

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

Program Years 2016 through 2020

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I. Local Workforce Development Board's Vision

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

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

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

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

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

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

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

II. Local Workforce Development Goals

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

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

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

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

III. Local Workforce Development Board's Priorities

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

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

Workforce Development Needs of Businesses

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

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

Available Workforce Work Status

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

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

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

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

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

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

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

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

Workforce Development Needs of Jobseekers

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

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

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

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

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

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

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

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

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

Workforce Development Needs of Workers

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

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

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

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

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

IV. Economic, Labor Market and Workforce Analysis

A. Economic Analysis

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

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

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

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

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

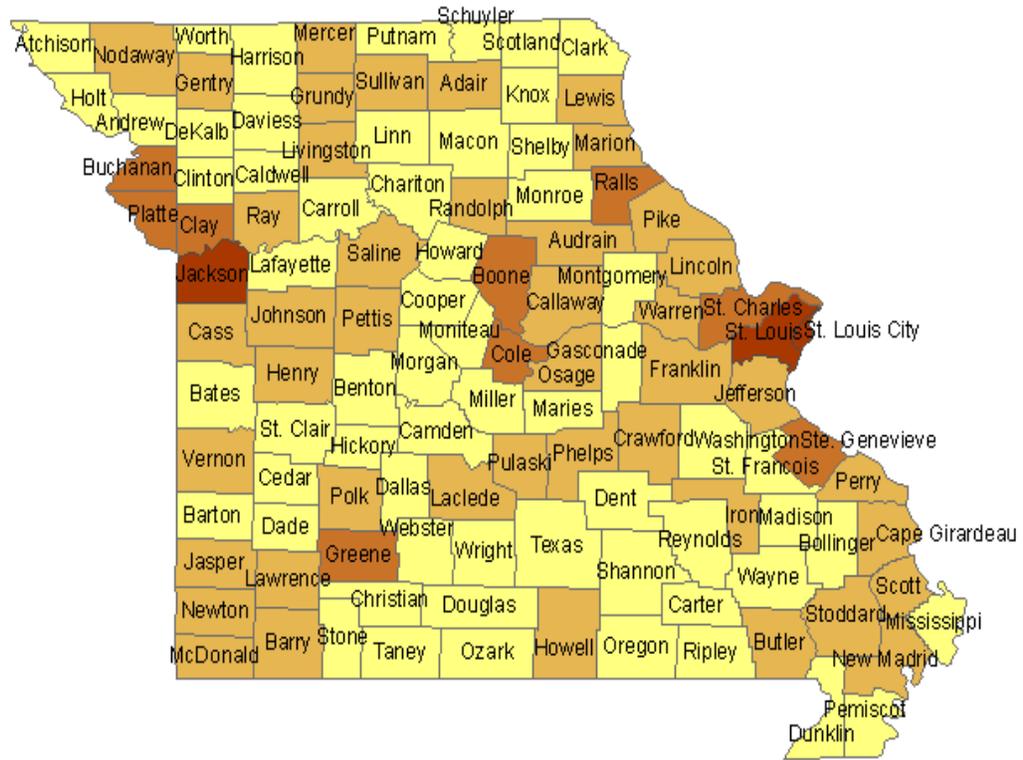
The chart below details the comparison on unemployment data gathered over a five-year period for the United States, the State of Missouri and the Northeast Workforce Development Board Region.

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

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

5 Year Unemployment Data (US Bureau of Labor Statistics)

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



Average weekly wages

U.S. average = \$974

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

Source: U.S. Bureau of Labor Statistics.

2016

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

Major Lay-Off/Closings

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

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

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

B. Labor Market Analysis

1. Existing Demand Industry Sectors and Occupations

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

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

Real-Time Labor Market Analysis

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

Industrial Demand

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

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

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

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

Occupational Demand

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

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

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

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

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

2. Emerging Demand Industry Sectors and Occupations

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

Industry

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

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

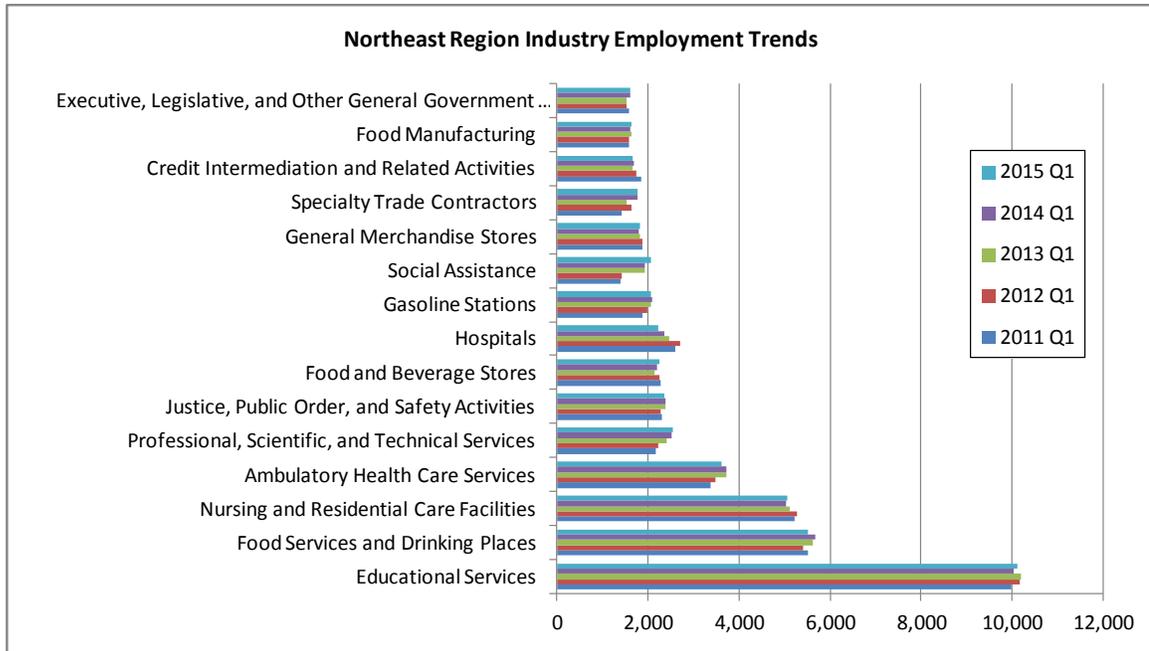
Northeast Region 2012-2022 Industry Projections

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

Source: MERIC Employment Projections

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

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



Occupations

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

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

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

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

Source: MERIC Employment Projections

3. Employers' Employment Needs

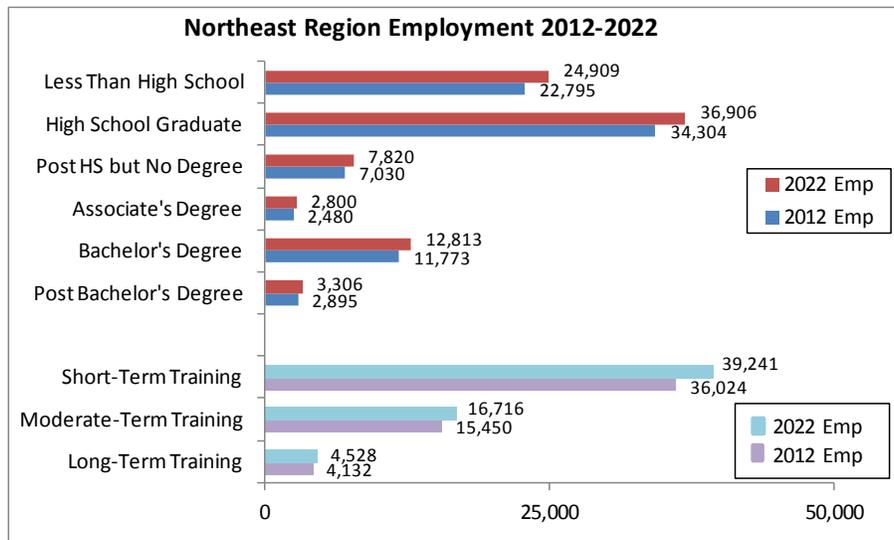
Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis of the employment needs of employers. Describe the knowledge, skills, and abilities required, including credentials and licenses.

