

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

July 1, 2005 - June 30, 2007

Effective For

Program Year 2010
(July 1, 2010– June 30, 2011)

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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 and the national direction.*

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 national level 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 refocusing 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;
- Enhanced use of waivers and work flex provisions in WIA to provide greater flexibility to States and local areas in structuring their workforce investment systems; 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 investment 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
- 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
- Ensuring that every customer is given access to all eligible services
- Ensuring 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
- Providing services to individuals with disabilities through the assistive technology equipment available in each one-stop career center, as well as providing 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 area, and how those needs were determined.**

WORKFORCE INVESTMENT NEEDS OF BUSINESSES

The changing workplace is a complex subject which is constantly evolving. The higher unemployment rates currently being experienced in most of the Northeast Missouri Workforce Investment Area create 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 if they are going 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, has demonstrated a commitment to seeking out the appropriate mechanisms which will allow us to establish a framework that will contribute 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.

Business respondents indicated that nearly a third of reported job vacancies in the Northeast Region required a minimum education level of a High School diploma (29.5%), followed by some High School (26.0%). Three in ten (29.9%) job vacancies required an education level beyond a High School diploma.

Among occupations with a required education level of a High School diploma, home health aides (51) had the most job vacancies. For those occupations with a required education level of a 4-year College degree, computer science teachers-postsecondary (58) had the most job vacancies in the region.

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%

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 & 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 MissouriCareerSource.com. 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 management and financial management seminars. A full menu of all products and services will be available to customers at all Missouri Career Center locations and available at all times online at MissouriCareerSource.com. 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 affiliate site located in LaBelle Missouri are connected electronically and by phone with the Division of Employment Security to assist customers with this.

IDENTIFYING SKILLS GAPS

In February 2005, the Missouri Training and Employment Council awarded each Workforce Investment Board with 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 area, including the area’s major communities, major employers, training and educational institutions in the area (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.*

The 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 sixteen counties with a population of over 250,000 and covering 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. 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 Northeast Region has five Career and Technical Centers located throughout the region. They offer a variety of technical/vocational skills-training programs and short-term continuing education style programs at their respective locations. In addition, a local two-year community college is located within the region. The community college also has five additional satellite sites available throughout the region that offers classes on a continual basis. The Northeast Region is also home to a major four-year public university as well as three private four-year colleges.

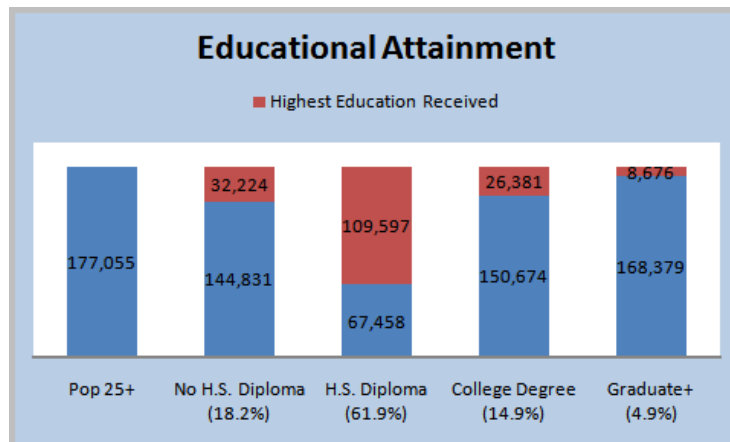
The Workforce

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 Missouri Economic Research and Information Center (MERIC) has recently completed a demographic summary for the Northeast Region which gives clear information and trends related to the area's demographics. For comparisons with state and national figures, please see the *Missouri Demographic Summary* http://www.missourieconomy.org/pdfs/dem_missouri_summary.pdf.

Population Trends

Population Category	2009 Data	Percentage	2014 Data	Percentage	2009 – 2014 Change
Total Pop.	267,414	-	280,546	-	4.7%
Median Age	38.5	-	38.9	-	1.0%
Total (18+)	203,769	76.2%	214,618	76.5%	5.1%
Total (65+)	39,577	14.8%	44,607	15.9%	11.3%
Male	133,172	49.8%	139,992	49.9%	4.9%
Female	134,242	50.2%	140,554	50.1%	4.5%

Northeast WIA Region Demographic Summary – June 2009, MERIC



Northeast WIA Region Demographic Summary – June 2009, MERIC

Ethnicity Trends

Race	2009 Data	Percentage	2014 Data	Percentage	2009 – 2014 Change
White	251,102	93.9%	262,591	93.6%	4.4%
Black	9,627	3.6%	10,380	3.7%	7.3%
Hispanic	3,744	1.4%	4,489	1.6%	16.6%

Northeast WIA Region Demographic Summary – June 2009, MERIC

Income and Household Data

2009 Data	2014 Data	2009 – 2014 Change	
Total Households	102,236	107,288	4.7%
Per Capita Income	\$20,276	\$21,046	3.7%
Average HH Income	\$51,519	\$53,397	3.5%

Northeast WIA Region Demographic Summary – June 2009, MERIC

B. Describe the region's economic condition, including the following information by county and the overall region:

- average personal income level;
- number and percent of working-age population living at or below poverty level;
- unemployment rates for the last five years; and
- major lay-off events over the past three years and any anticipated layoffs

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 10 Occupations by Projected Growth						
Occupation	Employment		Change		Annual Average Openings	Outlook
	Estimated 2008	Projected 2018	Numeric	Percent		
<u>151081 - Network Systems and Data Communications Analysts</u>	103	142	39	37.9%	6	53 - Well Above Avg. A-
<u>499062 - Medical Equipment Repairers</u>	24	33	9	37.5%	2	54 - Above Average B+
<u>191042 - Medical Scientists, Except Epidemiologists</u>	68	91	23	33.8%	3	53 - Well Above Avg. A-
<u>151032 - Computer Software Engineers, Systems Software</u>	71	92	21	29.6%	3	53 - Well Above Avg. A-
<u>253021 - Self-Enrichment Education Teachers</u>	191	239	48	25.1%	8	53 - Well Above Avg. A-
<u>132051 - Financial Analysts</u>	51	63	12	23.5%	2	53 - Well Above Avg. A-
<u>193021 - Market Research Analysts</u>	75	92	17	22.7%	4	53 - Well Above Avg. A-
<u>499021 - Heating, Air Conditioning, and Refrigeration Mecha</u>	136	166	30	22.1%	5	54 - Above Average B+
<u>259031 - Instructional Coordinators</u>	41	50	9	22%	2	53 - Well Above Avg. A-
<u>132052 - Personal Financial Advisors</u>	56	68	12	21.4%	2	53 - Well Above Avg. A-

Northeast Region Data – September 2010, MERIC

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.

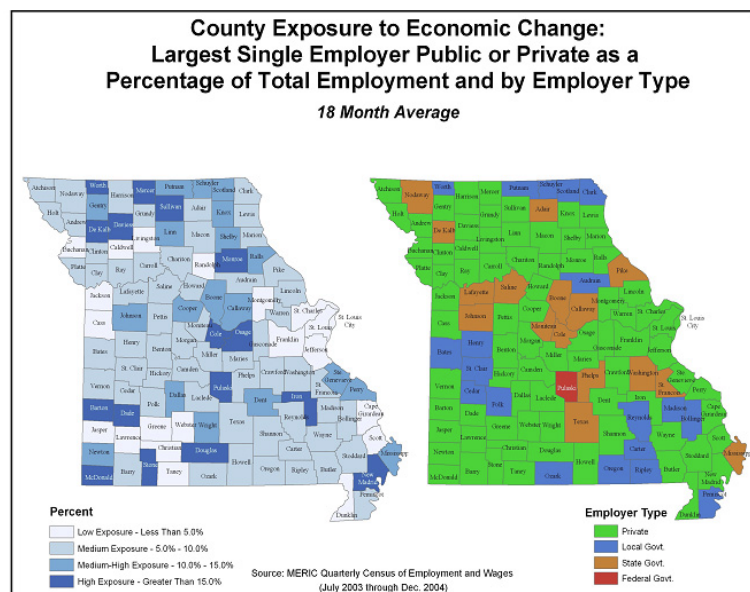
The population is projected to grow 4.7% in the Northeast Region between 2009 and 2014, compared to 3.1% of growth for the state and 4.4% nationally. The poverty rate for this area is 13%. This compares with 11.3% for the state as a whole. The growth in personal income and per capita income in the Northeast Region over the past decade is below the growth of the state as a whole. Per capita income in the region has increased to \$26,067 according to the most recent MERIC data.

