region to vary accordingly. The following baseline and specialized skills have been identified as greatest in demand for the region:

Skills in Greatest Demand	
Specialized Skills	Baseline Skills
Scheduling	Training
Repair	Communication Skills
Sales	Customer Service
Workforce Development	Organizational Skills
Mathematics	Writing
Forklift	Computer Skills
Patient Care	Leadership
Community Health	Planning
Merchandising	Problem Solving
Inspection	Microsoft Excel

Source: Burning Glass Labor Insight Tool, CY 2012 Analysis

And recent research also validates what we believe to be high-demand, industry specific skills:

MANUFACTURING

- ✓ Basic understanding of measurements and ability to use measuring tools and equipment
- ✓ Blueprint reading
- ✓ PLC programming
- ✓ Welding
- ✓ CNC operations
- ✓ Basic understanding of electrical and mechanical systems

HEALTH CARE

- ✓ Nurse aide certification
- ✓ Medication aide certification
- ✓ Dietary aide certification
- ✓ Vocational/College training – LPN, Therapists (respiratory, physical, occupational)
- ✓ College degree – RN, Physical Therapists, Medical Imaging Technologists
- ✓ Medical terminology
- ✓ Restorative aide technician certification

OTHER

- ✓ Basic computer skills
- ✓ Advanced computer skills
- ✓ Basic bookkeeping
- ✓ Technical training – truck driving
- ✓ Correctional officer certification
- ✓ Basic carpentry/construction skills
- ✓ Advanced carpentry/construction skills

V. Major Local Policies and Requirements

A. Please include as Attachment 2, the local region's policy for supportive services to enable individuals to participate in Title I activities. This policy must address the requirements in DWD Issuance 12-2010, "Statewide Supportive Services Policy".

See Attachment2

B. Describe the criteria to be used by the local board, under 20 CFR 663.600, to determine whether funds allocated to a local region for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the one-stop operator.*

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

- Yearly funding amounts for employment and training activities for adults are not expected to increase above the amounts previously available through the first ten years of WIA;
- Funding for adults under the JTPA and WIA programs has never been adequate to meet the demand for services in the Northeast Region’s Workforce Investment Area;
- Eligibility requirements for WIA Title I services are less restrictive than under previous employment and training programs; therefore, it can be assumed that there will be an increase in the number of adults seeking services.
- Adult services, under WIA Title I, are available to any citizen or legal alien.

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

The NEMO Workforce Investment Board concurs with the “Priority of Service” cited in the Act; namely recipients of cash welfare and other low-income individuals. Therefore, WIA Title I adult funds expended on intensive and training services will be restricted to individuals who meet one or more of the following criteria (with the exception noted below):

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

- Receives, or is a member of a family who receives, cash payments under a Federal, State, or local income-based public assistance program;
- Received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in 1 above, and old-age and survivors insurance benefits received under section 202 of the Social Security Act) that, in relation to family size, does not exceed the higher of:
 - a) the poverty line, for an equivalent period; or
 - b) 70 percent of the lower living standard income level, for an equivalent period
- Is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps;
- Qualifies as a homeless individual, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act;
- Is a foster child on behalf of whom State or local government payments are made;
- Is an individual with a disability, whose own income meets the criteria in 1 or 2 above

Second Priority will be given to unemployed and/or employed individuals who are not recipients of public assistance or low-income individuals but are within 150% of the current poverty level as identified by HHS or LLSIL whichever is higher, and possess multiple barriers to employment. Those possessing the higher number of barriers will be given preference for intensive and training services over those with fewer barriers. A request for wavier to serve individuals in the second priority level must be approved by the WIB prior to enrollment into intensive 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 GED certificate)
- Basic skills deficient (basic skills deficient means that the individual has English reading, writing or computing skills at or below the 8th grade level based on a generally accepted standardized assessment instrument or a comparable score on a criteria-referenced test)
- Offender (an individual who has a record of arrest or conviction of a misdemeanor or felony)
- Older individual (age 55 or older)
- Long-term unemployed (has not been employed for 15 out of the last 26 weeks, concurrently or consecutively, including those that quit or have been fired)
- Lacks significant work history (has not worked full-time or part-time for the same employer longer than 3 consecutive months in the prior two-year period)
- Limited English proficiency (inability to communicate in English for an individual whose native language is not English)
- Veteran (a person who served in active duty in the military, naval, or air service and was discharged, separated, or released with other than a dishonorable discharge or was discharged or released from active duty for a service connected disability)
- Substance Abuse (an individual who abuses alcohol and/or other substances)
- Migrant and 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 WIB through a waiver request.

C. *Define the sixth eligibility criteria for youth, described in WIA section 101(13)(C)(vi) as “an individual who requires additional assistance to complete an educational program, or to secure and hold employment”. Please explain how the region justifies using this sixth criteria as a barrier indicating the youth “needs additional assistance to complete an educational program, or to secure and hold employment.” This eligibility criteria should include at a minimum the following: migrant youth, youth aged out of foster care at 18, youth of incarcerated parent, and youth with behavioral problems at school, family illiteracy problems(s), domestic violence, substance abuse, limited English proficiency, lacks occupational goals/skills, disabled, or has chronic health conditions.*

The Workforce Investment Act of 1998 provides for employment and training programs for young people ages 14-21 that are low income and meet at least one mandated barrier to employment. The sixth eligibility criteria have been determined and reviewed to be significant barriers in the Northeast region by the Youth Council and WIB. The criteria below were determined to allow youth with regional significant challenges to meet eligibility. The criteria listed below are common reasons in our region that impede youth from obtaining the skills they need to enter the workforce and become productive, taxpaying citizens. By serving youth who are affected by one or more of the reasons listed below we are able to help them address their barriers and reach their employment goals in spite of their barriers. However, in order for a youth to qualify for services using the criterion of *“Is an individual (including a youth with a disability) who requires additional assistance to complete an education program, or to secure and 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, GED 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; National Farmworker Jobs Program) or documentation (school records, attendance records, medical records, SSD records, social service records, worker's compensation records) case records, employment records, job search log) validating that the youth does require additional assistance either related to education or employment. This criteria includes the following:
 - Youth possesses a disability, including a learning disability or IEP
 - Youth has poor school attendance (as defined by school)
 - Youth has limited English proficiency
 - Attending an alternative school
 - Children of incarcerated parent(s)
 - Migrant youth
 - Youth in or aging out of foster care
 - 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 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 circumstances that requires additional assistance to obtain education or employment.

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

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

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

In the WIA Adult and Dislocated Worker Programs, the current law requires that first priority for intensive and training services be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited. In regard to veterans, the priority of provision of services is established as follows: First to be served will be public assistance recipients and low-income individuals who are also veterans. The second group to be served will be public assistance recipients and low-income non-veterans. Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans.

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

Provision of Information to Covered Individuals

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

Program Registration

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

The Career Centers in the Northeast Region have signage which is posted in the lobby referencing veteran's priority. Veterans are identified during the registration process in jobs.mo.gov and through the Welcome Process as they enter the center. Veterans are greeted at the front door and provided an assessment to determine their purpose of visit to the center as well as identifying their veteran status. First time visitors are provided a packet of information about center services and employment information. A star placed on the outside of the folder containing new customer information for veterans is a non verbal message to all Career Center staff to ensure a priority of services is provided.

Once someone has been determined a veteran, they are asked if they would be interested in seeing a veteran's representative. The region consists of 2 full-time Local Veteran Representatives (LVER). These representatives have been strategically placed throughout the region to enhance veterans' access to veterans' services and are located at the Kirksville, Warrenton, and Hannibal full-service Career Centers.

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

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

All adult and dislocated worker customers provided with Individual Training Accounts (ITAs) through WIA Title I funds are limited up to \$5,000 in local formula funds per calendar year for tuition, books, supplies and fees. WIA adults and dislocated workers attending training in a “Green industry” as identified through MERIC will be limited to \$6,000 in local formula funds per calendar year for allowable tuition, books, supplies and fees. However, there are always exceptions to any rule and waiver requests to exceed this limit may be submitted to the NEMO Workforce Investment Board on a case by case basis.

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

The NEMO Workforce Investment Board ensures the full array of Career Center services is available and fully accessible for individuals with disabilities. The region is committed to providing the disability community with a conduit to training, employment, and supportive services that will enable them to become contributing members of the community. In 2002, the Division of Workforce Development received a Workforce Incentive Grant (WIG) from the Department of Labor. This grant provided funds to the Northeast Region for the purchase of needed assistive technological equipment to provide services to individuals with disabilities. The region’s staff ensures that the assistive technology is functional by testing on a regular basis to identify any technology that is not operational. Listed below is the accessible assistive technological equipment available in each Missouri Career Center within the Northeast Region:

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

In addition to the services and technology equipment listed above, Career Center staff is available to assist individuals with disabilities to provide resources as needed and information on various services that are available. The Missouri Division of Vocational Rehabilitation is an active partner in the Northeast Region’s Career Centers as well as their sub-contractor’s Job Point and Learning Opportunities/Quality Works who provide specialized employment and community services to individuals with disabilities. A local district supervisor with the Missouri Division of Vocational Rehabilitation is a member of the NEMO Workforce Investment Board.