Long-Term Projections – Jobs by Education Level

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

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

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



Top Occupations by Education Level

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

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

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

Source: MERIC Employment Projections

C. *Workforce Analysis*

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

Geographic Change

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

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

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

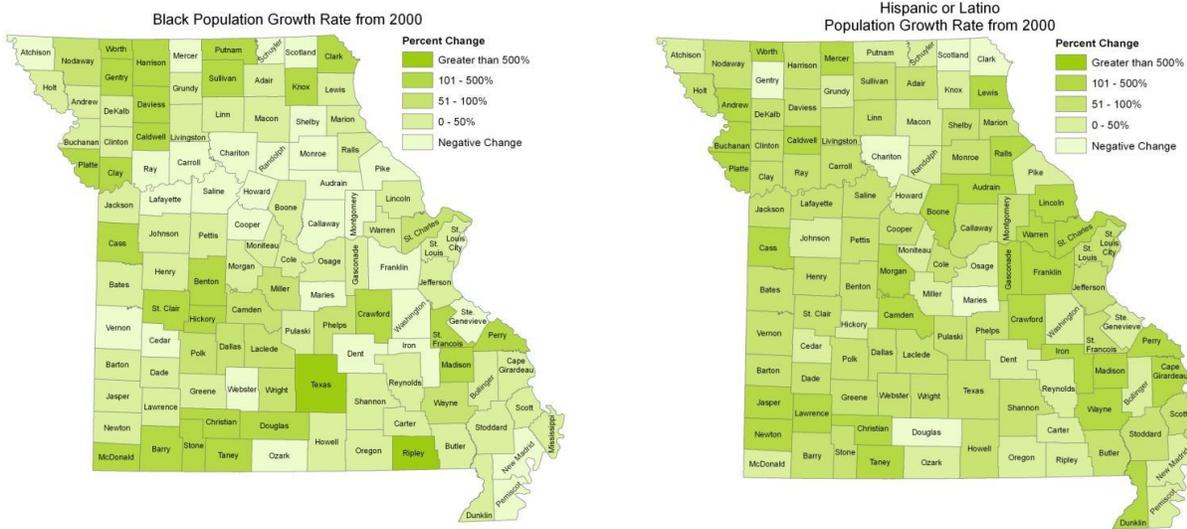
¹ Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children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

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

Minority Population Growth

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

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

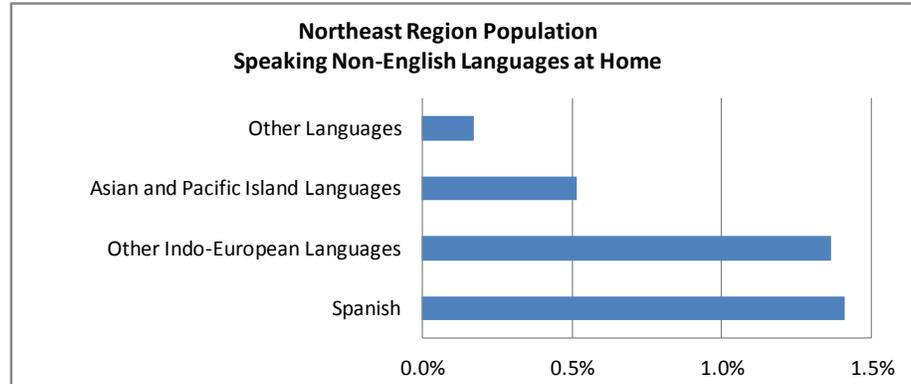


Limited English Proficiency

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

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

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

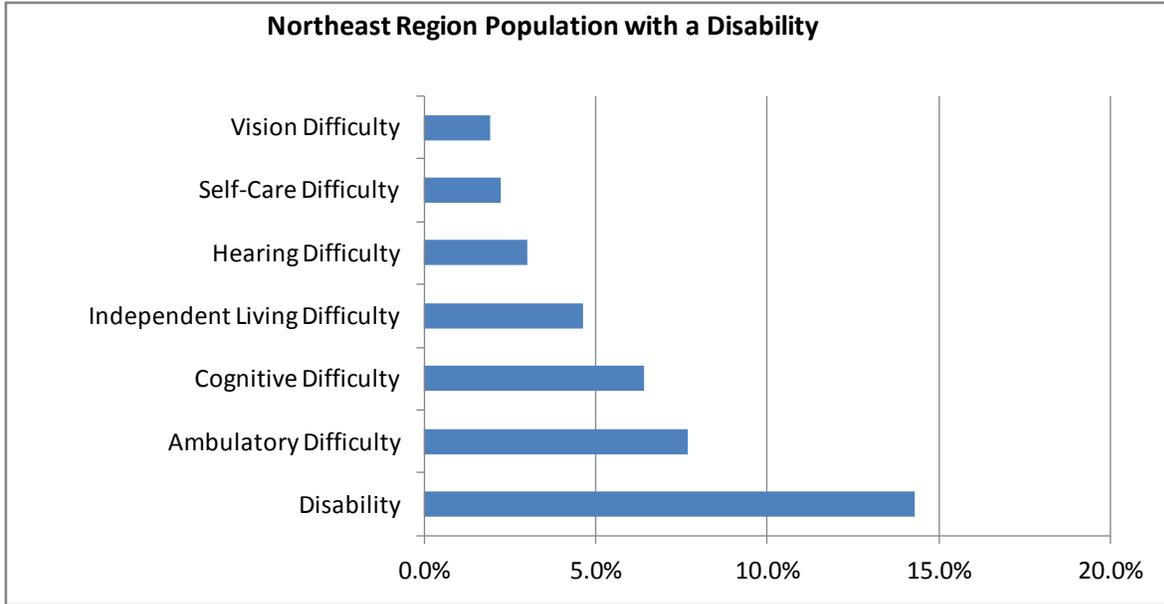


Individuals with Disabilities

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

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

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

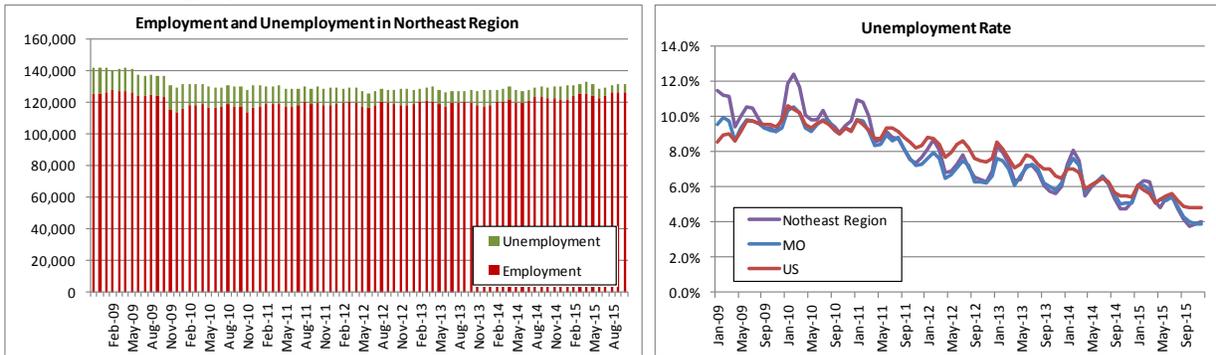


This includes:

1. Employment and Unemployment

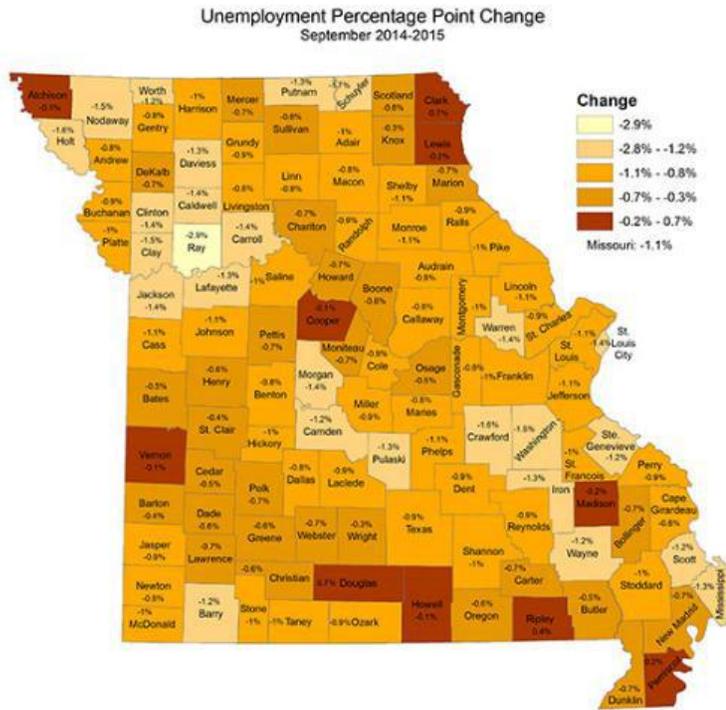
Provide an analysis of current employment and unemployment data and trends in the LWDA.