Area	Population 2009	Income 2008		Taxable Sales Revenue 1st Quarter 2010
		Total Personal Income	Per Capita Income	
Adair County	25,135	\$642,094,000	\$25,686	\$62,783,135
Clark County	7,127	\$207,968,000	\$29,046	\$10,411,125
Knox County	3,981	\$121,990,000	\$30,459	\$5,353,558
Lewis County	9,791	\$266,899,000	\$26,995	\$12,518,902
Lincoln County	53,311	\$1,484,199,000	\$28,149	\$86,309,885
Macon County	15,359	\$436,549,000	\$28,285	\$24,856,821
Marion County	28,449	\$863,281,000	\$30,523	\$80,055,019
Monroe County	8,993	\$256,007,000	\$28,016	\$10,522,345
Montgomery County	11,698	\$371,226,000	\$31,306	\$17,349,771
Pike County	18,406	\$499,050,000	\$26,979	\$32,363,211
Ralls County	9,634	\$297,414,000	\$30,756	\$16,470,463
Randolph County	25,501	\$712,140,000	\$27,773	\$56,791,801
Schuyler County	4,144	\$98,577,000	\$23,909	\$5,368,025
Scotland County	4,803	\$127,540,000	\$26,637	\$8,646,952
Shelby County	6,325	\$192,345,000	\$30,167	\$11,007,406
Warren County	31,485	\$1,039,533,000	\$33,369	\$46,613,936
Northeast Region Summary				

Northeast Region Data – September 2010, MERIC

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.



Northeast Missouri has seen an increased number of companies closing or laying off workers over the past 18 months. Listed below are the major layoff events we have experienced; 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. However, due to the volume of these companies, they too have a dramatic effect on our local and regional economies.

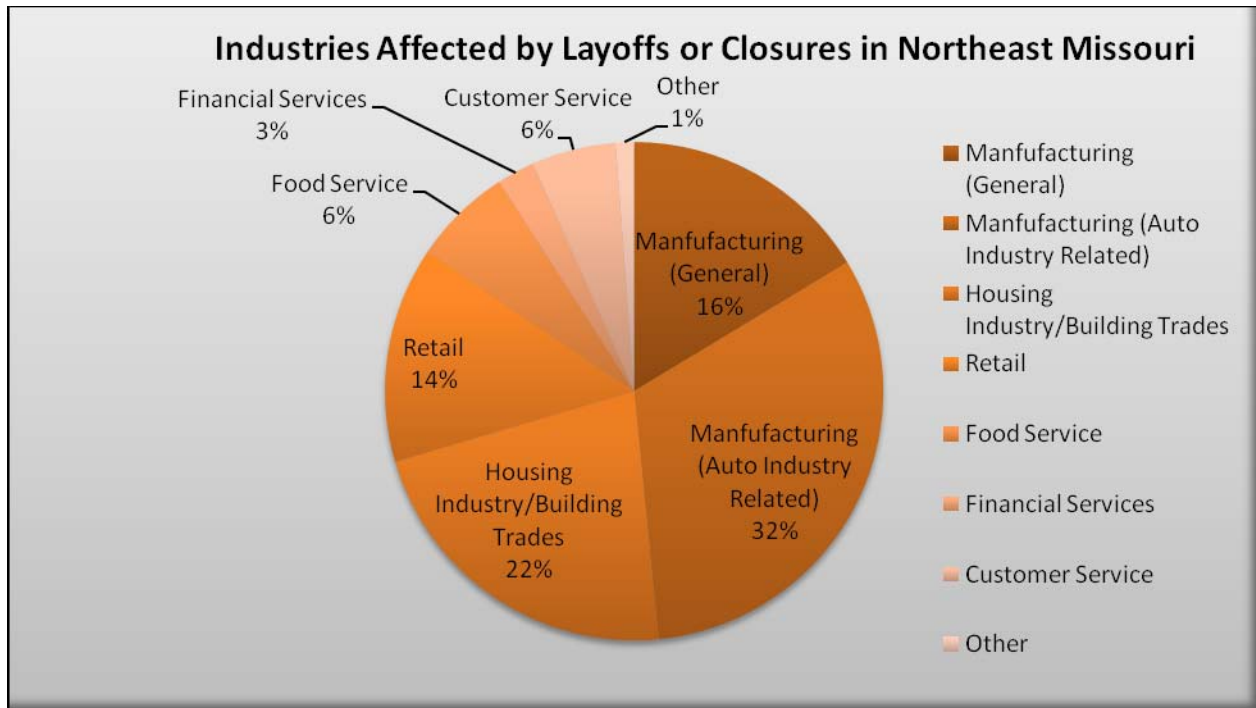
We have seen the following major layoff events since 2006:

Company/Location	Effected Workers
Pace Industries/Monroe City	170
Intermet/Monroe City	50
Warrenton Copper/Warrenton	30
True Manufacturing/Bowling Green	70
Carrollton Specialties/Moberly	200
Scholastics Inc.	65
Holcim/Clarksville	200
True Manufacturing/Bowling Green	70
Bodine Aluminum/Troy	175
Dura Automotive/Hannibal & Moberly	450
SAF Holland/Warrenton	84
Watlow/Hannibal	60
Ortech/Kirksville	100
Hollister/Kirksville	185
Home Products/Louisiana	234
CitiCapital/Moberly	50
Total	2193

[Source: 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 this past year, the NEMO WIB has responded to over 65 employers which is more than any other region in Missouri. Collectively these employers experiencing "smaller" layoffs released over 1300 workers in Northeast Missouri.

Northeast Missouri has seen the majority of its closures in manufacturing related to the auto industry and with jobs related to the housing industry. The information below gives a breakout of the employment sectors affected in this region. It is important to note that this does not included data from the companies that did not allow the NEMO WIB to provide Rapid Response services to their workers. The majority of these companies were in the retail 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 Effected Workers
General Motors/Wentzville	900
Chrysler/Fenton	?
Herff Jones/Marceline	75
Boeing/StL County	65
Total	1000+