The NEMO Workforce Investment Board received funding to administer the Disability Program Navigator Project throughout Northeast Missouri beginning in July 2007. Learning Opportunities/Quality Works, Inc. operated this project for us, focusing on education and integration, through June 2010. This project improved outcomes for individuals with

disabilities that present barriers to their employability. The NEMO WIB continues to actively seek additional projects and funding that will continue to improve the overall accessibility of the public workforce system throughout Northeast Missouri.

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

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

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 Investment Board Career Centers. When a "significant number or proportion" number of persons served are individuals with limited English proficiency, information/services in languages other than English will be provided pursuant to 29 CFR 37.35. To date, there has been no "significant number or proportion" number served in the Northeast Region.

The NEMO Workforce Investment Board continues to explore ways to ensure the career centers continue to be accessible to individuals who speak another language. The Northeast will follow DWD issuance 23-2009 when providing services for LEP participants. Individuals with limited English proficiency (LEP) will be offered assistance through the State contracted services of Language Select. The State is currently cost-sharing any costs incurred when the regions use this service. The OA contract number for this service is C#10152001. The website is <http://pa.mo.gov/gov/purch/contracts/index.htm>. Language Select provides the following services:

- Written for written interpretations;
- Verbal for verbal interpretations; and
- Interpreting for sign language/hearing loss interpretations.

Language Select will be the recommended method of interpretation for LEP individuals in the region. Individuals will be informed that they have the option to receive this service without charge, or if a customer prefers to use a family member or friend to provide interpretation, that will be the customer's preference.

The Next Generation Career Center model develops, improves and promotes a wide array of skill development opportunities and opportunities for individuals with limited English proficiency are no exception. A robust menu of products and services will be easily accessible to all customers and supported by all career center staff. An extensive list of products and services is available to assist individuals with limited English proficiency in their job search, career planning, and life-long, learning pursuits. Statewide products and services are available at jobs.mo.gov. A list of local products and is available in the local

career centers and is available online at jobs.mo.gov as well. In addition, two new desk-aids will soon be available to assist the regions with LEP and sign language services.

- H. Describe how the local region promotes integration of services through dual enrollment processes, beyond the automatic dual enrollment of the Next Generation Career Centers (NGCC) initiative.*

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

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

- I. Provide your region's proposed training expenditure rates for both the Adult and Dislocated Worker regular formula funds allocations. In addition, describe the local process for determining who will receive training under the NGCC initiative.*

The NEMO Workforce Investment Board's proposes to expend 42 percent of both WIA Adult and Dislocated Worker formula funds for participant costs. These are estimated figures because we have just completed the first year of implementation of the NGCC model and we are unsure of how the NGCC model will continue to affect these rates.

The process for determining who will receive training under the NGCC initiative will be based upon those individuals determined eligible for Title I Adult and Dislocated Worker training level services who have the ability to successfully complete a training program and are in need of training services to become self sufficient. Training will be in areas determined to be of high demand with potential wages that will allow individuals to become self sufficient.

- J. Describe the local board's policy on providing apprenticeships.*

The NEMO Workforce Investment Board will ensure Career Center staff receives updated information about apprentice programs and training at a minimum yearly. Centers make available various informational brochures on the apprenticeship programs. The Northeast Region has several employers offering apprenticeship programs. The most recently developed website featuring the apprentice programs in Missouri will be used by Career Center staff as a resource. This website will also be used by the region's Business

Representatives to market the apprentice program to employers. With the creation of the Next Generation Career Center, it is anticipated that the regional and local Business Representatives will be able to touch many employers and provide services.

VI. Integration of One-Stop Service Delivery

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

1. *A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants.**

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

Meetings between the Functional Leaders and the WIB staff will occur on a regular basis. These meetings are intended to provide information on coordination of services and review common practices within the career centers to ensure a strong unity in the integration of services resulting in a more seamless system.

WIB Staff and Functional Leaders will meet bi-annually to discuss the overall operation of the Career Centers to include items such as: outcomes of the success metrics, customer flow, integration of services, products and services, Business Service Team progress, and the centers services as it relates to the needs of the community.

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

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

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

The Northeast Region is a strong advocate of the integration of services. This eliminates the duplication of services and is a more efficient use of local resources. Through the team approach, the philosophy and goals of the region's workforce development system will be met.

The WIB supports these continuous improvement efforts. However, the primary responsibility for continuous improvement lies with the one-stop partners that offer the services. Information is collected and evaluated by the organization that offers the service. Through the years the career centers have developed strong partnerships with one-stop partners. These strong ties and on-going coordination of services will allow career centers and one-stop partners to continue to strengthen integration efforts.

The Northeast Region is committed to the Next Generation Career Center model. We believe through integration of services and streamlining processes customers will receive a higher quality of services. Staff will transition from co-location to developing a truly integrated system. Wagner-Peyser and WIA Program staff will work together to create a seamless delivery system. The focus will be customer-based services that will allow the customer to know their skills, upgrade their skills, and to obtain the best job possible with their skills. Services will be delivered based on customer needs; not programs, and will be focused on "skilling up" customers to prepare them for the workforce.

This system will move customers through an integrated flow of teams that include the three major functions of Welcome, Skills Development and Employment. The functions of these teams will be fulfilled by integrated, cross trained staff from both Wagner-Peyser and WIA. The Career Centers in the Northeast Region will utilize a functional leader to oversee the operations of the career center. They will organize staff by function, designate team leads and establish the duties of each team. The Functional Leader will give day-to-day instruction to all Career Center staff regardless of the employer of record to ensure the center operates with integrated functional teams. The Functional Leader will be responsible to ensure the centers operate as an integrated team, regardless of funding silos and that customers are provided services based upon their needs and not programs. The Workforce Investment Board will continue to oversee the operations of the career centers. Functional Leaders will coordinate closely with the NEMO Workforce Investment Board to ensure career center operations are aligning with the goals and vision of the NEMO Workforce Investment Board.

Customers will be dually enrolled into all programs they are eligible for including WIA Dislocated Worker and Trade Act during their first center visit. All career center customers who are dually enrolled will be included in the performance pool for all programs in which they are enrolled.

The region utilizes the state-wide Toolbox Case Management system that allows the sharing of services to customers and partners. This system provides a common intake of information, identifies services provided to customers, and records a wide array of self services accessed by the customer. Several partner agencies have access to the Toolbox system which enhances services to customers and reduces duplication of services, resulting in integration of services through a link of common communication with the use of information technology.

3. *A copy of each memorandum of understanding (MOU) between the local board and each of the one-stop partners concerning the operation of the one-stop delivery system in the local region.* Include as Attachment 3 an updated copy of the MOU with current signatures and dates. Career Centers must ensure that equal access to employment and training services are provided to the farmworkers and agricultural employers in their regions. The Workforce Investment Act of 1998 provides the framework for agricultural services delivery through Parts 668 & 669 (applicable to the 167 Grantee, which is currently UMOS—United Migrant Opportunity Services) and the Wagner-Peyser Migrant Seasonal Farmworker program. Therefore, the MOU must include UMOS and should address how the region will avoid duplicating employment and training services to this population.*

See **Attachment 3**

4. *Include as Attachment 4 the negotiated cost-sharing worksheet agreement for each Career Center that includes the line items' dollar amounts and percentage rates for DWD and the WIB. (Please note that the WIB can move no more than 10% of each original line item amount without having to re-negotiate with DWD. However, the total budget amount should not be exceeded.)*

See **Attachment 4**

- B. *The expectation is that the local region will involve business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the development and review of this plan. Describe the plan development process, including how input for the plan was obtained by all partners involved in the Memorandum of Understanding (MOU).*

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

VII. **Administration & Oversight of Local Workforce Investment System**

- A. *Identify the one-stop operator(s) for the comprehensive, and affiliate one-stop centers in the region and state which method described in CFR 662.410 was used for the designation and certification of these one-stop operator(s).*

Under an agreement between the Northeast Region Workforce Investment Board and a consortium of entities including at least three or more of the required One-Stop partners the Functional Leader of each Northeast Region Missouri Career Center and their employer of record has been designated and certified as the One-Stop Operator for the Northeast Region's Missouri Career Centers. The One-Stop Operator for each Career Center is as follows:

Hannibal Career Center – Comprehensive One-Stop Center

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

Kirksville Career Center – Comprehensive One-Stop Center

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

Warrenton Career Center Comprehensive One-Stop Center

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

LaBelle Outreach Office

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

Macon Outreach Office

- Gamm, Inc. (WIA Title I-B Youth Services)

B. Identify the members of the local workforce investment board, the organization or business they represent, and the category (i.e. business, education) in Attachment 5 to the local plan.

See Attachment 5

C. The local WIB must review their by-laws annually and complete the “Local Workforce Investment Board’s ATTESTATION FOR REVIEW OF BY-LAWS” form. Include the local WIB’s current by-laws and the completed attestation form (copy is included in this guidance) as Attachment 6 to the local plan.