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



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

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



2. Labor Market Trends

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

Industry Employment Trends

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

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

Industry Wage Trends

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

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

Industry Clusters

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

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

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

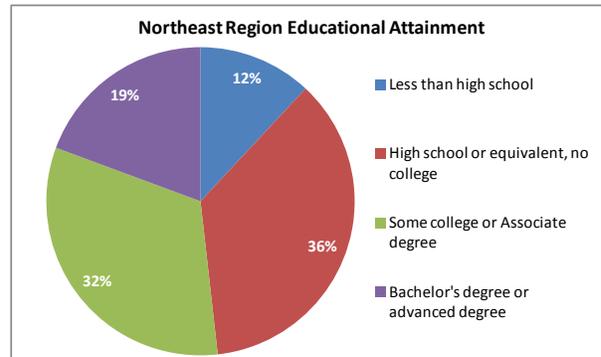
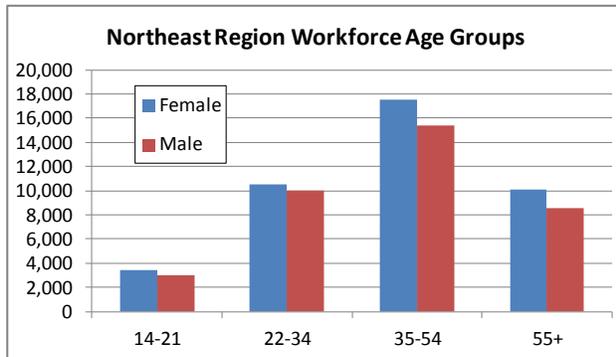
3. Education and Skill Levels of the Workforce

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

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

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

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



4. Skill Gaps

Describe apparent “skill gaps.”

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

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

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

Top Northeast Region Real-Time Labor Demand Skills

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1. The Strengths and Weaknesses of Workforce Development Activities

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

Strengths

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

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

Weaknesses

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

2. Local Workforce Development Capacity

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

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

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

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

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

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

V. Local Structure

A. LWDA Profile

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

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



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

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

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

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

Training and Educational Institutions

The following educational institutions provide training throughout the Northeast Region:

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

B. Local Workforce Development System

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

The six Core Programs offered in the Northeast Region are:

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

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

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

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

The Standing Committees of the LWDB are listed below.

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

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

C. Local Facility and Partner Information

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

See Attachment 1.

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

See Attachment 1.

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

See **Attachment 1**.

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

See **Attachment 1**.

VI. Local Strategy Implementation

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

WIOA required strategies. Please include strategies addressing:

1. *Career Pathways;*

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

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

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

2. *Employer Engagement;*

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

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

3. *Business Needs Assessment;*

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

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

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

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

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

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

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

5. *Outreach to Jobseekers and Businesses;*

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

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

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

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

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

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

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

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

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

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

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

7. *Assessment;*

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

Assessment tools:

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

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

8. *Support Services*

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

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

VII. Assurances

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

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

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

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

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

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

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

VIII. Local Policies and Requirements

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

See **Attachment 2**.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Provision of Information to Covered Individuals

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

Program Registration

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

IX. Integration of One-Stop Service Delivery

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

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

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

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

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

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

B. *ALIGNMENT AND DATA INTEGRATION - Describe how all partner agencies will strengthen their integration of services so that it provides a more seamless system: and include:*

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

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

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

See **Attachment 3**.

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

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

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

See **Attachment 4**.

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

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

X. Administration & Oversight of Local Workforce Development System

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

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

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

Hannibal Job Center – Comprehensive One-Stop Center

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

Kirksville Job Center – Comprehensive One-Stop Center

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

Warrenton Job Center Comprehensive One-Stop Center

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

LaBelle Outreach Office

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

Macon Outreach Office

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

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

See **Attachment 5**.

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

See **Attachment 6**.

D. *If the LWDA includes more than one unit of local government, the Chief Local Elected Officials’ (CLEO) may develop a CLEO agreement; however, it is not mandatory under WIOA law. If the LWDA is including a CLEO agreement, please specify the respective roles of the individual CLEOs and include the agreement as **Attachment 7**. Also, include any CLEO by-laws that are in effect. The CLEO membership should be reviewed after each county and/or municipal*

election, as applicable, for any changes. If there are changes in the CLEO membership, or leadership, a new CLEO agreement will need to be signed and submitted to DWD by the first day of June following the election,)

See **Attachment 7**.

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

See **Attachment 8**.

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

See **Attachment 9**.

XI. Service Delivery

A. One-Stop Service Delivery Strategies

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

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

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

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

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

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

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

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

B. Adults and Dislocated Workers

1. Provide a description and assessment of the type and availability of all Adult and Dislocated Worker employment and training activities in the LWDA. Please include how the Board uses products and services, such as workshops, assessment products (Key Train, WorkKeys/National Career Readiness Certificate (NCRC), Talify, etc.) and jobseeker skills products (such as Optimal Resume, etc.), to engage customers and assist with their re-employment efforts.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Career Services

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

The three categories of career services are defined as follows:

Basic Career Services

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

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

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

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

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

Individualized Career Services

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

These services include:

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

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

Follow up Services

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

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

Transitioning to Training Services

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

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

Training Services

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

C. Employment Transition Team

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

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

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

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

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

D. Youth

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

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

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

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

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

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

See **Attachment 16**.

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

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

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

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

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

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

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

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

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

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

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

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

Youth Service Providers:

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

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

For ineligible youth:

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

For eligible youth:

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

pathway (including, in appropriate circumstances, nontraditional employment), appropriate achievement objectives, and appropriate services for the participant, taking into account the results of the Objective Assessment.

- Preparation for postsecondary educational opportunities, linkages between academic and occupational learning, preparation for employment, and effective connections to intermediary organizations that provide strong links to the job market and employers
- Make opportunities for former participants to volunteer assistance to current participants in the form of mentoring, tutoring and other activities

Youth Services:

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

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

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

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

Youth Service Provider Selection

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

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

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

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

Most in Need Youth and Core Partners:

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

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

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

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

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

3. *Provide a description of any innovative service delivery projects for OSY currently operating in the LWDA or a project the Board is planning to implement.*

Describe the Board's involvement in the projects, and the Board's efforts to continue involvement and funding for the continuation of these projects.

Scholars at Work

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

State Parks Youth Corps Program

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

Summer Jobs League

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

E. Business Services

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

to facilitate recruitment and meet business demand. In addition, describe how the Board coordinates with economic development.

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

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

will be framed by industry sectors that are data driven, regionally designed, and guided by employers and how these strategies will be sustained. Include the methods the Board will be using to inform and engage key public and private stakeholders in the development of sector-strategies.

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

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

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

development is carried out, and the operational framework for workforce development services when paired with career pathways tied to the growth sectors.

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

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

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

3. *Describe how the Board will identify and reach out to the Registered Apprenticeship training program sponsors within its LWDA. Boards must verify that the program is a Registered Apprenticeship sponsor with the DOL Office of Apprenticeship. Eligible Training Provider System guidance requires that Registered Apprenticeship training programs be contained in the state's system.*

The NEMO Workforce Development Board is working with the DOL local apprenticeship representative to partner and enhance apprenticeship opportunities. The WDB is currently exploring more opportunities to expand into the area of apprenticeships. The DOL local apprenticeship representative is collaborating with the NEMO WDB to ensure an effective partnership is in place to support our local apprenticeships and employers. The Northeast Region has several employers offering apprenticeship programs. NEMO WDB has added an apprenticeship

training representative to the Board and continues to have business and union representation relating to apprenticeships and apprenticeship training program on the Board. Proper verification will occur and outreach to registered apprenticeship training program sponsors will be promoted to ensure effective processes and partnerships are in place.

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

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

See **Attachment 10**.