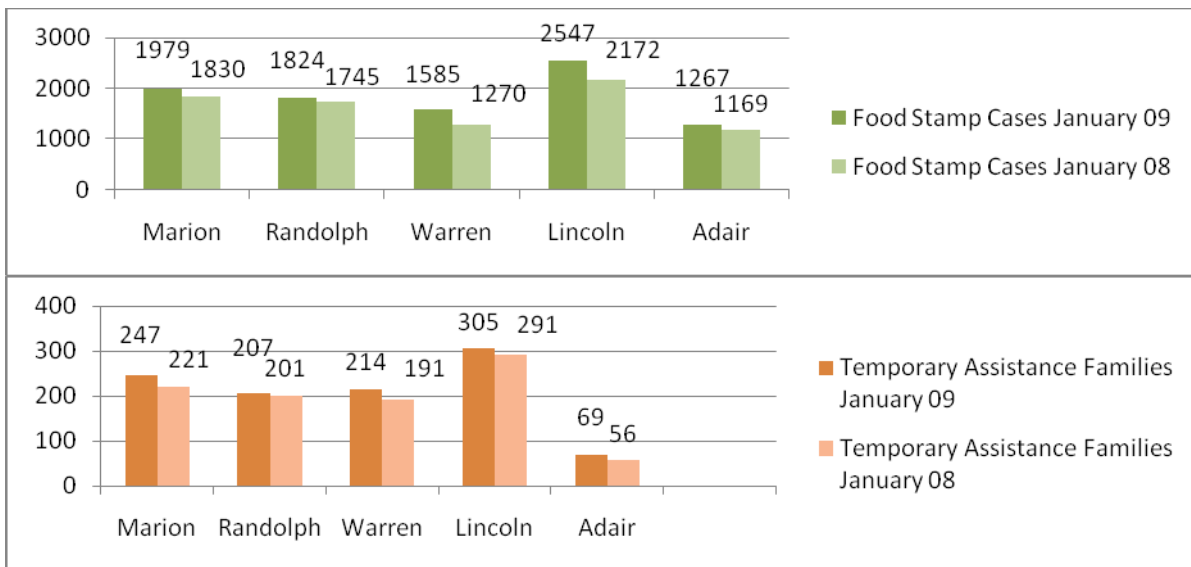
[Source: NEMO WIB Rapid Response Program]

We will prepare as a region by using layoff data collected through the Missouri Rapid Response Program on the actual residents of these affected workers as well as, by analyzing research provided to us by MERIC on the commuting patterns of our region’s workers. It is important to note that over twice the number of workers (37,906) leaves the Northeast Workforce Investment Area as enter it (15,356) for employment. Over two-thirds of those leaving the Northeast WIA (26,327) go to the St. Louis WIA (18,850) or the Central WIA (7,477) for work. Over one-third of those (5,681) entering the Northeast WIA for work come from the St. Louis Metro WIA.

Northeast WIA	
Live and work in the Northeast WIA	13,046
Live in Northeast WIA , work in Mo outside of Northeast WIA	32,637
Work in Northeast WIA , live in Mo outside of Northeast WIA	11,804
Live in Northeast WIA , work outside of Missouri	5,269
Work in Northeast WIA , live outside of Missouri	3,552

[Cross State Line Commuting Patterns, MERIC]

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 & temporary assistance benefits in Northeast Missouri has steadily increased over the past year.



[Source: Missouri Department of Social Services, Family Support Division]

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 2010.

Area	Apr-09				Apr-08				Apr-07				Apr-06				Apr-05			
	Labor Force	Employment	Unemployment	Rate	Labor Force	Employment	Unemployment	Rate	Labor Force	Employment	Unemployment	Rate	Labor Force	Employment	Unemployment	Rate	Labor Force	Employment	Unemployment	Rate
United States	153,834,000	140,586,000	13,248,000	8.60%	153,208,000	145,921,000	7,287,000	4.80%	151,829,000	145,297,000	6,532,000	4.30%	150,209,000	143,405,000	6,804,000	4.50%	148,274,000	140,939,000	7,335,000	4.90%
Missouri	3,001,582	2,769,359	232,223	7.70%	3,007,564	2,862,470	145,094	4.80%	3,020,721	2,888,643	132,078	4.40%	3,004,254	2,871,576	132,678	4.40%	2,993,613	2,836,721	156,892	5.20%
Adair County	12,930	12,309	621	4.80%	13,232	12,763	469	3.50%	13,443	12,941	502	3.70%	13,945	13,431	514	3.70%	13,228	12,701	527	4%
Clark County	3,666	3,221	445	12.10%	3,566	3,373	193	5.40%	3,580	3,381	199	5.60%	3,571	3,406	165	4.60%	3,566	3,382	184	5.20%
Knox County	2,311	2,209	102	4.40%	2,315	2,235	80	3.50%	2,366	2,295	71	3%	2,359	2,268	91	3.90%	2,503	2,407	96	3.80%
Lewis County	5,491	5,074	417	7.60%	5,497	5,254	243	4.40%	5,703	5,517	186	3.30%	5,783	5,553	230	4%	5,672	5,427	245	4.30%
Lincoln County	26,305	23,652	2,653	10.10%	26,778	24,545	2,233	8.30%	25,599	24,289	1,310	5.10%	25,506	24,205	1,301	5.10%	24,317	23,016	1,301	5.40%
Macon County	7,702	7,179	523	6.80%	7,588	7,255	333	4.40%	8,153	7,806	347	4.30%	8,320	7,952	368	4.40%	8,393	7,987	406	4.80%
Marion County	14,689	13,455	1,234	8.40%	14,426	13,766	660	4.60%	14,255	13,579	676	4.70%	14,428	13,780	648	4.50%	14,410	13,672	738	5.10%
Monroe County	4,400	3,919	481	10.90%	4,294	4,031	263	6.10%	4,304	4,079	225	5.20%	4,427	4,205	222	5%	4,591	4,356	235	5.10%
Montgomery County	6,064	5,443	621	10.20%	6,131	5,711	420	6.90%	6,130	5,838	292	4.80%	6,258	5,923	335	5.40%	6,218	5,856	362	5.80%
Pike County	9,144	8,454	690	7.50%	8,991	8,567	424	4.70%	8,838	8,447	391	4.40%	8,982	8,567	415	4.60%	8,955	8,486	469	5.20%
Ralls County	5,653	5,240	413	7.30%	5,625	5,362	263	4.70%	5,526	5,287	239	4.30%	5,627	5,365	262	4.70%	5,534	5,244	290	5.20%
Randolph County	13,230	11,992	1,238	9.40%	13,129	12,525	604	4.60%	13,075	12,450	625	4.80%	13,170	12,599	571	4.30%	13,007	12,368	639	4.90%
Schuyler County	2,074	1,955	119	5.70%	2,151	2,027	124	5.80%	2,271	2,156	115	5.10%	2,334	2,237	97	4.20%	2,277	2,130	147	6.50%
Scotland County	2,587	2,302	285	11%	2,512	2,373	139	5.50%	2,473	2,382	91	3.70%	2,414	2,318	96	4%	2,475	2,394	81	3.30%
Shelby County	3,294	3,080	214	6.50%	3,274	3,144	130	4%	3,268	3,125	143	4.40%	3,206	3,076	130	4.10%	3,240	3,085	155	4.80%
Warren County	16,256	14,530	1,726	10.60%	16,388	15,079	1,309	8%	15,685	14,947	738	4.70%	15,761	14,895	866	5.50%	15,223	14,412	811	5.30%
Northwest Region	135,796	124,014	11,782	8.68%	135,897	128,010	7,887	5.80%	134,669	128,519	6,150	4.57%	136,091	129,780	6,311	4.64%	133,609	126,923	6,686	5.00%

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. **

Originally, in order to provide the general public and local board members, including representatives of business and labor organizations, an opportunity for review and comment of the local plan, copies of the proposed plan were made available to them for their review. A public notice announcing the proposed plan was published in at least two newspapers of general circulation within the Northeast Missouri Workforce Investment Area at least 30 days prior to its submission to the Governor. The public notice contained 1) a brief summary of the Workforce Investment Area's plan; 2) information indicating where and when interested parties may obtain access to a copy of the plan for review; and 3) outlined the requirements of the petitioning process to include when, to whom, and on what basis interested parties may petition for disapproval of the plan. Comments, both positive and negative, on the proposed plan were encouraged. All comments, positive or negative were submitted to the Governor, along with the local plan as an attachment.