See Attachment 6

D. If the region includes more than one unit of local government, include a copy of the current Chief Local Elected Officials’ (CLEO) agreement that specifies the respective roles of the individual chief elected officials as Attachment 7. Also, include any CLEO by-laws that are in effect. (The CLEO membership should be reviewed after each county and/or municipal election, as applicable, for any changes. If there are changes in the CLEO membership, a new CLEO agreement will need to signed and submitted to DWD by the following June 1st after the election.)

See Attachment 7

- E. *If applicable, include a copy of the region's Performance Improvement Plan (PIP) for any sanctions they have been given, as well as an update on the effectiveness of the PIP's strategies. The PIP should be included as Attachment 18 to this plan.*

Currently, the NEMO WIB has no Performance Improvement Plan.

- F. *Include as Attachment 8 to the plan, the conflict of interest policy for WIB members, staff and contracted staff to follow (reference DWD Issuance 15-2011, Transparency and Integrity of Local Workforce Investment Board Decisions).*

The conflict of interest policy for Northeast Region WIB members, staff and contracted staff to follow can be found in Article 5.7 of the NEMO Workforce Investment Board bylaws (Attachment 6). The conflict of interest policy for Workforce Investment Board staff and contracted staff to follow can also be found in Article III, H of the Northeast Region Chief Local Elected Officials' bylaws (Attachment 7). The language from these documents is referenced in the Northeast Conflict of Interest Policy Attachment 8.

See **Attachment 8**

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

See **Attachment 9**

VIII. **Service Delivery**

A. One-Stop Service Delivery Strategies

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

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

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

Upon entering the Missouri Career 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 Team for service(s). Customers who choose to avail themselves of Career Center services will receive comprehensive membership and orientation information informing them

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

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

New brochures are also being developed to provide information on the extensive list of services available at the Missouri Career Centers and online at jobs.mo.gov.

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

B. Adults and Dislocated Workers

1. *Provide a description and assessment of the type and availability of all adult and dislocated worker employment and training activities in the local region.* Please include how the region uses products and services, such as workshops, assessment products (KeyTrain, WorkKeys, etc.), Optimal Resume, Talify, etc. to engage customers and assist with their reemployment efforts.*

Within the Northeast Region, there exists a wide variety of employment and training activities available to dislocated workers and adults. Due to the economic times, we have experienced an increase in individuals accessing career center services. In an effort to meet demands, the NEMO Workforce Investment Board has adopted the Next Generation Career Center (NGCC) model which streamlines the career center processes and contributes to greater productivity and better customer service. The NGCC model values both skills and jobs. Staff strive to continuously promote opportunities to “skill up” the Northeast Region workforce, resulting in opportunities for better employment and higher wages. Services are made available to Missouri Career Center customers to improve their employment opportunities through skills upgrading, skill validation, and credentialing. Wagner-Peyser and WIA Program staff work together to create a seamless

delivery system. The focus is customer-based services that allow the customer to know their skills, upgrade their skills, and to obtain the best job possible with their skills. Services are delivered based on customer needs, not program silos, and will be focused on “skilling up” customers to prepare them for the workforce.

Through the NGCC model customers are directed through an integrated flow of teams that include the three major functions of Welcome, Skills Development and Employment. The functions of these teams will be fulfilled by integrated, cross trained staff from both Wagner-Peyser and WIA. Customers will be dually enrolled into all programs they are eligible for including WIA Dislocated Worker and Trade Act during their first center visit. All Career Center customers who are dually enrolled will be included in the performance pool for all programs in which they are enrolled. Career Center services will be delivered by cross trained staff by function. Staff supported services will be emphasized and Career Center services will be continuously promoted and provided until the customers goals have been met.

Staff serving on the Welcome Team will greet and direct the customer; provide the initial service triage assessment; collect initial registration data, complete the Career Ready 101 initial assessment, and connect customers to initial service delivery with either the Skills Development Team or the Employment (Jobs) Team.

Resource rooms have been transformed into training labs for Career Center customers. It is assumed that the majority of services will be provided to job seeking customers in either the Employment or the Skills Learning Labs. A member from the Skills Development and Employment Team will staff the learning labs at all times.

All Customers will be enrolled in every funding stream in which they are eligible as defined in DWD Issuance 02-2012. All NGCC customers must have data elements satisfied before accessing WIA-funded core services. Customers who refuse to participate in the Welcome Process or those that cannot produce acceptable documentation will be provided self-services through Wagner Peyser Labor Exchange Core services only. Any customer in this situation cannot receive WIA funded services beyond the self-service informational level.

Employment (Jobs) Team

Employment (Jobs) Team members provide services to employment-ready job seekers, and services to hiring employers. For job seekers, the services provided include: job search information, support and advice, job development, assessment of job search activities, automated job matching, referrals, and hiring process support. The Jobs Team will manage and deliver job preparedness services to job seeking customers. Specific staff of this team will be designated to work directly with business customers, thus creating a single point of contact. Employment Team staff must be knowledgeable of the labor market needs of the business customer and have the ability to evaluate job seeking customers. Referrals to employers must be appropriate and customer’s skills must match the requirements designated by the employer.

Skills Development Team

The Skills Development Team will deliver job seeker, skill-building services to Career Center customers utilizing products and services. Skills Team staff must be knowledgeable of the skills needed for employment and/or training and resources for upgrading skills. They must also be knowledgeable of the eligibility criteria for Title I WIA Adult and Dislocated Worker Programs.

Adult and Dislocated Worker Program Services

WIA provides for a continuum of service delivery that includes three (3) levels of services; Core, Intensive, and Training.

Self-Service and Informational Services

Self-service occurs when participants serve themselves by accessing the workforce investment system informational activities at a physical location such as a One-Stop Career Center, and are unable to provide acceptable forms of eligibility documentation, or when individuals remotely access the system by means of electronic technology. Self-services simply imply that the customer can perform these services with little or no staff assistance and the services are primarily informational.

Customers have universal access to core services through the state wide system that can be accessed at jobs.mo.gov and/or services can be accessed throughout the region at any one of the three full-service comprehensive career centers, the full-service non-comprehensive career center, or through any internet connection. This allows customers to access services at various locations including public libraries, schools, personal computers, etc. The jobs.mo.gov system is a tremendous asset to the customers in the Northeast Region as most of the region is rural.

Customers in the Northeast Region can elect to participate in a current pilot program known as “Talify”. The Northeast Missouri region along with St. Louis City and County, St. Charles, and the Jefferson Franklin regions are pilot sites for the Talify Missouri project. Once the career center customer has registered on jobs.mo.gov, they can link to the Talify personality assessment from the Account Home page by clicking on the Talify button located above the “My profile” bar. The customer enters some brief demographic information – interests, experience, education, and geographic preference – then continues by capturing behavioral strengths through the self directed assessment process. This information is used to create a profile for each job seeker highlighting their experience, educational achievements and job specific skills and strengths. The jobseeker will then have created a dashboard from where they can view their personality feedback, receive career guidance, or interview coaching based on their career needs to further assist them in their reemployment efforts. Talify will help employers locate individuals who best match positions they have available and provide helpful insight to the job seekers on the types of employment they may find most successful. Talify is available at all of the Missouri Career Centers in the region. Employers and job seekers can access Talify from home at www.jobs.mo.gov or through the career centers.

Missouri Career Centers will post information locally about various activities including highlighting job openings in the local area. Information such as local employment opportunities, dates employers are interviewing, applications that are being taken in the

center for specific employers, career 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.

Resource rooms have been transformed into training labs, staffed by cross trained career center staff. Customers completing the Welcome Team process will have the ability to access training labs including career 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.

Another self guided resource customers can utilize after completing the career center welcome process is Optimal Resume. Within the Optimal resume site, jobseekers will find a variety of tools, for any skill level, to better assist them in their job search.

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

These are a few of the tools that can be found within the Optimal Resume site to engage customers in the job search process. The information and assistance available is vast and beneficial to job seekers of all ages.

In addition, the resource room computer equipment is often used to allow customers to set up email accounts as a means for adults and dislocated workers to have dependable contact with potential employers.

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

Core Services

WIA Core Level Service is defined as job search and placement assistance to include staff-assisted workshops designed to enhance or develop customers' skills, which may also include self-service, computer-based, skills upgrade activities. These activities are defined as Core Level Services when they are funded in a manner that allows universal access without the need to apply the regions Priority of Service Policy.

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

must be verified. In addition, dislocated workers must meet the definition of “dislocated worker” in accordance with WIA section 101(9) upon registering for WIA Title I Dislocated Worker Services. Listed below are the required data elements for WIA Adult core services.