F. Innovative Service Delivery Strategies

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

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

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

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

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

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

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

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

- 2. Describe the Board's strategies for promoting and increasing enrollments in the work based learning programs, such as WorkReadyMissouri program and Transitional Jobs, including processes to target and encourage employer participation.*

The Business Services team will conduct marketing and outreach to business customers through local business or civic group presentations (Society of Human Resource Management, Chamber meetings, Rotary, etc.) and by the various methods (job fairs, hiring events, employer visits, etc.) used to share programs individually with businesses. Work experience and internships will be promoted as a lead into the On-the-Job Training program to appropriate businesses. In addition, Job center staff will market the work based learning programs to

participants with significant barriers regarding past employment such as ex-offenders, long term unemployed, inconsistent work history (fired from multiple jobs, job hopping), etc. The participants will gain the opportunity to learn new skills while employers are provided an opportunity to hire a potential employee on a trial basis to determine if they are a good fit to their business. The success of this program will be dependent upon the Employment Team staff working closely with the Business Service staff to place quality workers with appropriate employers.

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

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

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

The NEMO Workforce Development Board will actively educate communities within its region about the program and encourage participation and success. In addition, the WDB will continue searching for and reaching out to the high-quality leaders to guide the communities to accomplish the goals required of them. It is the hope of the NEMO Workforce Development Board that all counties within the region will apply and achieve their goals. WDB or Job Center staff will be part of the committee in each county. Adair County was the first to become certified. Randolph County is certified as well. Macon, Monroe, Marion, Ralls, Montgomery, Lincoln, Warren, and Pike counties are all counties in progress that have applied for certification. Knox and Lewis counties plan to apply. Recruitment efforts and education for the remaining counties are occurring. The NEMO WDB has participated on most of the Leadership teams

for the initiative and helped in planning strategies for each county to achieve their set goals. The WDB has also helped in WorkKeys testing and ensured agreements were in place with community colleges to assist in proctoring and testing college students. The local community colleges are leading the effort in proctoring tests to high school students. The WDB applied and received grant funding to pay for high school WorkKeys testing. The WDB will continue to support all counties in NE pursuing this initiative.

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

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

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

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

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

The WDB will be responsible for Toolbox enrollment and the community colleges will be responsible for entering data in the community college database

as required by the TAACCCT program. The WDB and community colleges will have open communications and coordinate participants' reports and updates. Both organizations will participate regarding employment and placement.

See **Attachment 11**.

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

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

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

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

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

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

provisions with respect to federal regulations concerning faith-based organizations and religious activities.

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

XII. Regional Planning Guidance

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

Not applicable to NEMO.

XIII. Local Administration

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

Additional information about specific action for local performance negotiation will be forthcoming.

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

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

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

See **Attachment 12.**

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

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

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

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

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

Additionally, an Access Committee was formed by the NEMO WDB to ensure coordination of services with all one-stop system partners and additional partners, and avoid duplication of services. Representation from all one-stop system partners and additional partners identified will be maintained on this committee. The committee

meets periodically to identify additional resources available, explore additional ways to partner, improve referral process and coordination of services overall.

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

See **Attachment 13.**

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

See **Attachment 14.**

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

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

The Local EO Officer has informed all Job Center and outreach offices of the need to have the newest version of “Equal Opportunity is the Law” posters that includes the contact for Unemployment Insurance as well as Job Center services, both in English and Spanish posted, and to make available Complaint and Grievance cards to all visitors of the office. This is reviewed at least once a year to make sure these are available to the general public.

See **Attachment 15.**

ATTACHMENTS

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

LOCAL COMPREHENSIVE ONE STOP JOB CENTERS

The Northeast Region consists of three “comprehensive” full service One-Stop Missouri Job Centers located in Warrenton, Kirksville and Hannibal. Additionally, there are two outreach sites in Macon and LaBelle. Below is a listing of the partners that are physically collocated at the job centers and outreach sites and the services provided by these partners.

The “comprehensive” full service Missouri Job Center is located at:

1. Missouri Job Center - Kirksville

2105 East Normal
 Kirksville, Missouri 63501
 Phone: (660) 785-2400
 Fax: (660) 785-2404

Collocated Partners and Services Provided at the Kirksville Job Center

- **Division of Workforce Development** – Basic Career Employment and Training Services, METP, Trade Act, & Veterans’ Employment Activities Program.
- **Gamm, Inc.** – WIOA Title I B Adult and Dislocated Worker, Functional Leader and WIOA Title I B Youth Services
- **Moberly Area Community College** – Post-Secondary Vocational Education under Carl Perkins Act

Other Services

- **Experience Works** – Senior Community Service Employment Programs
- **MERS/Goodwill Industries, Inc.** – MWA Services
- **Learning Opportunities/Quality Works, Inc.** – Specialized Employment Services for individuals with disabilities.
- **Division of Vocational Rehabilitation** – Title IV Rehabilitation Act Programs
- **Division of Employment Security** – State UI Programs

2. Missouri Job Center – Warrenton

111 Steinhagen Road
 Warrenton, Missouri 63383
 Phone: (636) 456-9467
 Fax: (636) 456-2329

Collocated Partners and Services Provided at the Warrenton Job Center

- **Division of Workforce Development** – Basic Career Employment and Training Services, METP, Trade Act, & Veterans’ Employment Activities Program.
- **Boonslick RPC** –WIOA Title I B Adult and Dislocated Worker Services, Functional Leader, WIOA Title I B Youth Services, Community Development, Economic Development, Transportation Planning, and Environmental Planning

Other Services

- **MERS/Goodwill Industries, Inc.** – MWA Services
- **Division of Vocational Rehabilitation** – Title IV Rehabilitation Act Programs
- **Division of Employment Security** – State UI Programs

LOCAL COMPREHENSIVE ONE STOP JOB CENTERS

3. Missouri Job Center - Hannibal

203 North 6th Street
 Hannibal, Missouri 63401
 Phone: (573) 248-2520
 Fax: (573) 248-2526

Collocated Partners and Services Provided at the Hannibal Job Center

- **Division of Workforce Development** – Basic Career Employment and Training Services, METP, Trade Act, & Veterans’ Employment Activities Program.
- **MERS/Goodwill Industries, Inc.** – WIOA Title I B Adult and Dislocated Worker Services, Functional Leader, and MWA Services
- **Moberly Area Community College** – Adult Education and Literacy AEL/HiSet Classes
- **Experience Works** – Senior Community Service Employment Programs
- **Gamm, Inc.** – WIOA Title I B Youth Services
- **Veterans’ Administration** – Benefits and General Community Services for Veterans
- **Division of Employment Security** – State UI Programs & Employer Services

Other Services

- **Learning Opportunities/Quality Works, Inc.** – Specialized Employment Services for individuals with disabilities.

Outreach sites are located at:
1. Gamm, Inc.

103 South 3rd Street
 PO Box 49
 LaBelle, Missouri
 Phone: (660) 213-3221
 Fax: (660) 213-3223

- **Gamm, Inc.** – WIOA Title I B Adult and Dislocated Worker and WIOA Title I B Youth Services

2. Gamm, Inc. - Macon Office

1404 South Missouri, Suite 221
 Macon, Missouri 63552
 Phone: (660) 385-6570
 Fax: (660) 385-6576

- **Gamm, Inc.** – WIOA Title I B Adult and Dislocated Worker and WIOA Title I B Youth Services



NEMO WORKFORCE DEVELOPMENT BOARD

111E. Monroe • Paris, Missouri 65275 • www.nemowib.org • (660) 327-5125 • Fax (660) 327-5128

NEMO WIB Issuance 02-2015

Issued: May 27, 2016

Effective: May 27, 2016

To: All Program Operators

From: Brandi Glover, Executive Director

Subject: **Revised Supportive Services Policy for WIOA Adult, Dislocated and Youth in the Northeast Region; Dislocated Worker Grant; Summer Jobs; SPYC; additional programs authorized under WIOA as allowable.**

Purpose: To provide policy and guidance regarding allowable Supportive Services to WIOA Adults, Dislocated Workers and Youth; Dislocated Work Grants (DWGs/NEGs), Summer Jobs programs, SPYC, or other programs authorized under WIOA as allowable.

Substance: **Supportive Services for WIOA Adult, Dislocated Worker and Youth Programs**

Supportive Services will be available to WIOA Adult, Dislocated Workers and Youth who meet WIOA eligibility requirements for Individualized Career or Training Services and should only be provided when the individual is unable to obtain such services through other programs, and when is it necessary to enable the individual to participate in Title I activities. Supportive Services are not an entitlement and are based upon need and availability of funding. Supportive Services are only provided to customers unable to obtain Supportive Services themselves or via their support network; unable to obtain Supportive Services through other programs including community agencies that provide these services; and demonstrate a need for assistance to enable him/her to participate in Title I activities. Providing supportive services to Basic Career level individuals are allowed in regulations, but the Northeast Region does not provide supportive services at the Basic Career level. Due to our funding limitations and our priority level of service, the Northeast Region cannot provide Basic Career level supportive services.