Due to the lack of time and resources for traditional face-to-face coordination meetings on the development of the local 2-year plan, the One-Stop Partner's involvement in the planning process was through electronic communication. Each draft section of the local 2-year plan was made available to all one-stop partners for their input and comments during the development of the local plan. As each section of the draft plan was completed, it was placed on the NEMO Workforce Investment Board's website for each one-stop partner to review and provide their input and comments.

A Public Notice was posted and/or published at the following locations and dates for the 30-day comment period.

Adair County Courthouse	July 29, 2005
Clark County Courthouse	July 29, 2005
Knox County Courthouse	July 29, 2005
Lewis County Courthouse	July 29, 2005
Lincoln County Courthouse	July 29, 2005
Macon County Courthouse	July 29, 2005
Marion County Courthouse	July 29, 2005
Monroe County Courthouse	July 29, 2005
Montgomery County Courthouse	July 29, 2005
Pike County Courthouse	July 29, 2005
Ralls County Courthouse	July 29, 2005
Randolph County Courthouse	July 29, 2005
Schuyler County Courthouse	July 29, 2005
Scotland County Courthouse	July 29, 2005
Shelby County Courthouse	July 29, 2005
Warren County Courthouse	July 29, 2005
Hannibal Courier Post	July 29, 2005
Moberly Monitor Index	July 29, 2005
Montgomery Standard	July 29, 2005
Kirksville Daily Express	July 29, 2005

A copy of the proposed local WIA plan was made available to the following list of individuals and/or organizations for their review and comment on July 29, 2005:

Honorable Michael R. Gibbons
President Pro Tem
Missouri State Senate
State Capitol Building, Room 326
Jefferson City, Missouri 65102

Honorable Rod Jetton
Speaker
Missouri House of Representatives
State Capitol Building, Room 308
Jefferson City, Missouri 65102

Mr. Lester Able, Director
Moberly Area Technical School
1625 Gratz Brown Road
Moberly, Missouri 65270

Mr. Mickey Briscoe, Director
Macon Area Vocational Technical School
702 North Missouri
Macon, Missouri 63552

Ms. Terri Jones, Director
Kirksville Area Vocational Technical School
1103 South Cottage Grove
Kirksville, Missouri 63501

Mr. Roger McGregor, Director
Hannibal Area Vocational Technical School
4500 McMasters Avenue
Hannibal, Missouri 63401

Ms. Krista Flowers, Director
Pike Lincoln Technical School
Route #1, Box 38
Eolia, Missouri 63344

Mr. Ben Taylor, Dean of Career & Technical
Education
Moberly Area Community College
101 College Avenue
Moberly, Missouri 65270

Mr. Donald Patrick, Executive Director
North East Community Action Corporation
16 North Court
Bowling Green, Missouri 63334

Ms. Penny Miles, Executive Director
Northeast Missouri Community Action Agency
Highway 63 North
Kirksville, Missouri 63501

Mr. Ron Dunkle
Steelworkers Organization for Active Retiree's
709 Maxwell
Paris, Missouri 65275

Mr. Emmett L. Garner
Business Agent
Pipefitters Local 562
#7 Stebil Drive
Palmyra, Missouri 63461

Mr. Mike Merrick
Executive Director of Rehabilitation
Advisory Council
PO Box 88
Jefferson City, Missouri 65103

The NAACP
5019 Westport Drive
Jefferson City, Missouri 65101

The Ethiopian Benevolent Association
Mr. Gedlu Metaferia
2336 Tennessee Avenue
St. Louis, Missouri 63104

The Hispanic Chamber of Commerce
PO Box 78386
St. Louis, Missouri 63178-8386

The Missouri Women's Council
Ms. Mary Cottom, Executive Director
PO Box 1674
421 East Dunklin
Jefferson City, Missouri 65102

Program Year 2010 (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 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 area.**

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.

* Denotes WIA-Mandated Planning Requirements

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									
Occupation	Employment	Hourly Wage				Annual Wage			
		Mean	Median	Entry	Experienced	Mean	Median	Entry	Experienced
291063 - Internists, General	20	\$93.61	NA	NA	NA	\$194,701	NA	NA	NA
291069 - Physicians and Surgeons, All Other	40	\$93.51	NA	NA	NA	\$194,500	NA	NA	NA
291062 - Family and General Practitioners	90	\$78.58	NA	\$52.69	\$91.53	\$163,447	NA	\$109,585	\$190,378
291065 - Pediatricians, General	NA	\$76.07	NA	NA	NA	\$158,232	NA	NA	NA
291051 - Pharmacists	140	\$58.84	\$54.08	\$42.41	\$67.06	\$122,388	\$112,477	\$88,205	\$139,480
291066 - Psychiatrists	NA	\$56.34	\$48.94	\$31.07	\$68.98	\$117,193	\$101,804	\$64,615	\$143,482
231011 - Lawyers	50	\$54.89	\$29.36	\$20.01	\$72.32	\$114,162	\$61,064	\$41,615	\$150,435
231023 - Judges, Magistrate Judges, and Magistrates	30	\$52.37	\$49.23	\$44.72	\$56.19	\$108,927	\$102,393	\$93,026	\$116,877
112022 - Sales Managers	60	\$50.4	\$46.22	\$32.18	\$59.52	\$104,842	\$96,139	\$66,927	\$123,799
111011 - Chief Executives	160	\$48.9	\$43.16	\$28.64	\$59.02	\$101,702	\$89,769	\$59,580	\$122,763

(Northeast Region Data – June 2009, MERIC)

Top 10 Occupations by Projected Growth						
Occupation	Employment		Change		Annual Average Openings	Outlook
	Estimated 2006	Projected 2016	Numeric	Percent		
151081 - Network Systems and Data Communications Analysts	99	132	33	33.3%	5	53 - Well Above Avg. A-
151031 - Computer Software Engineers, Applications	150	182	32	21.3%	5	53 - Well Above Avg. A-
312021 - Physical Therapist Assistants	30	36	6	20%	1	54 - Above Average B+
211011 - Substance Abuse & Behavioral Disorder Counselors	66	78	12	18.2%	2	54 - Above Average B+
292055 - Surgical Technologists	33	39	6	18.2%	2	54 - Above Average B+
413099 - Sales Representatives, Services, All Other	214	249	35	16.4%	9	52 - Well Above Average A
251121 - Art, Drama, and Music Teachers, Postsecondary	65	75	10	15.4%	2	53 - Well Above Avg. A-
292021 - Dental Hygienists	47	54	7	14.9%	2	53 - Well Above Avg. A-
151061 - Database Administrators	48	55	7	14.6%	2	53 - Well Above Avg. A-
291126 - Respiratory Therapists	49	56	7	14.3%	2	53 - Well Above Avg. A-

(Northeast Region Data – June 2009, MERIC)

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. However results from research in the Northeast Region (focus groups, surveys and direct employer contact) indicate that the following are needed core skills that are common to the majority of employers, regardless of the type of business:

CORE SKILLS/APTITUDES

- Reading skills at grade 8 or above
- Math skills at grade 8 or above
- Verbal/written communication skills
- Problem solving skills
- Team building skills
- Basic computer literacy
- Detail oriented

In addition, according to information from the Missouri Economic Research & Information Center (MERIC) the following skills are needed for the Top Occupations identified above:

- Active Listening
- Equipment Selection
- Operation & Control
- Social Perceptiveness
- Speaking
- Coordination
- Installation
- Reading Comprehension
- Troubleshooting
- Writing
- Instructing
- Learning Strategies
- Judgment/Decision Making
- Management of Personnel

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. Overarching Local Strategies

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

The Northeast Region will continue to utilize statewide waivers; Common Measures and Older Youth Individual Training Account. We do not anticipate using the waiver allowing the transfer of funds between WIA Adult and Dislocated Workers this program year. However, we reserve the right to use this waiver if economic conditions or other unforeseen circumstances warrant such action.