Name	Race
Mailing Address	Eligible Veteran Status
Social Security Number	Employment Status at Participation
Citizenship/Work Authorization	Low Income Status
Gender	Other Public Assistance (GA/RCA/Food Stamps, SSI)
Individual with a disability	Temporary Assistance
Homeless	Date of Birth (must be verified)
Ethnicity Hispanic/Latino	

The primary focus of the Missouri Career Centers is to “skill up” customers to meet employers’ needs. The Career Centers will make available a full array of products and services as primary core skill development and training services. At a minimum all individuals enrolled into WIA Core Level Services will be provided the Career Ready 101 initial assessment as required in DWD Issuance 02-2012 to identify their skills levels and a brief initial assessment to determine their cohort for service delivery. In addition, all career center customers will receive an observational assessment that evaluates the customer’s presentation to an employer such as eye contact, hand shake, and body language. Customers will be assessed and handed off to one of three cohorts; Employment Express, Career Development or Skills Advancement.

Services available through the Employment and/or Skills Teams

WIA Core Level Services may include:

- Job search and placement assistance
 - Job search and placement assistance will consist of one or more brief informational seminars targeted for participants with specific transferable skills and should focus on resume preparation, basic interviewing, and proper application completion prior to referrals to available jobs. Services provided to the customer that lead to the identification of job openings, completion of job applications, scheduling of job interviews, and hiring of a participant into an identified job
- Job Referrals
- Workshops and Job Clubs - Training participant in job seeking and job holding techniques through interactive presentations which may be combined with a support group (Workplace Readiness/job club) interaction and activities designed to assist in their job search efforts
- Follow-up services - include counseling regarding the workplace (for all participants who are registered in Adult or Dislocated Worker programs and placed in employment) for not less than 12 months after the first day of employment, as appropriate

CORE SERVICES

- Orientation to the full range of available services on the career center resources
- Determination of eligibility for WIA Title I and other programs

- Outreach, intake and orientation to the information and services available through the One-Stop Center service delivery system
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- Job search and placement assistance, and where appropriate, career counseling
- Provision of employment statistics information, including the provision of accurate information leading to local, regional, and national labor market areas
- Provision of performance information and program cost information on eligible providers of training services, eligible providers of youth activities, providers of adult education activities, providers of postsecondary, vocational education activities, and providers of vocational rehabilitation program activities
- Provision of accurate information relating to the availability of supportive services, including child care and transportation assistance
- Provision of information regarding filing claims for unemployment compensation
- Information on skills needed to get various jobs
- Local occupations in demand with skills requirements and earnings
- Follow-up services (for not less than 12 months) for participants who are placed in unsubsidized employment

Intensive Services

To be eligible for intensive services, the customer must have received at least one core service and be determined to be in need of intensive services to obtain or retain employment. There are two categories of adults and dislocated workers who may receive intensive services:

- Adults and dislocated workers, who are unemployed, have received an initial assessment, and are determined by a One-Stop operator to be in need of more intensive services to obtain employment, OR
- Adults and dislocated workers who are employed, have received an initial assessment, and are determined by a One-Stop operator to be in need of intensive services to obtain or retain employment that leads to self-sufficiency (663.230).

Those customers who are unable to obtain or retain employment through usage of the core services may be enrolled in intensive services through WIA Title I. The determination of the need for intensive services, as established by the initial assessment or the customer's inability to obtain or retain employment after accessing core services, shall be made on a case-by-case basis and will be based on individual customer need. Justification of advancement to intensive level services is required. Documentation of the criteria used in making the decision will be retained in the customer file. Staff will assist the customer in identifying resources they need in their employment efforts.

All customers receiving intensive level services will be provided an assessment of their needs. The following tabs will be completed in the Toolbox assessment for all individuals enrolled into intensive level services: employment, education, support, financial needs, legal and health.

Development of an Individual Employment Plan (IEP) will be completed on all customers receiving intensive level services. Creation of an Individual Employment Plan

will be done using information gathered through self-assessment, initial assessment, and comprehensive assessment.

Intensive services are for those unemployed customers who have received at least one core service and are unable to obtain employment.

INTENSIVE SERVICES

- Comprehensive and specialized assessments of skill levels, which may include diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Individual employment plans
- Individual or group counseling and career planning
- Case management for customers seeking training services
- Short-term, prevocational services such as; development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct
- Out of area job search assistance
- Relocation assistance
- Work Experience (paid or unpaid) in the private for profit sector, the non-profit sector, or the public sector
- Internships

TRAINING ACTIVITIES

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

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

Training services may only be conducted after required core and intensive services have been provided and the need for such services has been substantiated. The sole provision of an Individual Employment Plan does not justify enrollment into training.

1. Participants receiving a training level service shall be provided with a comprehensive assessment to properly assess their skills, abilities, interests, financial needs and

qualifications to determine their ability to successfully participate in the selected program of training services.

2. Participants receiving training level services shall be provided counseling services to evaluate both their personal and educational financial needs during training to ensure successful program completion.
3. Occupations with high growth and high wages will be the target for all participants.
4. Training services shall be provided in a manner that maximizes consumer choice in the selection of an eligible provider. A state list of eligible providers of training services required under Section 122 (e) shall be made available through One-Stop Centers. The information includes a description of the programs through which the providers may offer training services, performance information, and cost performance information relating to eligible providers.
5. Training services (excluding On-the-Job Training) shall be provided through the use of Individual Training Accounts, (ITAs) and shall be provided to eligible individuals through the One-Stop Delivery System.

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

Training may be provided while an application for a Federal Pell Grant is pending, however; if a Pell Grant is subsequently awarded, the training provider must reimburse the One-Stop Operator the WIA funds used to underwrite the training for the amount the Pell Grant covers. Pell Grants may be used to pay for both training and education-related expenses; therefore, reimbursement will not be required for the portion of funds released to the participant for education-related expenses.

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

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

In order for a customer driven system to work, the customer must be well-informed regarding issues related to their employment and training needs. The NEMO Workforce Investment Board will ensure that each Missouri Career Center in the Northeast Region has information available to customers, including:

- The State list of eligible providers of training services with a description of the programs through which the providers may offer the training services,
- Performance information and performance cost information relating to the eligible providers of training services, and
- Any restriction on the duration or amount of ITA's established by the NEMO Workforce Investment Board.

The Missouri Department of Economic Development/MERIC has been designated to carry out all WIA section 122 activities in the area, with the following exceptions:

- When the training services provided are On-the-Job Training or Customized Training
- When the NEMO Workforce Investment Board determines that there are an insufficient number of eligible providers of training services in the local area to accomplish the purposes of a system of individual training account, or
- When the NEMO Workforce Investment Board determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment.
- When the NEMO Workforce Investment Board exercises its authority to require a higher level or eligible training provider performance than established by DED.

The Missouri Department of Economic Development/MERIC will coordinate all training provider initial and subsequent eligibility applications; make determinations of training provider/program eligibility; ensure the State list is current; that all training providers and each program on the list is approved; collect and verify performance and costs information; and make a training provider/program consumer report available.

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

The Northeast Region requires that a funded course of study through ITAs result in a certificate or a degree outcome. The individual must be accepted into the course of study prior to the approval of the ITA. The maximum training program shall not exceed 104 weeks. Should circumstances prohibit an individual from completing their training within the 104 week maximum time frame; a waiver to extend the training period can be submitted to the Workforce Investment Board for approval. Missouri Career Center staff will provide information about eligible programs, good placement performance, cost information, and labor market information that will assist customers with making informed choices about their program of study.

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

Unemployment insurance claimants, including those in Worker Profiling and Re-employment services, will be provided with services from the Welcome team and the Jobs team and customers will be encouraged to participate in services offered by the Skills team. DWD and Partner staffs serve on these teams and work together to ensure seamless and competent delivery of services.

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

When a customer is unsuccessful in securing employment after receiving Core level services, it is recommended they explore WIA Intensive level services. The first step will be to determine eligibility and if eligible, proceed with an enrollment. The customer will complete additional assessments, and work with the Skills team to interpret assessment results, review barriers and solutions to overcoming them, research LMI and possible training institutions, and develop an Individual Employment Plan. The customer will move to Training level services if that is determined to be the best course of action.

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

4. *Describe the region's strategies for promoting and increasing the number of participants in OJT.*

Due to the economy, we are experiencing large numbers of individuals who are unemployed and businesses lacking resources to train new workers. 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 NE Region OJT Coordinator will work closely with the local Business Service staff, Skills Team, and Regional Business Representatives to determine the best marketing practices and to avoid duplication of marketing. Current marketing strategies include: OJT Coordinator educating at area chambers, economic groups, and other related organizations, providing OJT information to employers. Local flyers have also been developed to promote OJT with employers. Additionally, qualified customers are being informed about the OJT program and provided with an "Eligibility Letter" allowing them to market themselves and the program. The "Eligibility Letter" is supplemented with the "Guidance Outline which informs the customers on which employers and positions to target when promoting themselves with the OJT program. EUC customers will have the opportunity to be educated about OJT and other tools that may be of use to them through a workshop/class. Recently, marketing material was developed at the local level promoting On-the-Job Training programs that will be used in conjunction with state developed materials.