A review of the customer's budget should be completed to determine need. Details of the budget will be entered into the Toolbox System under the Financial Needs tab. (Note: This tab will only help determine customer need, but all other resources must still be considered.) Because WIOA programs are not an entitlement, Supportive Service payments are made on a case-by-case basis only when determined necessary and reasonable. Payments should not be made for items that are not necessary for participation in the WIOA activity. The Supportive Service(s) must be necessary for the customer to achieve the goals outlined in their Employment Plan (EP). A statement that a

customer “needs” a Supportive Service will not justify the payment of these expenses. The service provider’s determination and justification of financial need must be documented through Toolbox Service Notes. Due to funding limitations, WIOA Supportive Services are the last resort. All other sources of funding must be sought first. All attempts to find other Supportive Service funding and the reasons for needing WIOA funding must be documented in Toolbox Service Notes. All Supportive Services must be documented in Toolbox and include at a minimum all of the following: type of Supportive Service paid (e.g., transportation, childcare, etc.); amount of Supportive Service paid; timeframe the Supportive Service was paid for; justification of need for the Supportive Service; and lack of other community resources. In all cases, staff must review Service Notes prior to making any Supportive Service payments to avoid duplicate payments. Staff should strive to reduce the customer’s barriers to meet minimum requirements. Care should be taken to ensure that assistance provided is coordinated with all other sources such as, but not limited to, the following:

- DFS
- Voc-Rehab
- Pell Grant
- Community Action Agencies, and
- Any other community or service organization within the subcontractor’s local area

It is the responsibility of staff to provide accurate information to the customer including: if supportive services are requested or determined necessary, if he/she is eligible; if he/she has is no longer eligible to receive the supportive service for any reason (i.e. cap met, no longer has a need, etc.); and the requirements (e.g., paperwork, attending classes, etc.) to receive the Supportive Services.

Allowable Supportive Services available under Individualized Career and Training Services are:

- Child care
- Dependent care
- Transportation assistance (including vehicle repair & insurance for a limited time)
- Work related clothing, tools and equipment (required)

Child and dependent care will be available to all enrolled participants but only when it is unavailable through other sources/programs that provide such services. Participants will be reimbursed for the actual cost, not to exceed a ¹reasonable amount based on average child care/dependent costs within the participant’s area of residence. Program operator staff shall assist the customer in securing adequate child care or dependent care providers by making available a current list of providers for the customer to consider, and by discussing other options such as enlisting a friend or neighbor to provide child care.

¹ In general, reasonable cost is defined as not in excess of the maximum amount allowed in the Supportive Service Determination Worksheet. Program operators may exceed this amount if documentation is obtained (through phone verification or written documentation and a service note is placed in the file) that justify a higher cost for the individual’s needs.

Also, staff will assist the customer in making sure that all needed paperwork, child care provider registration, etc. is provided to the local DFS office as needed. Customer must provide documentation of childcare rates and documentation should be placed in file.

Travel reimbursement for costs incurred will be available to all 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 cost 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. Documentation of miles traveled is required and should be placed in file.

Payments may be made to assist with the cost of attending job club, work activities, training activities, AEL classes, job interviews, and for travel back and forth to work until the first paycheck is received. The payment may be made on a ²per mile basis, or if carpooling or ride-sharing, actual costs not to exceed a reasonable amount based on current costs in the customer's area of residence. Supportive Services is not an entitlement program and should only be made available to enable customers to participate in Title I activities that would otherwise not be able to financially.

In cases where the participant has no transportation or unreliable transportation, staff should assist the participant by encouraging ride share or enlisting the services of OATS, other transportation providers or volunteers for assistance. All such assistance should be viewed as temporary while the customer continues to seek a permanent solution to transportation problems.

Funds may also be used to pay, or partially pay, a reasonable amount for the costs of repairs, tires, insurance premiums and driver license fees on an as needed basis. As stated above, Supportive Services should only be made available to enable customers to participate in Title I WIOA activities that would otherwise not be able to financially. In the event Supportive Services is needed for car insurance, a maximum of three months should be paid. The customer must own the car and a plan developed on how they will pay for the insurance once they have exhausted the three months.

Payments may be made on an as-needed basis, to assist the customer with employment related needs such as appropriate clothing, tools, and equipment. As with other Supportive Services, these services may be provided only when they are unavailable through other sources/programs that provide such services. A maximum of \$500 for the duration of a customer's enrollment into a Title I Program can be spent on expenses other than child care, dependent care, or travel reimbursement expenses such as work related

² The cost per mile has been established in the Supportive Service Determination Worksheet. While the per mile limit has been set as a guideline, Program Operators may exceed this amount if justification can be provided indicating that a higher per mile limit is necessary in order for the individual to participate in the Title I activity. Additionally, a higher per mile rate and longer timeframe is allowable under programs (such as SPYC, Summer Jobs, DRJP, etc) when indicated in the program scope of work.

clothing, tools and equipment, car repairs, and tires. The amount spent on “other” Supportive Services should be tracked and maintained in the customer’s file. Documentation should be obtained by customer indicating amount requested (quotes, bids, fee summary, etc). Documentation (receipts, quotes, etc) should be placed in file to justify amount paid.

In the event that any supportive service not previously outlined in this policy requires more than the allowable maximum amount or cap as stated in policy or on Supportive Service Determination Worksheet, a waiver may be submitted to the NEMO WDB and authorization to exceed the maximum will be awarded on a case-by-case basis. Proper justification must be outlined on the waiver. Supportive services paid from another region will not impact supportive services to individuals enrolled into individualized career or training services in the Northeast Region.

All Supportive Services described herein require that the Job Center staff maintain adequate documentation of need for and delivery of such services with the completion of the Supportive Service Eligibility Certificate. An estimate of the customers Supportive Service needs in the current program year should be determined and entered on the form. Staff should take into account Supportive Service needs, weeks needed, adjustments for receipts of grants such as Pell Grant etc. The estimated need for Supportive Services should be calculated per program year and a reassessment conducted regularly to determine continued need. The need for Supportive Services should be conducted each semester for customers attending training.

A copy of the Supportive Service Worksheet shall be maintained in the participant’s file. Toolbox data entry will also include service note entry identifying the barrier and the plan to address this need. This will allow other Team members and partner agencies an opportunity to integrate and prevent duplication of services already being provided by Title I WIOA Programs. Anytime a change occurs in the Supportive Service payment, the Supportive Service Document must be updated and initialed by staff making the change. An assessment identifying needs should be conducted and entered into the service notes. The service note should indicate what change occurred and reasons for the change along with a plan to address this need.

Approval

For Supportive Services funded through the Title I WIOA Adult, Dislocated Worker and Youth Programs the requests for Supportive Services must be completed on the Supportive Service Eligibility Certificate. A WIOA Supervisor in each center will be responsible for reviewing and approving the request for WIOA Adults, Dislocated Workers, and Youth to ensure all WIOA requirements have been met and the request is appropriate. The Functional Leader will then review the total cost requested to ensure sufficient funds are available. Timesheets will be submitted to the appropriate Job Center and approved for payment by designated Job Center staff before forwarding to fiscal agent for payment. Once the Functional Leader authorizes the Supportive Service a copy of the Supportive Service Eligibility Certificate will be submitted to the Fiscal Agent so

they can generate payments. The fiscal agent will recheck the invoice to ensure calculations are correct and generate payments. Documentation (date paid, check number, amount) and approval of payments must be maintained and placed in file.

Supportive Services for Youth Programs

Supportive Services eligibility, criteria, and processes outlined above must be followed as indicated previously in this policy for Youth.

Allowable Supportive Services available under the Youth Program are:

- Child care
- Dependent care
- Work related clothing, tools and equipment
- Transportation assistance (including vehicle repair and insurance for a limited time)
- Referral to medical services
- Housing assistance

In addition to the allowable supportive services listed previously in this issuance, referral to medical services shall be made available to all Youth participants. Individuals will be referred to DFS to have their eligibility for Medicaid determined. In those instances when the individual is in need of medical services and is not eligible under the Medicaid program or does not have medical insurance through their employment or other sources, support for medical services may be provided. Documentation must be provided outlining costs for payment. Program operators must document that the medical assistance was unavailable to the individual through other sources/program that provide such services.