- B. *Describe the local board's policy on providing apprenticeships. (Additional information regarding apprenticeships can be found at www.doleta.gov/atels_bat).*

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. Major Local Policies and Requirements

- A. *Identify the local area policy for supportive services and/or needs based payments to enable individuals to participate in Title I activities. This policy should address how resources and service coordination is managed in the local region and the procedures for referrals to services. In addition, this policy should identify:*

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

The NEMO Workforce Investment Board has established policy guidelines to provide guidance to service providers when determining allowable support services for the WIA Title I customers. Customers who are unable to secure funding through other sources will be provided resources to help identify possible sources of funding to meet their support service needs.

Support services may only be provided to individuals who are participating in intensive or training services through WIA Title I and are unable to obtain support services through other programs that provide such services. Support services may only be provided when they are necessary, reasonable and allowable to enable individuals to participate in WIA Title I activities. A review of the customer's budget/resources will be completed and documented in Toolbox to determine need.

As a part of the assessment and case management process, staff determines the client's ability to meet personal economic needs while participating in WIA activities. All support payments are based upon this determination. As with all obligated funds, support service payments are contingent upon the availability of the funds in the local area and can be reduced or eliminated at the discretion of the NEMO Workforce Investment Board. The Functional Leader will approve all support services.

Generally, the following support services are allowable in accordance with the NEMO Workforce Investment Board.

- Transportation (fuel)
- Vehicle expenses (repairs, tires, insurance premiums)
- Drivers license fees
- Housing assistance/temporary shelter (Youth only)
- Work Related Clothing, tools and equipment
- Referral to Medical services (for youth)

Travel reimbursement for costs incurred will be available to participants with financial hardship but only when it is unavailable through other sources/programs that provide such services. Transportation reimbursement will be based upon per mileage rate and covers the costs of fuel only. Other car repairs such as tires and minor mechanical repairs should be listed under "other" expenses and are not included in the travel reimbursement based upon a per mile basis.

Other support services such as housing assistance and temporary shelter may be offered in emergency situations but only when these services are unavailable through other sources/programs and local funds are available. Local policy provides maximum allowances for support service needs.

Support services are provided to participants throughout the duration of their participation in the WIA Title I program activities providing a continued need is identified. The continued need is documented through the individual employment plan, customer's budget/resources, and Toolbox initial interview tab and/or service notes that the service is needed to enable the individual to participate in WIA Title I activities. Staff is required to identify the agencies and/or partners that were contacted for assistance with the customer's support service needs.

Care is taken to research partners/agencies for services when a need has been identified. The region has numerous resources available to obtain information on local area resources to assist individuals with support service needs. Local resources for support services include but are not limited to: partners as identified in the Resource Sharing Agreements; through staff attending local Human Resource meetings; internet access to Community Connections (a data base that identifies State and local resources); and cross training at local Career Center meetings with partners and community agencies. Each center has a comprehensive

listing of agency resources available to them that includes contact information. In addition to other resources available, Career Center staff and job seekers also have access to the Share Network which provides information on area resources.

The NEMO Workforce Investment Board support service policy has identified a daily limit of support services that can be reimbursed for child care and transportation assistance. Local policy mandates a cap of \$500.00 for the duration of the customer's current participation in Title I WIA programs for "other" support services such as: housing assistance, work related clothing, tools, equipment or "other" costs deemed appropriate and necessary.

Referrals are made to the appropriate agencies providing support services to assist with individual needs. Referrals are documented in the Toolbox system and/or customers file. Communication between partner staff is essential. A service note is entered into the Toolbox system when support services are being provided. This coordination of services with partner agencies ensures services are not being duplicated, and community resources are being utilized.

All support services described herein require that the Career Center staff to maintain adequate documentation of need for and delivery of such services with the completion of the Support Service Eligibility Certificate. A copy of the Support Service Worksheet shall be maintained in the participants file. Toolbox data entry will also include an update to the "Initial Interview" identifying the barrier and the plan to address this need. Changes in the support service payment will be noted on an updated Support Service worksheet and documented in Toolbox "Initial Interview" tab.

Needs Related Payments

Needs-related payment may be paid to adults and dislocated workers who meet the following criteria:

Adults:

- Are unemployed, and
- Do not qualify for, or have ceased qualifying for, unemployment compensation; and
- Are enrolled in a program of training services under WIA section 134 (d)(4)

Dislocated Workers:

- Are unemployed, and
 - Have ceased to qualify for unemployment compensation or trade readjustment assistance under TAA, **and**
 - Are enrolled in a program of training under WIA section 134 (d) (4) by the end of the 13th week after the most recent layoff that resulted in a determination of the worker's eligibility as a dislocated worker, or, if later, by the end of the 8th week after the dislocated worker is informed that a short-term layoff will exceed months; **or**
 - Are unemployed and do not qualify for unemployment compensation or Trade Readjustment Assistance under TAA.

Payments may be provided to a customer who has not yet begun training, if he or she has been accepted in a training program that will begin within 30 calendar days (or longer if authorized by the Governor). The amount of payment will be determined by the NEMO

Workforce Investment Board, but, for dislocated workers, will not exceed the greater of either of the following levels:

For participants who were eligible for unemployment compensation as a result of the qualifying dislocation, the payment may not exceed the applicable weekly level of the unemployment compensation benefit;

Or

For participants who did not qualify for unemployment compensation as a result of the qualifying layoff, the weekly payment may not exceed the poverty level for an equivalent period. The weekly payment level will be adjusted to reflect changes in total family income as determined by policy developed by the NEMO Workforce Investment Board.

Needs related payments are based upon need as identified in the assessment or through counseling and are dependent upon availability of funds.

Eligibility for Needs Related payments will be documented on the Needs Related worksheet and maintained in the customers file. In addition, a service note will be entered into Toolbox providing documentation that the service is needed to enable the participant to participate in Title I WIA activities or ARRA Recovery Act funds.

B. "Item Deleted"

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

The 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 JTPA or the first five 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 waiver 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.

Exception:

The NEMO Workforce Investment Board recognizes the need for businesses to train incumbent workers, upgrading their skills and retaining employment opportunities in our area. Therefore up to 10% of the adults funds allocated to the local area may be set aside for training incumbent workers as identified in Missouri’s statewide plan waiver requesting programmatic flexibility within WIA.

The Northeast Region WIB has not changed the criteria used to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133 (b)(2)(A) or (3) as a result of the additional Recovery Act funding.

- D. *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”. 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. 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 that has aged 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 require additional assistance to obtain education or employment.

E. 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. MissouriCareerSource.com, 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 MissouriCareerSource.com 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 3 full-time and 1 half-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, Moberly 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.

F. 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 and ARRA Recovery Act 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.

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

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. 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 Division of Workforce Development's Continuous Improvement Review team conducts an annual review of the Missouri Career Centers. Each region has a report generated by the state outlining the adequacies and functionality of the assistive technology equipment and its ability to meet customer's needs.

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 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 services (The Product Box) will be easily accessible to all customers and supported by all career center staff. The Product Box includes an extensive list of products and services to assist individuals with disabilities in their job search, career planning, and life-long learning pursuits. The statewide Product Box is now available at MissouriCareerSource.com. The local product box listings are available

in the local career centers and will soon be available online at MissouriCareerSource.com as well.

- H. 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 and affiliate sites. 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.

Current methods include the use of staff and/or students from area educational institutions such as local private/public schools, Moberly Area Community College, University of Missouri-Columbia, Stephens College, Columbia College, Culver Stockton College, Hannibal LaGrange College, John Wood Community College, or the use of the Division of Workforce Development's state contracted foreign language translation provider.