5. *Please explain the region's strategies for increasing the credentials, degrees and certificate attainment by participants in your region and any accommodations you have made to make attainment easier (i.e.: collocation of AEL centers, extended hours, etc.). In addition, please describe your region's approach to ensuring every Missouri Career Center customer has the opportunity to take the WorkKeys assessments and obtain a National Career Readiness Certificate. This should include how the region collaborates*

with the local community college(s) in the area to provide space and/or proctoring services for WorkKeys assessments on an as-needed basis. Please provide the MOU with the Community College(s) for this collaboration as Attachment 10.

The Functional Leaders ensure that the participant's accomplishments are captured in Toolbox. The goal of the Missouri Career Center is to Skill-up customers targeting high wage/high demand employment sectors. Through the NGCC model, customers will be provided a Career Ready 101 assessment to evaluate their skill level for math, reading, and locating information. This will allow customers to be more knowledgeable of their current skills, thus allowing them to make more informed choices about their goals. Through career exploration many job seekers find they lack the skills needed for their targeted job. Staff will encourage customers scoring a three (3) or higher on the Career Ready 101 assessment to take the WorkKeys assessments. Participants seeking OJT opportunities are also given the Career Ready 101 WorkKeys assessment.

The staff's ability to market the National Career Readiness Certificate (NCRC) to job seekers and business customers will be the key to increasing the number of participants receiving a Career Readiness Certificate. The NCRC will gain importance to job seeking customers as employers begin to recognize the advantages of the NCRC and the WorkReady Communities within the region. In addition to Career Center staff marketing the benefits of the NCRC to the job seeking customers, the Regional Business Representative and the local Business Service team will market the key benefits of the NCRC to business customers and the NCRC will be marketed at Rapid Response meetings.

GED is available at various locations throughout the region. Career Centers work closely with GED programs and make referrals as appropriate. Youth 18 and above may be co-enrolled in WIA Adult core services. This provides them the opportunity to obtain a NCRC, and have access to other services. Currently, the Northeast Region has GED sites located in Macon, Monroe City, Warrenton, Shelbina, and Moberly, as well as sites co-located in the Hannibal and Kirksville Career Centers. Youth enrolled into the WIA Youth program are required to maintain a minimum grade average in order to have continued participation in WIA work experience, resulting in a higher graduation status.

The NEMO WIB is in the process of developing MOUs with the local community college(s) for proctoring services for WorkKeys assessments.

*See **Attachment 10***

C. Rapid Response

Describe how the local board will coordinate workforce investment activities carried out in the local region with statewide rapid response activities, as appropriate. Specifically, identify the services (not programs) that may be provided to dislocated workers, including pre-layoff services, in the region under NGCC. In addition, please provide a description of the proactive measures that are taken to identify potential layoffs in the region.*

The NEMO Workforce Investment Board (NEMO WIB) has the responsibility of designating an individual to serve as the Rapid Response Coordinator for the NEMO Workforce Investment Area. The Rapid Response Coordinator will establish and maintain contact with

local one-stop partners including the Division of Workforce Development, Title I Operator (for Dislocated Worker Program), Missouri Career Center Functional Leaders, local Economic Development representatives and other agencies in the NEMO Workforce Investment Area in order to establish a local dislocated worker assistance unit.

When a company lays off ten or more employees up to 49, the local Rapid Response Coordinator will contact the company to start providing services and schedule employee Rapid Response meetings. Rapid Response meetings for layoffs of less than 10 are at the discretion of the local Rapid Response Coordinator and the affected Functional Leader. 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 Rapid Response Coordinator will provide the necessary agencies and organizations with notification of the layoff or closure and what services will be provided to the affected employees and request, if necessary that they attend scheduled meetings.

These entities work together to assist the workers by providing immediate, on-site services and information about reemployment assistance and other supportive services. The local Rapid Response Coordinator will work with the Next Generation Career Center (NGCC) Functional Leader to establish integrated service linkages with other agencies in the local community that provide supportive services (i.e., United Way, Department of Social Services, Family Support Division, Department of Mental Health, local credit counseling services, etc.).

Affected workers attending Rapid Response meetings will be provided information on a full array of Next Generation Career Center services. Based on the type of dislocation, event additions to general informational services might include:

- Re-employment services available at the Missouri Career Centers
- UI benefit information and how to access it
- Trade Act information for potentially eligible workers
- Community and Faith Based assistance available
- Organized labor assistance including Transition Teams, Peer Counseling, and Workshops
- Collecting of information from laid off workers through a survey process which can auto tabulate results to be shared with partners in further developing the action plan for the event
- Job, Resource, and Educational Fairs
- Labor Market information
- Job Clubs

At the Rapid Response informational meetings, the local Rapid Response Coordinator will provide the *“Rapid Response Resources for Re-employment”* brochure to each worker attending. The worker will be instructed to print their name on the brochure tear off and bring it to the Next Generation Career Center to verify their attendance at a Rapid Response

meeting. Utilizing this method as verification of attendance at a Rapid Response meeting will allow staff to better facilitate NGCC services to those identified as Dislocated Workers.

Rapid Response services will be tracked through the Missouri Toolbox 2.0 System. The local Rapid Response Coordinator will enter information on the Rapid Response Activity Report in Toolbox describing the Rapid Response activities within the LWIA. The local Rapid Response Coordinator will also collect the Rapid Response Registration form from employees attending the Rapid Response meetings to enter this data into the Missouri Toolbox 2.0 data collection system to create an initial case record.

A standardized survey will also be collected at Rapid Response meetings to collect data on the types of services employees are interested in including training and re-training needs as well as general employee contact information (name, address, email address, etc.) DWD will provide the survey results to the local Rapid Response Coordinator to share with the NGCC Functional Leader and appropriate NGCC teams.

In an effort to increase communication and develop a Plan of Action with the NGCC and the Functional Leader, the local Rapid Response Coordinator will complete a Rapid Response Meeting Planning Summary. This summary can be used by the State Rapid Response Coordinator, the local Rapid Response Coordinator, and NGCC Functional Leader to develop a Plan of Action for Pre and Post services for each layoff or closure.

As a part of the development of a Rapid Response Plan of Action the use of Customer Centered Workshops will become an integral method for the delivery of Pre and Post re-employment services. The workshop may be customized to the current layoff, including current labor market information, job seeking skills, interviewing techniques and practice, job application instructions, make available a written resume, and when possible, provide a electronic resume copy to participants. As part of the NGCC products and services the affected NGCC Functional Leader may elect to use the services of the University of Missouri Extension (UME) Career Options Workshops, Fast Trac New Venture Projects, and Taking Control of Your Finances Workshops. If the need is determined during the Rapid Response planning phase to offer the workshops as Pre or Post services, the local Rapid Response Coordinator will coordinate this with their local (UME) representative. The workshops will be tailored to meet the unique needs of each layoff or closure to ensure adequate resources are available to meet the Dislocated Worker's needs.

Notification of layoffs or plant closings in or near the Local Workforce Investment Area (LWIA) will be obtained from the State, Missouri Career Center staff, media, local business community contacts, and social service agencies. Upon notification, the Rapid Response Coordinator will attempt to contact the employer within twenty-four hours. In the event that an employer is unresponsive to the services offered through the Dislocated Worker program, the Rapid Response Coordinator will coordinate with the Title I Operator and local Division of Workforce Development staff to provide services on an individual basis.

Local Provisions of State Rapid Response

The NEMO WIB's local Rapid Response Coordinator will immediately notify the State Rapid Response Coordinator of any mass layoff or plant closing affecting fifty (50) or more employees. In those instances where fifty (50) or more people are affected or the number

affected is undetermined, DWD shall make the initial contact. Additionally, the local Rapid Response Coordinator shall be available to assist DWD in any state level of Rapid Response activities. The local Rapid Response Coordinator shall attend employer meetings scheduled by the State Rapid Response unit, within the NEMO Workforce Investment Area to explain available Dislocated Worker services and procedures at the Next Generation Career Center. The local Rapid Response Coordinator may also present information at employee meetings scheduled by the State Rapid Response Unit, and coordinate the delivery of services to non-residents laid off within the NEMO Workforce Investment Area.

The local Rapid Response 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 local Rapid Response Coordinator attends and speaks at a variety of business and agency driven events regularly to make business and agencies aware of the Rapid Response program and services that are available in the region free of charge.

D. Youth

- 1. Describe the composition of your local Youth Council and their participation in the design of youth services in the area, the development of the local plan relating to youth services, their role in the procurement of youth service providers and recommending eligible youth providers to the local board, ensuring the ten 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. Also, provide information regarding the youth council meetings, such as any core agenda items that would be included, and your planned meeting schedule (i.e., the first Tuesday of every quarter, etc). Include the local Youth Council membership (name, business/organization represented, position title, and contact information – telephone number, mailing address, and email address for each member) as **Attachment 11** to the local plan.*

The NEMO Workforce Investment Board is particularly committed to our local youth and helping them to engage in their own development and progress toward long-term self-sufficiency. In order to focus on this portion of its mission, the NEMO Workforce Investment Board has appointed a Youth Council to oversee the implementation and management of the WIA youth services. The Youth Council shall be comprised of the following individuals:

- Members of the local Workforce Investment Board, such as educators, employers, and human service agencies, who have special interest or expertise in youth policy;
- Members who represent service agencies, such as juvenile justice and local law enforcement agencies;
- Members who represent local public housing authorities;
- Parents of eligible youth seeking assistance through the WIA Youth Program;
- Individuals, including former participants, and members who represent organizations that have experience relating to Youth activities; and

- Members who represent the Job Corps, if a Job Corps Center is located in the local area represented by the Council.
- Youth Councils may include other members determined appropriate by the Chief Local Elected Officials and the local Workforce Investment Board Chair.