Another addition to the allowable supportive services listed previously in this issuance is the provision to provide housing assistance to Youth participants. Individuals enrolled into the Youth program that display housing issue barriers (homeless, in jeopardy of being evicted, etc) can be assisted with housing. Allowable payments include rent payment, deposit to obtain housing, fees to avoid eviction, and other necessary payments required to obtain or maintain housing. Documentation must be provided outlining costs for payment. Program operators must document that the housing assistance was unavailable to the individual through other sources/program that provide such services.

In general, travel reimbursements should not occur after the first paycheck is received, however, if justifiable this can be extended for a maximum of 3 months. Justification should be provided in the form of a case note or service entry in TB. Justifiable reasons for extension include: earning a low wage (earning up to 50 cents above minimum wage) or traveling in excess of 40 miles and enrolled and participating in a work experience/internship program designed for WIOA enrolled youth or any other special youth programs (such as SPYC, Summer Jobs) funded through the Workforce Development Board.

Action: This issuance is effective upon receipt.

Reference: WIOA Section 129 and 134, DWD Issuance 12-2010

Contact: If you have any questions or comments please contact Brandi Glover, NEMO Workforce Development Board, at 660-327-5125.

A handwritten signature in black ink that reads "Brandi N. Glover". The signature is written in a cursive style with a large, looped 'G' at the end.

Brandi Glover, Executive Director

NORTHEAST REGION WORKFORCE DEVELOPMENT AREA
NORTHEAST MISSOURI WORKFORCE DEVELOPMENT BOARD

MISSOURI JOB CENTER

One-Stop Partner

Memorandum of Understanding
2016-2019

I. Introduction

This agreement is entered into on June 30, 2016 and becomes effective July 1, 2016. This agreement shall terminate on June 30, 2019.

This MOU is entered into in the spirit of cooperation and collaboration by the Northeast Region Workforce Development Board, hereafter referred to as “the WDB” and the One-Stop Delivery System Signatory Partners, hereafter referred to as “the One-Stop Partners”. It describes how various funding streams and resources will be utilized to better serve mutual customers, both job seekers and businesses, through an integrated system of service delivery operated at three (3) comprehensive sites (Hannibal, Kirksville and Warrenton) and two (2) affiliate sites (Macon and LaBelle). It is understood that the development and implementation of this MOU will require mutual trust and teamwork among the One-Stop Partnering agencies, all working together to accomplish the shared goals.

The contributing partners include: Veterans programs; Job Corps; Division of Vocational Rehabilitation; Adult Education and Literacy; Trade Act; Wagner-Peyser (WP); Unemployment Compensation; Experience Works; Migrant and Seasonal Farm Workers (Missouri Agriculture Employment Services) Program; Workforce Innovation and Opportunity Act (WIOA) Title I (Adult, Dislocated Worker and Youth) Programs; Perkins Career and Technical Education; Community Services Block Grant Programs; and the Missouri Work Assistance (MWA) Program.

The comprehensive and affiliate Missouri Job Centers have been established to meet the need for high quality services to Missouri’s job seekers and businesses. The Next Generation Career Center (NGCC) model in Northeast Missouri uses an integrated service delivery which consists of partner teams and referral processes devoted to meet business and job-seeker customers’ needs.

A customer-centered design is the underlying premise that results in the customer being the focus (rather than the Partners and organizations represented at the Centers). The Centers serve as a conduit between businesses and job seekers; through a variety of avenues, customer needs are assessed and addressed.

II. Strategic Vision

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The Job Centers shall serve as the focal point for all local and regional workforce development initiatives. This will be achieved through delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers.

III. Services Provided through One-Stop Job Center System

The primary objective of the Northeast One-Stop System is to supply businesses with skilled, qualified employees to increase their success in today's economy. We do this by working with businesses to identify resources to meet their needs. Although many services appear to primarily benefit the job seeker, by giving the seeker the opportunity to enhance their skills through training, the Centers are providing businesses a stronger and better-prepared workforce.

Our vision for the system is that our Centers are known as comprehensive employment sites, providing job seekers and businesses with access to the best employment opportunities and employees. Services include not only access to technology, but skill development to maximize the use of technology. These services may be provided on site, but will also be accessible anywhere the business or job seeker is located.

Comprehensive services are offered to job seekers at the Job Centers or by referral to partners. As part of our customer flow, staff meets individually with each customer to assess their needs and they are directed to products and services to help them meet their individual employment and skill development goals. Staff receives cross training on programs offered through the centers and throughout the community so they can make appropriate and meaningful referrals.

Services provided to job seekers (at the One-Stop Job Center and/or via referral to a partner organization) include but are not limited to: career assistance; childcare assistance; clothing assistance; disability resources; education services/assistance; employment assistance; English language learner services; ex-offender services; financial information; food assistance; housing assistance; labor market information; educational remediation; senior services programs; training

support; transition case management; transportation assistance; reading assistance; unemployment work testing; utility assistance; and veterans assistance/support.

These services are funded by various entities, including: Department of Labor (Rapid Response and National Emergency Grants); Department of Labor WIOA Adult, Dislocated Workers, and Youth; Department of Social Services Family Support Division (METP and MWA); Department of Labor (Job Corps); Department of Elementary and Secondary Education (Vocational Rehabilitation and AEL); Federal and State Department of Education funds; CSBG (Community Action Agencies) and Title V of the Older Americans Act.

Services provided to businesses (at the One-Stop Job Center and/or via referral to a partner organization) include but are not limited to: assistive technology; business development; disability services; economic and business stabilization services; Federal and State labor law information; Federal bonding; grant assistance; guidance counseling; interview space; job coaching; employer hiring events; applicant assessment screenings/testing; job fairs; job postings; job readiness classes; job shadowing; labor force demographics; labor market information; low-income seniors services; objective assessments; on-the-job training; recruitment support; retention support; shared work program; Show-Me Heroes program; skills development; interpretive services; supported employment; Trade Act services; Work Opportunity Tax Credit program; Work Ready Missouri program; WorkKeys® testing/National Career Readiness Certificates ; and worker readiness development. We use the state’s management information system for tracking any interaction with or services provided to businesses. This system is a good tool to ensure our efforts are not duplicative, at least for partners using the state’s management information system.

IV. Shared Funding of Infrastructure

Per the US Department of Labor Employment and Training Administration:

“The specific requirements for the local funding agreements, which are related to how the shared and infrastructure costs of the one-stop service delivery system will be paid by the one-stop partners, need not be satisfied in the funding agreements for PY 2016. States and local areas may continue to negotiate local funding agreements as they have been doing under WIA for purposes of PY 2016. However, the local funding agreements must satisfy the requirements of section 121(h) of WIOA for purposes of funding the one-stop system in PY 2017.” Source:

(<https://www.doleta.gov/WIOA/FAQs.cfm>)

Formal cost sharing agreements will be in place on or before June 30, 2017 to identify the costs for each of the Job Centers in which DWD, WIOA and partner staff is located. Currently, Job Center costs associated with the integrated service delivery model are shared among the partners based

on a ratio of DWD staff to WIOA staff. In addition, Job Center costs for other partners, whose office location is in the Job Center, are shared based on costs per square footage used.

V. Shared Funding of Services

All Job Center costs will be allocated to the program directly utilized whenever possible. Any costs associated to the integrated service delivery model that cannot be directly charged will be allocated to the WIOA Adult/WIOA Dislocated Worker/Wagner-Peyser funding based on the proportionate share of customers accessing services in the Job Center. This data will be collected at the end of each calendar quarter and used to allocate costs for the remaining calendar quarter. Funding sources will be leveraged when possible and co-enrollment will be utilized when appropriate.

VI. Systematic Referral Process for Job Center Customers

We agree that the Partners will conduct referral for services in the following manner:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral form with the name, address, and phone number of the Partner organization receiving the customer referral. A copy of the referral form will be given to the customer and sent to the Partner organization (via email or fax) to provide notification of the referral.
2. The organization receiving the referral will make a good faith effort to contact the customer in a timely manner if the customer does not contact the organization first (within three business days).
3. The receiving organization will conduct eligibility determination and coordinate services if eligible and as appropriate with the customer; and follow-up with the referring organization to inform the status and outcome of the customer referral. Coordination of services and information sharing will be identified, as appropriate between partner agencies.