The NEMO Workforce Investment Board continues to explore ways to ensure the Career Centers continue to be accessible to individuals who speak another language. Partnerships with local educational institutions continue to be a resource for providing assistance.

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 services (The Product Box) will be easily accessible to all customers and supported by all career center staff. The Product Box includes an extensive list of products and services to assist individuals with limited English proficiency in their job search, career planning, and life-long learning pursuits. The statewide Product Box is now available at MissouriCareerSource.com. The local product box listings are available in the local career centers and will soon be available online at MissouriCareerSource.com as well.

- I. Describe how local region promotes integration of services through dual enrollment processes, beyond the automatic dual enrollment of the 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 staff 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.

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

The NEMO Workforce Investment Board, Inc. has no locally recognized credentials.

- K. *Provide your regions' 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 39 percent of both WIA Adult and Dislocated Worker formula funds for participant costs. These are estimated figures because this is the first year of implementation of the NGCC model and we are unsure of how the NGCC model will 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.

VII. **Integration of One-Stop Service Delivery**

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

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

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

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

* Denotes WIA-Mandated Planning Requirements

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 customer 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.

A Regional Leadership Team was primarily established to develop the NGCC model. The Region has decided to keep this team in tack so they can continue to evaluate the success of the NGCC model and make decisions about necessary changes in order to continuously improve Career Center services. The Regional Team 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 will be reignited to include representation of staff from each center. This team will coordinate with state and local economic development partners to ensure a system is developed to help businesses meet their workforce development needs. The Workforce Investment Board along with the Business Service Team will create a system that moves business services beyond listing jobs and making referrals. This team will use 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, career center operations to ensure continuous improvement of eligible providers of services though 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 regions 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 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, 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 (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 8, an updated copy of the MOU with current signatures and dates. Also, include as an addendum to the MOU, each Career Center’s negotiated cost-sharing worksheet that includes the line items’ dollar amounts and percentage rates for DWD and the WIB. (Please note that the WIB can move no more than 10% of each original line item amount without having to re-negotiate with DWD. However, the total budget amount should not be exceeded.)*

Career Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their regions. The Workforce Investment Act of 1998 provides the framework for agricultural services delivery through Parts 668 & 669 (applicable to the 167 Grantee, which is currently UMOs—United

Migrant Opportunity Services) and the Wagner-Peyser Migrant Seasonal 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 8

- 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 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. Due to the lack of time to hold face-to-face coordination meetings to review the plan, each section of the plan was provided to these individual entities for input and comment as they were developed. Revisions to the plan were made based on any input received from each agency. In addition, a draft copy was provided to each individual agency listed in the Memorandum of Understanding for their input and comments and revisions to the workforce investment plan were made based upon their comments.

A draft copy of the Memorandum of Understanding was submitted to all One-Stop Partners, Workforce Investment Board members and Chief Elected Officials for review and comment in June 2005. This Memorandum of Understanding was voted on and approved as part of a plan modification to the current 5 year WIA plan at the June 20, 2005 Workforce Investment Board's meeting and submitted to the Division of Workforce Development. This Memorandum of Understanding will also be included as part of this new 2 year plan.

VIII. Administration & Oversight of Local Workforce Investment System

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

Each One-Stop Career Center in the Northeast Region is operated by a consortium of three (3) one-stop partners. The consortium has been designated as the One-Stop Operator. The One-Stop Operator for each Career Center is as follows:

Hannibal Career Center One-Stop Consortium

- DWD (Wagner-Peyser/Labor Exchange)
- Gamm, Inc. (WIA Title I-B)
- Hannibal Career & Technical Center (AEL Programs)

Kirksville Career Center One-Stop Consortium

- DWD (Wagner-Peyser/Labor Exchange)
- Gamm, Inc. (WIA Title I-B)
- Moberly Area Community College (Carl Perkins Post-secondary)

Moberly Career Center One-Stop Consortium

- DWD (Wagner-Peyser/Labor Exchange)
- Gamm, Inc. (WIA Title I-B)

- North East Community Action Corporation (Community Service Block Grant Programs)

Warrenton Career Center One-Stop Consortium

- DWD (Wagner-Peyser/Labor Exchange)
- Boonslick Regional Planning Commission (WIA Title I-B)
- St. Charles Community College (AEL Programs)

LaBelle Affiliate Site

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

Pike Lincoln Technical Center Affiliate Site

- Pike Lincoln Tech Center (Carl Perkins Post Secondary)
- Gamm, Inc. (WIA Title I-B)

Macon Outreach Office

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

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

See Attachment 2

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 completed attestation form along with a copy of the local WIB’s current by-laws in Attachment 3 to the local plan.*

See Attachment 3

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

See Attachment 4

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 an attachment to this plan.*

DOES NOT APPLY

IX. 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 change as well. The NEMO Workforce Investment Board is work with the Division of Workforce Development and its other partners to create the Next Generation in 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 services (The Product Box) will be easily accessible to all customers and supported by all career center staff. The Product Box includes an extensive list of products and services to assist all customers in their recruitment, job search, career planning, and life-long learning pursuits. The statewide Product Box is now available at MissouriCareerSource.com. The local product box listings are available in the local career centers and will soon be available online at MissouriCareerSource.com as well. Brochures and other materials are also always available to help with outreach in regards to services available.

Labor Market information is available to job seeking customers in targeting employment with the desired wages, benefits, growth potential, and working conditions. The "Missouri Education Hotlink" provides information on quality education facilities and available training programs through the MissouriCareerSource.com website.

MissouriCareerSource.com 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 area. **

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 will streamline the career center processes and contribute to greater productivity and better customer service. This new philosophy required change in the system and the Missouri Career Centers that broke down program barriers and integrated staff and services. The NGCC model values both skills and jobs. Staff will strive to continuously promote opportunities to “skill up” the Northeast Region workforce, resulting in opportunities for better employment and higher wages. Services will be 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 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 program silos, and will be focused on “skilling up” customers to prepare them for the workforce.

Through the NGCC model customers will be 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 in the Welcome Team will greet and direct the customer; provide the initial service triage assessment; collect initial registration data, complete the WIN 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 leaning labs at all times.

All Customers will be enrolled in every funding stream in which they are eligible as defined in DWD Issuance 29-2009. 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.

Adults and Dislocated Workers 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 in either a physical location such as a One-Stop Career Center, and those individuals who are not able to provide acceptable forms of eligibility documentation, or who remotely accessed the system via the use 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 MissouriCareerSource.com and/or services can be accessed throughout the region at any one of the two full-service comprehensive career centers, two full-service non-comprehensive career centers, two affiliate centers, and one outreach office or through any internet connection. This allows customers to access services at various locations including public libraries, schools, personal computers, etc. The MissouriCareerSource.com system is a tremendous asset to the customers in the Northeast Region as most of the region is rural.

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 MissouriCareerSource.com. In addition, the 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 MissouriCareerSource/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. 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 employer's needs. The Career Center will make available a full array of products and services as a primary core to skill development and training services. The majority of these services are available on-line and will be made available through core services. Staff will encourage continuous use of career center services until the customer's goals have been met.

At a minimum all individuals enrolled into WIA Core Level Services will be provided the WIN Initial Assessment as required in DWD Issuance 25-2009 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 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 NEMO Workforce Investment Board has designated Department of Elementary and Secondary Education (DESE) 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 DESE.

DESE 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 ITA's 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 be 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, costs information, and labor market information that will assist customers with making informed choices about their program of study.