A complete listing of the NEMO WIB Youth Council members and their contact information is included in Attachment 11.

See **Attachment 11**

The Youth Council participates in the design of the youth services in the area 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. Its philosophy advocates opportunities for youth to assess skill development, education and support, leading to long-term economic success. 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 NEMO Workforce Investment Board's Youth Council will assume the following responsibilities:

- Participate in the development of the portions of the Local Plan that specifically relate to eligible youth activities.
- Make recommendations of eligible youth service providers to the Workforce Investment Board and Chief Local Elected Officials.
- Conduct oversight with respect to eligible providers of youth activities.
- Coordinate youth activities that are authorized by the Workforce Investment Act.
- Perform other duties deemed appropriate by the NEMO Workforce Investment Board, such as establishing linkages with education agencies and other youth entities.

One of the Youth Council's main responsibilities includes participation in the development of the youth portion of the local plan. Members of the Youth Council are encouraged to participate and provide input in the development of the local plan relating to youth services in person and through electronic means, and changes to the plan are made based upon their input.

The Youth Council is also actively involved in the procurement of the area's youth service providers. The NEMO Workforce Investment Board utilizes a competitive bid process for the selection of service providers under Title I of the Workforce Investment 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 or selections to the full NEMO Workforce Investment Board along with the Chief Local Elected Officials who will be responsible for the final selection of the service provider(s).

The Workforce Investment Act requires that the following ten program elements to be accessible to all enrolled youth as needed.

1. *Tutoring, study skills training, and instruction* leading to secondary school completion, including dropout prevention strategies;
2. Alternative secondary school offerings, as appropriate;
3. *Summer employment opportunities* directly linked to academic and occupational learning;
4. Paid and unpaid work experiences, including internships and job shadowing;
5. Occupational skill training, as appropriate;
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors. Examples include: soft skills, decision making, team work, and other appropriate activities;
7. Supportive Services;
8. Adult mentoring for a duration of at least 12 months, which may occur both during and after program participation;
9. Follow-up services for not less than 12 months after the completion of participation;
10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.

The Youth Council regularly 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 WIA youth programs, and that area service providers are meeting area performance measures.

Current Youth Council bylaws state that the Youth Council will meet a minimum of twice per year. The time and location of the meetings will be determined by the Youth Council at each meeting. Emergency meetings may be called by the Youth Council's Chairperson as needed. In the past however, the Youth Council has elected to meet more frequently than required by their bylaws. See [Attachment 11](#) for the PY 2012 schedule of Youth Council meetings.

See **Attachment 11**

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 area youth service providers and a youth performance update.

2. *Provide a description and assessment of the type and availability of youth activities in the local region, including an identification of successful providers of such activities.* This description should include:*
 - a. *how the youth activities in the local area are developed to ensure the ten program elements are available within the region;*
 - b. *the actual services provided by your region for youth, the element they represent, and how they fit within DOL's themes (see TEG 05-12) for the emphasis on serving youth within a comprehensive youth development approach;*
 - c. *the process for identification of youth service providers;*
 - d. *the evaluation of service providers for performance and impact;(please provide details on frequency and criteria);*

- e. *the providers of the youth services in your region, including the areas and elements they provide;*
- f. *how year round services are provided to youth 14-21 years of age that are still in high school or out of school;*
- g. *an example of the flow of services for a youth in your area (please include all aspects, including intake, objective assessment process, assessment, coordination of services, follow-up, etc.);*
- h. *the procedures for serving youth that are most in need (homeless, disabled, offenders, etc; and*
- i. *the identification of the partnerships and describe the coordination of services with other agencies within the area.*

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

The NEMO Workforce Investment Board currently contracts with two program operators to provide services to the WIA 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 Career Centers and at outreach locations throughout the region.

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

Design Framework Includes:

For ineligible youth:

- Referral for additional assessment as appropriate, and referral to appropriate programs to meet the basic skills and training needs of the applicant

For eligible youth:

- Provision of information on the full array of services available through the WIB, eligible providers or One-Stop partner agencies
- Referral to the appropriate training and educational programs
- An objective assessment 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

- Development of an Individual Service Strategy for each youth registrant. The ISS shall identify an employment goal (including, in appropriate circumstances, nontraditional employment), appropriate achievement objectives, and appropriate services for the participant, taking into account the results of the objective assessment. Service providers may use information from a service strategy developed by another education and training program if that ISS is recent and valid.
- Preparation for postsecondary educational opportunities, linkages between academic and occupational learning, preparation for employment, and effective connections to intermediary organizations that provide strong links to the job market and employers
- Make opportunities for former participants to volunteer assistance to current participants in the form of mentoring, tutoring and other activities

Program Elements Include:

The Northeast Region has embraced DOL’s vision and; reorganized the 10 required program elements into four primary sections as follows:

1. Improving educational achievement: tutoring, study skills training, dropout prevention strategies and alternative secondary school services.
2. Preparing for and succeeding in employment: summer employment opportunities, paid and unpaid work experiences and occupational skills training.
3. Providing adequate support in completing learning and employment goals: support services, adult mentoring, appropriate follow-up services and comprehensive guidance and counseling.
4. Developing the potential of youth as citizens and leaders: leadership activities, encouraging responsibility and other positive social behaviors during non-school hours.

Leadership opportunities are defined in the WIA regulations as “Opportunities that encourage responsibility, employability, and other positive social behaviors such as: exposure to post secondary educational opportunities; 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; life skills training such as parenting; work behavior training and budgeting of resources.

- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours as appropriate. Such leadership development opportunities may include:
 - Exposure to postsecondary educational opportunities
 - 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

- Citizenship training, including life skills training such as parenting, work behavior training and budgeting of resources
- Employability
- Positive social behaviors such as positive attitudinal development; self-esteem building, cultural diversity training, and work simulation activities
- Adult Mentoring for duration of at least 12 months, which may occur both during and after program participation
- Supportive Services
 - Linkages to community services
 - Assistance with transportation costs (including vehicle repair)
 - Assistance with child care and dependent care costs
 - Assistance with housing costs
 - Referrals to 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 WIB
- Follow-up services for not less than 12 months after the completion of participation
 - Follow-up will be conducted at 3, 6, 9, and 12 months and may occur more frequently if youth are encountering problems in their success for the employment plan. Either the case manager who worked with the participant during enrollment or a follow-up specialist will provide telephone contact, and may provide in-person contact and case management if problems are detected. Follow-up services for youth, who participate in only summer employment activities may, however be less intensive than for those youth who participate in other types of activities.
- Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth. These services are primarily provided to assist youth in achieving employment-related success.

A minimum of fifty percent of youth funds must be spent on out-of-school youth who meet the youth eligibility criteria.

Youth providers are selected through a Request for Proposal process. A Request for Proposal is prepared and a notice announcing the availability of an RFP is posted on the NEMO Workforce Investment Board website (www.nemowib.org). 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 WIB; the WIB may take the committee's recommendation or re-evaluate the bids based on all applicable requirements. When a final decision is reached, an award notice will be issued to the successful bidder.

Contracts for services shall be issued for a one year period, with one year extensions available up to three years. The decision to exercise these contract extensions rests solely with the NEMO Workforce Investment Board, in concurrence with the Chief Local Elected Officials (CLEO).

Reports generated from the States MoPerforms system are provided to Youth Council members during their regular meetings. These reports include information on both the program operator and each career center for: common measures performance; enrollments; exits; number served; and the provision of the ten required elements.

Common Performance indicators will include:

- Placement in employment or education
- Attainment of a degree or certificate
- Literacy and Numeracy (for out of school youth)

The NEMO Workforce Investment Board has adopted the WIA philosophy to develop activities and services to operate year round youth programs. Service strategies are developed for each participant that identifies realistic employment and training goals for year round activities. Strategies have been developed to provide a stronger connection between academics and occupational learning to connect to the local labor market needs, and establish programs which prepare youth for post-secondary education or unsubsidized employment opportunities for the participant to achieve success.

Those youth who are determined most in need due to barriers such as those at risk of dropping out of school, those in foster care or aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, out of school youth and migrant and seasonal farm worker youth will be given priority for services. The youth service providers currently work with the Department of Social Services/Family Support Division, Division of Youth Services, Division of Vocational Rehabilitation, local school districts, community based organizations and the one-stop delivery system to ensure that seamless services are made available to these youth who have been determined as most in need. Through the NEMO Workforce Investment Board's Youth Council, we will continue to collaborate with these agencies and find additional agencies who provide services to our youth that are most in need to expand the network of services available.