Referrals do not imply automatic eligibility; the result of the referral is dependent on eligibility determination by each partner based on their unique program guidelines and funding availability.

VII. Human Resources Management

Respect and trust of each other as we serve mutual customers is expected. Further, we agree that management and staff engagement with customers will meet a high, mutually agreeable

performance standard. In the event disagreements or performance standard issues arise, the proper chain of command will be followed and staff member's employer of record will be called upon to help resolve issues. All partners will agree to the confidentiality policy set forth by the Division of Workforce Development and the Northeast Workforce Development Board. Authorized staff will receive training and sign the confidentiality statement. All correspondence sent by email and fax will adhere to the confidentiality statement as set forth in the DWD Issuance 01-2008, Change 2 (see https://jobs.mo.gov/sites/jobs/files/workforce-development-system-confidentiality-information_dwd_issuance2008-01_c2_rev2011-09-15.pdf)

VIII. One-Stop Delivery System Quality Standards

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

1. All customers will receive prompt and courteous service from the staff.
2. All customers will receive the services designed to assist customers in achieving their educational and/or employment goals.
3. All employees can expect to work in a safe and professional environment.
4. All employees can expect to receive the best tools to achieve the desired outcome for their customers.
5. All partners will deliver high-quality services.

IX. Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners. The Northeast Workforce Development Board serves 16 counties in Northeast Missouri.

The Board's responsibilities:

1. Develop and execute Memorandum of Understanding (MOU) with One-Stop Partners.
2. Direct the disbursement of funds for workforce development activities pursuant to the requirements of WIOA.

3. Develop the local plan including policies, standards and operational priorities for the local area; update the plan as required by Division of Workforce Development and Department of Labor.
4. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CLEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CLEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce development activities with economic development strategies and other employer linkages.

The One-Stop Operator has been designated by the consortium of required One-Stop Partners to be the Functional Leaders of each Missouri Job Center and their employer of record for the Hannibal, Kirksville and Warrenton Missouri Job Centers. The One-Stop Operator coordinates and provides services within the Job Centers and across the one-stop system.

The One-Stop Operators' responsibilities:

1. Responsible for overseeing the coordination of services internally and by linkage at each site.
2. Ensuring that customers are being well served and receive something of value at the initial and subsequent visits.
3. Continuous improvement of the coordination and delivery of services including electronic and/or improved technology.
4. Provide emphasis for and the review of the local site's effort in putting customer service first.
5. Ensure that current and adequate Labor Market Information (LMI) is available to support the needs of all One-Stop Center and/or satellite site customers.
6. Where and when possible, include the effective use of electronic technology in the resource area and/or other locations as necessary.
7. Review the status of available resources to support strategic plans and performance outcomes determined by the NEMO Workforce Development Board and the Chief Local Elected Officials on a continuing basis.
8. The One-Stop Operator will be responsible for the maintenance of records and files relating to customer service and attainment of performance outcomes.

9. In addition, the One-Stop Operator agrees that all required core services will be available in the One-Stop Job Center by the One-Stop Operator and/or One-Stop Partners located with the center.

The Workforce Innovation and Opportunity Act (WIOA) establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in Northeast Missouri to provide the most comprehensive and integrated service possible.

The One-Stop Partners' responsibilities

1. Provide access to programs and services through the one-stop delivery system, including appropriate career services.
2. Support development and implementation of one-stop policies and processes and an integrated customer-centered service delivery design.
3. Refer and share customers as appropriate, and utilize applicable funding streams to coordinate services for customers.
4. Connect grant funds to ensure customers receive the full benefit of services provided by each partner organization.
5. Engage employers and provide integrated business services.
6. Increase and integrate customer services.
7. Share performance data regarding shared customers.

X. Duration and Modification

This agreement is entered into on June 30, 2016 and becomes effective July 1, 2016. This agreement shall terminate on June 30, 2019.

This Memorandum of Understanding will be reviewed annually and must be updated not less than every three years to reflect any changes in signatory official of the Board, One-Stop Partners, CLEOs, or one-stop infrastructure funding. All Partners retain the right to request a modification to this Memorandum or its related agreements. Requests for modification must be made in writing to the WDB. Partners may terminate their agreement to abide by all terms and conditions with 60 days written notice to other parties in the agreement. The agreement will take effect July 1, 2016 and remain in effect until June 30, 2019 or such time as any party will modify, extend, or terminate this MOU.

By signature hereto, the Northeast Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the Missouri Job Center One-Stop Partner Memorandum of Understanding.

NEMO One-Stop Operators:

BOONSLICK REGIONAL PLANNING COMMISSION
Organization/Agency

Charles Eggen EXECUTIVE DIRECTOR 06/30/16
Name Title Date

Esamco Incorporated
Organization/Agency

Dana Keller Executive Director 7/1/16
Name Title Date

NEMO One-Stop Operator and Offender Programs:

MERS/Missouri Goodwill Industries
Organization/Agency

 President/CEO 7-1-16
Name David Kutchback Title Date

WIOA Dislocated Worker, Adult, and Youth Programs:

NEMO Workforce Development Board

Organization/Agency

[Signature]

Chairman

6-27-16

Name

Title

Date

DWD Wagoner-Peyser, Trade, Jobs for Veterans:

MISSOURI Division of Workforce Development

Organization/Agency

J. Clinton Powers

[Signature]

Manager Performance
RESEARCH

07/01/2016

Name

Title

Date

Adult Education and Literacy:

McCook Area Community College

Organization/Agency

[Signature]

Dean of Career, Technical Education

6/30/16

Name

Title

Date

St. Charles Community College

Organization/Agency

[Signature]

Dean, Corporate & Community Development

7/1/2016

Name

Title

Date

Kirksville Area Technical Center
Organization/Agency

sheryl_fgkirksvill
ek12.mo.us
Digital signed by
sheryl_fgkirksvill@ek12.mo.us
DN: cn=sheryl_fgkirksvill@ek12.mo.us
Date: 2016.06.30 14:42:48 -0500

Director 6/30/16

Name Title Date

Macon R-1 A&L Program
Organization/Agency

Lynia McCallan, Director 6/30/16

Name Title Date

Van-Far R-1 School District Adult Education and Literacy Program
Organization/Agency

Eranna Moore Director of Adult Education and Literacy 7/11/16

Name Title Date

Vocational Rehabilitation:

Vocational Rehabilitation
Organization/Agency

Amy Brewer District Supervisor 6/30/16

Name Title Date

HUD:

North East Community Action Corporation

Organization/Agency



President & CEO

July 7, 2016

Name

Title

Date

Senior Community Service Program - Experience Works:

Experience Works, Inc.

Organization/Agency

Diane Barber State Program Director 6-30-16

Name

Title

Date

Job Corps:

DESI MO JOB CORPS

Organization/Agency

[Signature] Project Director 6/29/16

Name

Title

Date

Perkins Career and Technical Education:

HANNIBAL CAREER & TECHNICAL CENTER

Organization/Agency

[Signature] DIRECTOR 6/30/16

Name

Title

Date

DIKE - LINCOLN TECHNICAL CENTER
Organization/Agency



DIRECTOR
Title

6/29/2016
Date

Name
MARTIN P. Hanley

CSBG:



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

MOU Title: One-Stop Delivery System

1. Department of Social Services (DSS) and Family Support Division (FSD) is signing the Workforce Innovation and Opportunity Act (WIOA) Memorandum of Understanding (MOU) with the understanding that the WIOA regulations from the U.S. Department of Labor are not yet final rules. Until the WIOA regulations become final rules, it is understood that the MOU may need to be amended. Therefore, DSS/FSD is signing each WIOA MOU as it stands now, with revision pending the final rules; seek to clarify the conditions in which it signs them:
 - a. DSS/FSD will not agree to cost-sharing and data sharing unless approved by the Department.
 - b. The MOUs will be updated when the WIOA regulations become final.
 - c. DSS, its affiliates, successors, assignees, and contractors will continue to adhere to its confidentiality and security policies.
 - d. Termination of the MOUs: Any Partner to these MOUs may withdraw, giving written notice of its intent to withdraw as a Partner. All pertinent terms of the MOUs will continue in effect for the remaining Partners. Any party may cancel the MOU at any time for cause or without cause on a 30-day written notice.
 - e. In the event, there is a conflict of language between the MOU and this Disclosure statement, the language in this Disclosure statement shall govern.
 - f. In the event there is a conflict between law, regulations, and policy governing DSS and the WIOA MOU, then DSS law, regulations, and policies govern.