3. *Provide a description of how Wagner-Peyser Re-employment Services (Worker Profiling) will be delivered on a weekly basis between DWD and partner staff.*

Profiled workers are selected from a group of UI claimants that are identified as being most likely to exhaust their UI benefits before reemployment occurs. Selected individuals are sent a letter from the Division of Employment Security (DES) informing them they have been selected to participate in a Worker Profiling program that includes location and appointment date. Profiled workers are asked to attend a mandatory orientation meeting at the respective Career Center at which time the individual(s) are provided with an orientation of Career Center services and information about the services available through the worker profiling program. All profiled workers are provided with an assessment to determine their need(s).

Worker Profiling Reemployment services may include one or more of the following: job development and placement, assistance with self directed job search assistance, job club, job seeking skills workshop, resume preparation assistance, vocational guidance and vocational testing.

All profiled workers will be provided services through the Next Generation Career Center model starting with the Welcome team. They will be directed to the Skills or Employment team depending upon their assessed need. Profiled workers will be dually enrolled into the WIA Adult and Dislocated Worker programs if they are able to provide required documentation. If they are not successful in core services and it is determined by the one-stop operator they are in need of intensive level services, then they will be referred.

Coordination of services are enhanced with partner access to the Toolbox case management system which identifies; case service notes, individual employment plans, support service needs, referrals to appropriate agencies or services, and eligibility for Profiled Worker Reemployment services.

C. Rapid Response

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

The 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 Leader, local Economic Development representatives and other agencies in the NEMO Workforce Investment Area in order to establish a local dislocated worker 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

At the Rapid Response informational meetings, the local Rapid Response Coordinator will provide a NGCC Business card to each worker attending. The worker will be instructed to complete the information on the back of the card and bring it to the Next Generation Career

Center to verify their attendance at a Rapid Response meeting. Utilizing this card method as verification of attendance at 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 in the Rapid Response Activity Report describing the Rapid Response activities within the LWIA. The local Rapid Response Coordinator will also collect the individual worker information forms at the Rapid Response meeting to enter this data into the Missouri Toolbox 2.0 data collection system to create an initial case record.

A standardized survey will 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.

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. As part of the NGCC Product Box the affected NGCC Functional Leader may elect to use the services of the University of Missouri Extension 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 forty-eight 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.

D. Youth

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

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. 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.

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:

- Tutoring, study skills training and instruction leading to secondary school completion, including dropout prevention strategies
- Alternative secondary school offerings, as appropriate
- Summer employment opportunities directly linked to academic and occupational learning
- Paid and unpaid work experiences, including internships and job shadowing
- Occupational skill training, as appropriate
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours as appropriate. 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.

Performance indicators will include:

- Placement in employment or education
- Attainment of a degree or certificate

Youth Council

To ensure quality of the youth programs afforded to eligible youth in our area, the NEMO Workforce Investment Board appointed a Youth Council to serve as an advisory body to the Board. The Youth Council addresses the employment and training issues of the youth in our area to become life-long learners who have the opportunity to achieve long-term economic success. The Youth Council philosophy advocates opportunities for youth to access 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. Legislation that created the Youth Council, the local entity responsible for recommending and coordinating youth policies and program, intended that the Youth Council be a catalyst for such broad change.

The Youth Council will assume the following responsibilities:

- Develop the portions of the Five-Year Strategic Plan that specifically relate to eligible youth.
- Make recommendations regarding the awarding of grants for youth programming to the Workforce Investment Board and Chief Local Elected Officials based on those organizations or agencies that are eligible to provide youth activities.
- Conduct oversight with respect to eligible providers of youth activities.
- Coordinate youth activities that are authorized by the Workforce Investment Act.
- Perform other duties as assigned by the NEMO Workforce Investment Board.

Composition of the NEMO Workforce Investment Board's Youth Council shall consist of the following:

- WIB members with special expertise or interest in Youth Policy
- Youth Service Agencies, Juvenile Justice, Local Law Enforcement
- Local Public Housing Authorities
- Parents of eligible youth seeking assistance under this subtitle
- Individuals, Former Participant and Representatives or organizations experienced in Youth Activities
- Representative of Job Corps

The NEMO WIA youth service providers will continue to build linkages with local education and other entities serving youth to effectively coordinate and expand existing services. These collaborative efforts will result in more resources available to better serve youth enrolled in WIA and offer a more comprehensive service strategy.

While there are no Job Corps Centers located within the NEMO Workforce Investment Board region, staff will have information on the services available and can easily make referrals through linkages with the Division of Workforce Development offices throughout the NEMO WIB. In addition, Job Corps will be represented on the Youth Council.

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; Medical; Food; Counseling; 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
- Moberly Career 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
- Mississippi Valley State School
- 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
- Hannibal Regional Center

2. *Provide a description of any innovative service delivery projects for youth currently operating in the region. 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. (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, JAG, Youth Build, I Can Learn, Cisco etc.)*

Summer Youth Employment Program – MO Summer Jobs Program

The NEMO WIB received American Recovery and Reinvestment Act of 2009 (ARRA) funds to enhance youth programs. The Next-Generation Jobs Team was created to connect young people to careers in 21st Century occupations. Next-Generation Jobs Team was a summer employment program for WIA eligible youth ages 14-24. Focus areas for summer employment were targeted to high growth, emerging industries and included green jobs. Key goals of the program were to: prepare youth for the workforce, 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 employers. Youth participated in work-readiness training and were matched to appropriate work sites for summer work experiences, based on their career interest. Youth participants gained valuable job readiness training, paid work experience, and leadership development. Community businesses benefited from youth in their workplace while giving a young person a crucial career building opportunity. Wages and incentives for the program were funded by the US Department of Labor through the ARRA. Youth received ongoing guidance and support from career counselors and receive needed

services through the Missouri Career Centers. The NEMO WIB provided support throughout the program.

Summer Youth Employment Program – MO Summer Jobs Program

The NEMO WIB received funds through the Missouri Division of Workforce Development and Missouri Family Support Division to implement a summer employment program utilizing the Temporary Assistance for Needy Families (TANF) Program Emergency Funds through the American Recovery and Reinvestment Act (ARRA) to enhance youth programs for low-income youth. MO Summer Jobs Program was a summer employment program for WIA eligible youth ages 14-24. Key goals of the program were to: prepare youth for the workforce, 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 employers. Youth were matched to appropriate work sites for summer work experiences, based on their career interest. The NEMO WIB provided support throughout the program.

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 24, in paid positions at one of 85 state parks and historic sites. Northeast Missouri youth had the opportunity to work at one of nine 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. Funding for the program was made possible by the federal Workforce Investment Act and the American Recovery and Reinvestment Act (ARRA). 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.

Agri-Business Mentoring Program

The Agri-Business Mentoring program is a special project in partnership with University of Missouri-Extension in Montgomery County. WIA youth will be paired with established farmers and agri-business owners in the county to participate in a mentoring/work experience program. The area is experiencing a large aging population and there is concern the new generation will not replace those retiring. Therefore, a joint venture to try to address this concern and spark an interest in farming and agriculture was cultivated. Through this program youth will be placed in various aspects of the farming industry. These will include the farming business, on field analysis/surveying projects, and others will be placed with agri-business owners. Some of the skills that will be learned include crop scouting, plant recognition, insect recognition, disease recognition, excel spread sheet, Microsoft word, GIS software, financial management, practical farming skills, etc. The NEMO WIB provides support for this program and is helping structure the program to ensure WIA elements are adequately addressed.

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

One of our youth service providers is offering its 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. The NEMO WIB's other youth service provider is considering the use of on-line TABE testing as they too have had difficulties in meeting this performance measure due to issues of coordinating testing timeframes with AEL sites. The NEMO WIB supports the use of on-line TABE testing and encourages all service providers to utilize this valuable resource.