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

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

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

- Gamm, Inc.
- Boonslick Regional Planning Commission
- Warrenton Career Center
- Kirksville Career Center
- Hannibal Career Center
- North Central Missouri College
- Hannibal Regional Center
- Kirksville Area Technical Center
- Pike-Lincoln Technical Center
- Learning Opportunities/Quality Works, Inc.
- Hannibal Career and Technical Center
- Moberly Area Technical Center
- Macon Area Vocational-Technical School
- Moberly Area Community College
- University of Missouri Extension
- Northeast MO Community Action Agency
- Family Support Division
- East Central College
- MO Division of Youth Services
- Job Corps
- North East Missouri Community Action Corp.
- Missouri Division of Workforce Development
- Salvation Army
- Mark Twain Area Counseling Center
- Missouri Department of Vocational Rehabilitation
- YMCA
- Montgomery County Community Health Improvement Program
- Future Well-Being of Mankind
- Caring Communities
- AmeriCorps *VISTA

3. *Provide a description of any innovative service delivery projects for youth currently operating in the region or planning to implement. Describe the local board's involvement in the projects, and the board's efforts to continue involvement and funding for the continuation of these projects. For projects the region is currently operating, please state the performance outcomes that have been resulted; for those to be implemented, include the proposed metrics. Examples include In-School classroom opportunities such as Jobs for Missouri Graduates, Work Experience or Internship opportunities (SPYC), Diploma Equivalency Classes (GED), Youth-focused Career Fairs, Youth Offender Collaborations, Youth Build, I Can Learn, Cisco etc.*

State Parks Youth Corps Program

State Parks Youth Corps Program was a jobs program launched by Gov. Nixon that employed Missouri youth, ages 17 to 23, in paid positions at one of 85 state parks and historic sites. Northeast Missouri youth had the opportunity to work at one of seven local parks and historic sites in Northeast Missouri. At Northeast Missouri locations, youth worked to repair and upgrade the park's trails; assisted with park maintenance and landscaping projects; worked in the park's main office; and worked on other special projects. The Missouri State Parks Youth Corps challenged youth to "Think Outside" by accomplishing interesting projects that helped preserve and enhance Missouri's state park system. The Missouri State Parks Youth Corps was developed by a partnership between the Missouri Division of Workforce Development and the Missouri Division of State Parks. The project was funded through Community Block Grant and Neighborhood Assistance Program funds. Key goals of the program were to: provide summer paid work experience to youth in our sixteen county region, provide career exploration opportunities to youth in our sixteen county region, and partner with our local state parks and historic sites. The average youth gained more than 259 hours of work experience in our Missouri State Parks. During 2012, fifty five youth were placed on worksites in the State Parks gaining more than 18,779 hours in work experience.

Missouri Options Program

The Missouri Options Programs in some of the areas of our region collaborate exceptionally well with our youth service providers. As a result, they have teamed up to refer, enroll, and provide career-goal oriented work experience to ensure youth meet the guidelines to obtain a high school diploma through the Options Program. Through Options, out-of school youth are offered an opportunity to earn their high school diploma by preparing for and passing their GED test and successfully completing a work experience. Work experience, especially with our at-risk youth, can be the motivator needed to ensure good attendance and maintain the good grades necessary to be successful academically. The two partners have established a good relationship and refer youth in need to each agency and work together to meet the needs and address the barriers of the youth. Some programs in particular have seen exceptional success rates by pairing these two programs to motivate and enhance the success of the youth. The NEMO WIB has created an incentive for youth who complete the Missouri Options Program. The NEMO WIB also helped to coordinate the pairing of these two programs and provides support for the Missouri Options Program.

On-line TABE Testing

Both of the region's youth service providers offer their customers the ability to assess their basic skills by using on-line TABE testing. Customers who need to assess or upgrade their basic skills can access the TABE on-line to meet their basic skills needs; thus reducing the barrier of having to travel to an AEL site. The use of the on-line TABE testing is a much needed service to those living in the rural areas. The use of on-line TABE testing also helps ensure that youth are tested in the required timeframe allowed for assessment. By using this resource, significant improvements have been made in meeting the literacy and numeracy performance measure.

E. Business Services

- 1. Describe how the region coordinates and provides comprehensive and integrated workforce system services to businesses, including strategies to connect employers to a skilled workforce. Explain the collaboration with Career Center Jobs Teams to facilitate recruitment and meet business demands and how the region coordinates with economic development.*

A natural connection exists between the Jobs Team and Business Team. Jobs Team members assist employment-ready customers and Business Teams connect hiring employers with available talent. Regular collaboration with Business Services team members is necessary to facilitate the matching of job seekers and employers. In the Northeast Region the following coordination exists:

- The NE Regional Business Services team conducts quarterly meetings via conference call/in-person meetings/trainings (more frequently if needed) to discuss business services/training needs and provide regional collaboration to ensure employer and job seeker demands are met.
- Career Centers have weekly all-team staff meetings where Business Services are discussed at the local level.

- As Jobs/Business Team Members take/write job orders from Businesses through phone and in-person contact, Teams express the needs of the employers by communicating to all Teams within the Career Center that the job order has been written and what the needs of the business are. New Employer registrations on jobs.mo.gov are contacted as appropriate to discuss Career Center programs and services.
 - DWD Business Representatives are in contact with State Economic Development Project managers to determine new/expanding projects in the Region to provide Career Center program/service information to new/expanding employers.
 - DWD Business Representatives/Business Service Team members are in contact with local Economic Developers to ascertain the needs of the local areas to provide Career Center program/service information to employers.
 - Statewide OJT conference calls are also conducted.
 - NGCC Skills Team members locate OJT candidates while working with regional business and local business rep's serving the business needs.
 - Business Service Team members and NGCC Teams promote NCRC to both the business and job seekers to address skill gaps.
2. *Regions should maintain a business services plan, outlining marketing and outreach roles and expectations of team members. The business services plan should also outline the Team's purpose, goals, policies and procedures to ensure seamless delivery of services, avoid duplication and ensure feedback to the region's career centers. Include the Business Services Plan as Attachment 12.*

See Attachment 12

F. Innovative Service Delivery Strategies

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

The Northeast Workforce Investment Board supports the efforts of the Missouri Re-Entry Process (MRP). Ex-offenders who are preparing to be released from prison will receive a comprehensive workplace readiness training while living in the transitional housing units from Department of Corrections. It is during this time the individuals will be provided with a full array of skills and resources that will prepare them to conduct a successful job search prior to their release. In addition the ex-offenders will be registered in jobs.mo.gov and make initial contact with DWD at the Career Centers prior to their release to begin their job search efforts.

Those individuals referred to DWD (via Toolbox 2.0) through the Missouri Re-Entry Process will make contact with the designated DWD "Point of Contact" staff or other designated staff in the Career Centers. Individuals participating in the MRP program will be provided an orientation to Career Center services which will assist them in making informed choices about the services they need and the development of their employment plan.

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

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

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

Referrals will be made to the appropriate agencies that are providing such services to assist with their needs. Each MRP referral will receive a Career Ready 101 assessment. Monthly Career Ready 101 presentations are also conducted by career center staff at the correctional facility in Bowling Green. WorkKeys scores, remediation procedures (if needed) and other useful information on additional job seeking and skill upgrading on-line tools will be discussed. Referrals will be documented in Toolbox 2.0. Communication between Career Center staff is essential to the success of the individuals reaching their goals and obtaining employment. Service notes will be entered into Toolbox 2.0 identifying the services that are being provided to ensure coordination of services and a continued line of communication between everyone to ensure success. Ex-offenders must meet eligibility requirements of the programs in which they are referred.

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

2. *Describe the region's strategies for promoting and increasing enrollments in the WorkReadyMissouri program, including processes to target and encourage employer participation.*

The WorkReadyMissouri program is available to UI Recipients through the Missouri Career Centers. This program allows UI Recipients to be placed with a hiring employer on a trial basis. Program participants learn on-site training while continuing to receive their UI benefits. In addition, a stipend will be paid to UI recipients at different intervals though out the participation on the job. The Regional Business Representative and Local Business service staff will conduct marketing and outreach to business customers by the

various methods as stated above and will serve as the single point of contact for this program. The OJT Coordinator will also promote WorkReadyMissouri as a lead into the On-the-Job Training program to appropriate businesses. In addition, Career center staff will market the WorkReadyMissouri program to UI claimants in an effort to connect UI recipients with employers allowing them an opportunity to learn new skills while providing employers an opportunity to hire a potential employee on a trial basis to determine if they are a good fit to their business. The success of this program will be dependent upon the Employment Team staff working closely with the Business Service staff to place quality workers with appropriate employers.