3. *Include the local Youth Council membership (name, business / organization represented, position title, and contact information – telephone number, mailing address, and email address for each member) as Attachment 5 to the local plan.*

See Attachment 5

E. Business Services

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

See Attachment 9

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 MissouriCareerSource.com 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 robust product box. 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 WIN assessment. WIN 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. *Explain the region's strategies for increasing the number of participants receiving Career readiness Certificates, as well as increasing the participation in and awarding of credentials for GED (i.e., provide space and extended evening and/or weekend hours) OJT and short-term training, and strategies for encouraging local employers and eligible Unemployment Insurance recipients to participate in WorkReadyMissouri.*

Quality outreach and marketing will be a vital component to increasing awareness of the NCRC, OJT and WorkReadyMissouri programs. The Regional Business Representative and the Local Business Services staff are primarily responsible for marketing to business customers. They will play a critical role in ensuring Business Customers are informed of these programs. This team will meet regularly to evaluate marketing efforts and marketing strategies to encourage the use of the NCRC, OJT and WorkReadyMissouri. The focus of the marketing strategies will be placed on high wage/high demand employment sectors. The Business Representatives will conduct outreach efforts through presentations at various functions such as chamber of commerce meetings, economic development functions, human resource meetings, job fairs, and one-on-one meetings. These programs are of the many value added services available to businesses that will provide multiple benefits such as a higher skilled workforce.

The National Career Readiness Certificate-

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 WIN 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 WIN to take the WorkKeys assessments. The staff's ability to market the NCRC to job seekers and business customers will be key in 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. As stated above, 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. Outcomes measuring the number of customers receiving a NCRC will be tracked through the Toolbox 2.0 system and monitored by the Career Center staff, Functional Leader and the NEMO WIB.

Increasing Participation In and Awarding for GED

The region recognizes the alarming high number of individuals in the region that do not possess a high school diploma or GED. Due to the economy and the complexity of skills required for any job, the region also recognizes employers continue to need workers with higher skills. The NEMO Region is committed to supporting the GED program and its efforts to skill up the workforce. Individuals accessing services through the Missouri Career Centers are provided an initial assessment identifying those who lack a high school diploma or GED. Referrals will be made to the local GED program for individuals found lacking a high school diploma or GED. Career Center staff will conduct outreach and marketing to GED providers throughout the region on the full array of services available through the Missouri Career Centers. GED students accessing Center services will be provided an assessment to determine needs and appropriate services provided. Service notes will be entered into Toolbox identifying the services that are being provided to ensure coordination of services and a continued line of communication between partners.

Due to the size of the region and the limited number of locations where GED classes are offered, transportation is a huge barrier for individuals to get to and from GED sites. Computers are available through the Missouri Career Centers for students to use with GED on-line study programs or the WIN program. Individuals enrolled into the WIA Youth program attending the Missouri Options or GED class will receive an incentive upon obtaining their GED. GED classes will be provided on-site at the Hannibal Career Center. GED training sites are available at various locations throughout the region.

On-the-Job Training (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 has created a team consisting of WIB staff, Regional Business Representative, local Business Service staff, and a member of the Skills Team to address strategies to reignite the On-the-Job Training programs. This team meets at a minimum bi-monthly to evaluate current marketing strategies, report OJT activities and discuss new strategies. Current marketing strategies include: providing OJT information to employers, placing job orders in high paying/high demand employment sectors, providing customers with notice of eligibility for those who qualify allowing them to market themselves and the program, and using local flyers to promote OJT. 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.

Short Term Training

Through the NGCC model customers are provided a wide array of services through various teams depending upon their needs. Staff will encourage continuous engagement in career center services to customers until their goals are met. Services will be made available through the Missouri Career Center Product Box, workshops and local schools allowing customers to more easily access short-term training programs that will add value to their current skills and prepare them for employment opportunities. For customers

completing the Welcome Process, a wide array of short-term training services from the Product Box will be made available such as computer skills, basic skills, study skills and financial education. In addition, those qualifying for specific programs may access short-term training programs available through local community colleges, training facilities and schools.

WorkReadyMissouri

The WorkReadyMissouri program is one of the newest of the State's value added services 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 throughout 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. 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.

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

*Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the one-stops in the state. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the local workforce investment area to help meet the objectives of WIA. (For more information, reference DOL's tool, *Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.*)*

The NEMO Workforce Investment Board has a long-standing relationship, both as a subcontractor 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.

X. Local Administration

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

See Attachment 11

- B. An identification of the entity responsible for the disbursement of grant funds described in section 117(D)(3)(B)(I)(III), as determined by the Chief Elected Official or the Governor under section 117(D)(3)(B)(I);*

The Northeast Region Chief Local Elected Officials have designated the ~~Northeast Region~~ NEMO Workforce Investment Board as the Administrative Entity, Grant Recipient and Fiscal Agent for funds allocated to the local area under sections 123 and 133 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. A description of the competitive process to be used to award the grants and contracts in the local area for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 03-02) and any that are made as exceptions for the ITA process.*

The NEMO Workforce Investment Board will utilize a competitive bid process for the selection of service providers under Title I of the Workforce Investment Act, including training providers for youth. The program requirements, performance standards and outcomes will be specified in each proposal soliciting offers.

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 and reviews 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).

The NEMO Workforce Investment Board, in agreement with the Chief Elected Officials, will designate and certify One-Stop Operators. It is anticipated that the One-Stop Operator(s) will be a consortium of three or more partners as identified at Sec. 662.200 [WIA sec. 121(d)] in each One-Stop location.

Each partner in the Consortium shall provide the mandated services required from its own funding mechanism(s) and share in the operational expenses of the One-Stop Career Center. Members of the One-Stop Consortium are required to make their core services available on a full-time basis at the full service One-Stops (though they may also have other locations throughout other counties in the NEMO Workforce Investment Area). The One-Stop Operator Consortium operational costs at the full service One-Stops will be determined in a cost allocation system that will comply with applicable state and federal standards and will be revised each year as necessary.

One-Stop partners who are unable to be a part of the full service One-Stop Consortium may select to provide partial collocation in the full service sites. Costs, if any, for partial collocation will be negotiated between the applicable parties. If not physically present, the core services of all the partners will be accessible at the full service One-Stops.

The NEMO WIB has chosen to utilize the statewide waiver on the use of Individual Training Accounts (ITA's) for older and out-of-school youth in order to provide training services for older and out-of-school youth age 18 and over. It is not anticipated that there will be any other exceptions to the use of ITA's, however, should exceptions become necessary it will be in accordance with Section 663.430 of the WIA Interim Regulations.

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

The Government Reform Commission is looking at duplicated state programs and for ways to reorganize the state government structure to be more efficient and effective. As the commission reviews state-level partner agencies, administrative costs will be streamlined to leave the optimum level of funds available to meet the training needs of Missouri's workforce. Also once the new state board chair is appointed, the state anticipates a similar policy will be developed by the board to be followed by the local board and their service providers.

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.

In addition, as new policies are developed based on the outcome of the Government Reform Commission's report, the NEMO Workforce Investment Board will work with local partner agencies to eliminate duplicative administrative costs and provide more available resources to meet the local training needs.

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 program in which they are enrolled. The Toolbox case management system will be used as the primary source of the 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 though in 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, as well as state complaint and grievance guidance. Include a copy of this policy as Attachment 6 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 Issuance 08-00 and WIB Issuance 01-00, Change 3.

The Local EO Officer has informed all Career Centers and satellite offices of the need to have the "Equal Opportunity is the Law" posters, both in English and Spanish, posted and Complaint and Grievance pamphlets available 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.

The complaint and grievance procedures are currently not part of the MOU. However at the next modification to the MOU it will be added.

See Attachment 6

- G. Include the Planning Budget Summaries for Program Year 2010 and Fiscal Year 2011 in Attachment 7 to local plan.*

See Attachment 7