3. *Describe the region's strategies for promoting Show-me Heroes (SMH) and the new on-the-job training component for participating employers.*

Show-me Heroes is an initiative to provide increased employment interviews and hiring opportunities to Missouri Veterans and members of the National Guard and Reserve forces. Employers have the opportunity to make a pledge stating that they support Missouri Veterans and will provide increased employment interview occasions and enhanced hiring opportunities to our Veterans and members of the National Guard and Reserve. Employers that take the pledge will be presented with a window decal and other welcome materials. The Northeast Region's Local Veterans Employment Representatives will conduct outreach, providing employers with flyers and other information about the impact of the program and the advantages that it can offer, from the pledge to the on-the-job training component, to their business. In addition, the On-the-Job Training Coordinator will be marketing the Show-me Heroes on-the-job training component along with the marketing of the Adult and Dislocated Worker on-the-job training program.

4. *Describe the region's plan for utilizing the "It's All About You" materials and philosophy to serve UI claimants/ Career Center customers.*

The Northeast region has been and plans to continue utilizing the "It's All About You" materials and philosophy to help UI claimants and other Career Center customers regain employment by defining and addressing barriers. Customers receive one-on-one assistance along with having the opportunity to attend and receive assistance from the Workshops offered. The Workshops allow the individuals to gain computer and interview skills; they also provide assistance in resume writing, career exploration, Talify, social networking, and remediation assistance to successfully attain a National Career Readiness Certificate.

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

The NEMO Workforce Investment Board will actively educate communities within its region about the program and encourage participation and success. In addition, the WIB plans to continue searching for high-quality leaders to guide the communities to accomplish the goals required of them. It is the hope of the NEMO Workforce Investment Board that all counties within the region will apply and achieve their goals. WIB or Career Center staff will be part of the committee in each county. Adair County,

located in the Northeast Region, has started the certification process by holding an informational / organizational meeting on November 5, 2012.

6. *Describe how the region will coordinate the MoHealthWINs (MHW) initiative with participating Community Colleges. MHW targets Trade Act-eligible workers and includes a no-wrong-door approach. Please describe in-depth the referral process of participants between the Community Colleges and Career Centers, including participation in the NGCC eligibility process, and for Trade Act-eligible participants, timely referral to the Skills Team for program requirements. Please include the Memorandums of Understanding (MOU) between the region and Community Colleges as Attachment 13 to the local plan.*

The NEMO Workforce Investment Board has partnered with the community colleges in our region to coordinate the MoHealthWINs initiative. The goal for this project is to direct clients interested in the health field arena to training that will be in high demand for years to come.

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

Both the NEMO WIB and the community colleges will identify and initiate intake into the program. Individuals who have expressed interest in health care careers will be potential participants. Core services available to MoHealthWINs will be provided by the career centers. The WIB and community colleges will provide and share results of assessments (WorkKeys) (TABE) and academic credit as appropriate for meeting grant deliverables. Further assessments will be performed as determined by the skills team.

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

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

See Attachment 13

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

Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and

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

The NEMO Workforce Investment Board has a long-standing relationship, both as a sub-contractor and partner, with community based organizations in the Northeast Region. Both community-based organizations are partners in the one-stop career center system and are current members on the Workforce Investment Board and Youth Council. Northeast Missouri Community Action Agency is currently involved in a Youth Enhancement Project in the Northeast Region as well as partnering with the local WIA Title I Youth Provider to provide a community service/volunteer project for youth ages 14-15 years old.

One faith-based non-profit organization has been identified in the Northeast Region. Future Well-being of Mankind located in Paris, MO has submitted proposals on the WIA Title I Youth Program in the past. Even though this entity was not awarded a sub-contract, a mentoring project for youth was established with the youth provider for several counties in the Northeast Region.

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

The NEMO Workforce Investment Board, Inc. (NEMO WIB) which is the sub-grant recipient and fiscal agent for the Northeast Workforce Investment Region for the WIA Title I funding allocation, acknowledges that these funds can be used to employ or train participants in religious activities, as long as this assistance is provided indirectly.

Recent Supreme Court decisions permit the use of Federal financial assistance to support employment and training in religious activities when the assistance is 'indirect' within the meaning of the Establishment Clause of the First Amendment to the Constitution when certain requirements are met. Assistance is considered indirect, for example, when participants are given a genuine and independent private choice among training providers or program options and can freely elect, from among such options, to receive training in religious activities. Individual Training Accounts (ITA's) and other types of support that provide participants with genuine choices generally meet these criteria. Of course, any employment, training or services offered must otherwise satisfy the requirements of the program (e.g., 20 CFR part 663, subparts C and D).

Training services must be provided in a manner that maximizes an informed consumer choice. To ensure genuine and independent private choice, each participant must be offered at least one option to which the participant has no religious objection. Training services, whether under ITA's or under contract, must be provided in a manner that maximizes informed consumer choice. In addition, an organization must not be favored

for, or denied recognition as, an eligible training provider or other provider solely on account of religion.

The final rule at 69FR 41894 relates to limitations on the employment of WIA Title I participants in construction, operation and maintenance at locations where certain religious activities occur. Separate guidance will be issued relating to this final rule once additional guidance is received from DOL and DWD.

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

IX. Local Administration

- A. *Identify the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local region and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local region. Attachment 18*

See **Attachment 18**

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

The Northeast Region Chief Local Elected Officials have designated the NEMO Workforce Investment Board as the Administrative Entity, Grant Recipient and Fiscal Agent for funds allocated to the local area under section 117(D)(3)(B)(i)(III) of the Workforce Investment Act of 1998. In addition, the NEMO Workforce Investment Board will serve as the Administrative Entity, Grant Recipient and Fiscal Agent for other federal and/or state funds which are awarded to the board for workforce development and associated programs.

- C. *Describe the competitive (procurement) process used to award the grants and contracts in the local region for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 01-2012) and any that are made as exceptions to the ITA process.* Include as Attachment 14 the information of the following processes – advertisement/notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation, and award/non-award notification. This may include those pages from the region’s procurement guidelines that describe the competitive procurement process and the process to procure Youth training providers.*

See **Attachment 14**

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

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

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

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

The NEMO Workforce Investment Board has adopted the NGCC model and its philosophies for creating a system that is truly integrated. The career centers have undergone a mass transformation to create an integrated service delivery system with an integrated customer flow. Each center has three teams that operate by function and not program. These teams are responsible for providing three major functions: welcome/assessment, skills, and employment/business service which are overseen by a Functional Leader. Services are delivered to customers through these teams that consist of cross trained staff from Title I WIA Adult and Dislocated Worker and Wagner-Peyser programs. Customer's needs are responded to by cross trained staff providing team functions and not program specific case managers. Continuous learning to cross train staff is critical to the success of this model and to ensure services are not duplicated. The Career Centers will close for one hour each week so that cross training can be provided to all center staff. All customers will be dually enrolled into all programs which they are eligible including Title I WIA Adult, Title I Dislocated Worker, Wagner-Peyser and Trade Act. Customers will be included in the performance pool for all programs in which they are enrolled. The Toolbox case management system will be used as the primary source of gathering and tracking the customer's information/progress. The Toolbox 2.0 will serve as a centralized location for all customer data which can be accessed by team members and partner staff. Career center staff and partners share information through the Toolbox 2.0 system ensuring that services are not duplicated.

- F. Establish and define the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600 and 29 CFR Part 37.70, Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998. Both policies should be incorporated into the MOU and disseminated throughout the region for all workforce development professionals to understand and implement. This should adhere to federal and state complaint and grievance guidance and policy (new DWD issuance is due out soon called, WIA Grievance and Complaint Resolution Policy) – Include either a statement that the region will follow the state policy or develop a local policy and include a copy as Attachment 17 to the local plan.*

The NEMO Workforce Investment Board is responsible for implementing the local WIA non-discrimination regulations. The NEMO Workforce Investment Board complies with the requirements prescribed at 29 CFR 37. The NEMO Workforce Investment Board makes

public the name and information of the local EO Officer and ensures that the EO Officer's identity and contact information appears on all communications about Equal Opportunity and non-discrimination programs. The Local EO Officer is identified on all "Equal Opportunity is the Law" posters and other communication such as the complaint guide that is made available to all applicants, employees, and partner staff in the Career Centers and satellite offices. The NEMO Workforce Investment Board is following the State's procedure as referenced in State DWD Issuance 09-2012.

The Local EO Officer has informed all Career Centers and outreach offices of the need to have the newest version of "Equal Opportunity is the Law" posters that includes the contact for Unemployment Insurance as well as career center services, both in English and Spanish posted, and to make available Complaint and Grievance cards to all visitors of the office. This is reviewed at least once a year to make sure these are available to the general public. The Local EO Officer updates her knowledge as training opportunities and funds are available.

Local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600 and 29 CFR Part 37.70, Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998 information is included in the One-Stop Partner Memorandum of Understanding.

See **Attachment 17**

G. Include the Planning Budget Summaries for Program Year 2012 and Fiscal Year 2013 in Attachment 15 to local plan.

See **Attachment 15**

H. Complete and sign the "Statement of Assurances Certification" form located in this guidance and include this as Attachment 16 to the local plan.

See **Attachment 16**