Julie Gibson
Family Support Division (FSD) Director

Temporary Assistance for Needy Families
Community Services Block Grant

NEMO WDB Chair:

<i>Paul Smith</i>	<i>Chairman</i>	<i>6-27-16</i>
Name	Title	Date

NEMO CLEO Chair:

<i>Stanley Peters (Passive Chair)</i>	<i>Chairman</i>	<i>6-30-2016</i>
Name	Title	Date

NEMO WDB Director:

<i>Brandi N. Glover</i>	<i>Executive Director</i>	<i>06/30/16</i>
Name	Title	Date

MEMORANDUM OF UNDERSTANDING

Between the Missouri Division of Employment Security and Division of Workforce Development

This Memorandum of Understanding (MOU) is an agreement between the Missouri Division of Employment Security (DES) and the Division of Workforce Development (DWD), representing Missouri's Fourteen Workforce Development Boards (WDBs).

I. Purpose of Agreement

This MOU identifies the responsibility of DES as the operator of Missouri's Unemployment Compensation Law activities in relation to the operation of the Workforce Innovation and Opportunity Act (WIOA) one-stop delivery system, hereinafter referred to as the Missouri Job Centers (MJC) in each of the fourteen WDB regions.

II. Duties of the Parties

The parties agree to work together to implement and operate the WIOA One-Stop Delivery System and to serve Unemployment Insurance (UI) Program participants during the period of this Agreement. The parties also agree to the following:

DES agrees to the following role in relation to WIOA:

- The Division of Employment Security (DES) administers Missouri's UI program. The UI program provides partial protection for workers against loss of wages during periods of involuntary unemployment. The benefits paid to insured workers bolster the economy of the state during periods of economic downturn by helping maintain a degree of consumer purchasing power.
- UI programs and activities that fall under the operation of DES include the regular UI program, unemployment compensation for ex-service members, unemployment compensation for federal employees, the Shared Work program, the Reemployment Services Eligibility Assessment program and Trade Readjustment Allowances, including Alternative Trade Adjustment Assistance and Reemployment Trade Adjustment Assistance.
- WIOA established an additional requirement to provide meaningful assistance with filing a claim for unemployment insurance. Meaningful assistance means:
 - Providing assistance on-site using staff who are well trained in unemployment insurance claims filing and the rights and responsibilities of UI claimants; or
 - Providing assistance by phone or other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.

- To meet the requirement to provide meaningful assistance to UI claimants in need of help filing a UI claim, MJC staff must be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants to the point of being able to help them understand DES publications and correspondence.
- An electronic feedback system is in place for MJC staff to refer potential UI eligibility issues to the DES for investigation.

DWD and the WDBs agree to do the following:

- Designate MJC staff to be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants to the point of being able to help them understand DES publications and correspondence.
- Provide training to MJC staff in the centers, as needed, including but not limited to assessing a UI claimants needs, providing labor market information, developing a work search plan, making referrals to services and training, skills remediation and assessment, and computer system information.
- Individuals with significant barriers to employment shall be identified and receive priority service and shall receive services designed to assist them in achieving their educational and /or job placement goals.
- Individuals with disabilities shall be provided accommodations and assistive technology upon request and shall be referred to the appropriate agency for additional assistance as appropriate.

III. Funding of the Job Center infrastructure costs

Under WIOA, all Partners are required to contribute in some manner to the infrastructure of the One-Stop, whether or not the Partner is physically located in the MJC. The Partners of this MOU agree to work together during the duration of this MOU to develop an arrangement through guidance forthcoming from USDOL on funding the infrastructure.

IV. Terms of Agreement

Any revision to this Agreement, whether by modification or supplementation, must be accomplished by a formal amendment or supplement signed and approved by the duly authorized representative of the DWD, DES, and WDBs.

This Agreement may be terminated at any time during the term of the agreement, with or without cause, by either party by furnishing written notice to the other party at least sixty (60) days before the desired termination date.

The parties will observe confidentiality requirements of federal law (20 CFR Part 603) and state law (Section 288.250 RSMo).

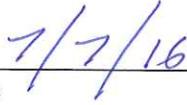
V. Signatures

The undersigned enter into this MOU between the Department of Labor and Industrial Relations, Division of Employment Security and the Department of Economic Development, Division of Workforce Development, on behalf of Missouri's fourteen Workforce Development Boards. This agreement shall remain in effect for three years from the most recent date of signing and parties agree to comply with the provisions of this Agreement.

MISSOURI DIVISION OF EMPLOYMENT SECURITY

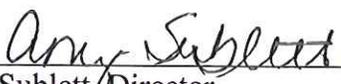


Chris Miller, Acting Director
Division of Employment Security
421 E. Dunklin
Jefferson City, MO 65104



Date

MISSOURI DIVISION OF WORKFORCE DEVELOPMENT



Amy Sublett, Director
Division of Workforce Development
421 E. Dunklin Street
Jefferson City, MO 65101



Date

MEMORANDUM OF UNDERSTANDING
Between the Division of Workforce Development
And United Migrant Opportunity Services

This Memorandum of Understanding (MOU) is an agreement between the Division of Workforce Development (DWD), representing Missouri's fourteen (14) Workforce Development Regions and United Migrant Opportunity Services (UMOS), the National Farmworker Jobs Program (NFJP) grantee.

The purpose of this MOU is to ensure the most effective and efficient utilization of the funds provided by the US Department of Labor for administration and operation of the statewide Migrant Seasonal Farm Workers (MSFWs) outreach program, in compliance with 29 CFR 38, Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act (WIOA) of 2015. This also complies with 20 CFR 653.107 (c)(2)(v) as it pertains to the number of MSFWs planned to be contacted by the signatory agencies of this MOU.

DWD and UMOS will work together as partners with the shared goal to provide a full spectrum of services to Missouri's eligible MSFWs and/or a dependent of an eligible MSFW and agricultural employers.

I. SERVICES TO BE PROVIDED

UMOS as the NFJP (WIOA section 167) grantee will:

1. Provide a bilingual (Spanish and English) worker to each Job Center deemed "significant" in service to MSFWs: UMOS staff will not be collocated in career centers. Requests for UMOS bilingual staff should be by appointment when possible. UMOS staff will travel as location, logistics, time and budgets allow, assisting DWD staff in providing clients with easy access to services. UMOS staff may request phone interviews to pre-qualify Farmworkers for the NFJP program, before traveling long distances. Qualifying for the NFJP program requires several personal documents upfront; applications cannot be processed without these documents beforehand.
2. Provide outreach workers to visit MSFWs where they live and/or work, in order to inform them of all available Job Center services and community programs, from which they may benefit, including those available to the general public.
3. Refer MSFWs to opportunities for which they may qualify, Agricultural as well as Non-Agricultural employment opportunities currently available to all applicants.
4. Upon request provide a list of names and contact information of eligible MSFW. UMOS will share names of participants in a manner consistent with funding source regulations and applicable Federal and State laws.
5. Assist MSFWs in the preparation of applications for new employment.
6. Refer MSFWs to Job Center staff for training programs.
7. Provide information regarding the types of employment likely to be available when the currently-employed MSFW becomes available for new employment.
8. Receive and subsequently refer complaints, including farm labor complaints, to the State Monitor Advocate.

9. Coordinate farm labor program activities with DWD's MSFW Outreach staff and the State Monitor Advocate.
10. Provide appropriate UMOS staff to travel within the State to attend meetings, training sessions, speaking engagements and/or other activities deemed necessary by both agencies.
11. UMOS will provide DWD with a list referencing a contact person in each of its offices who are familiar with the terms of this cooperative agreement.

Meanwhile, DWD and Missouri's Job Centers will endeavor to provide all services available to MSFWs, as it does to all registered applicants, in accordance with Missouri's Law against Discrimination and, additionally, those services in compliance with the Judge Richey Court Order, namely, including:

1. Provide information to MSFWs about the Job Service Complaint System and refer complainants to the local Job Centers to document and file their complaints.
2. Upon request provide a list of names and contact information for those who indicate farm work.
3. Document and refer to the State Monitor Advocate any apparent violations of employment-related laws, including housing, field sanitation and potable water.
4. Make referrals to specific employment opportunities currently available to unemployed MSFWs, as well as to other job openings for which they may qualify.
5. Assist MSFWs in the preparation of employment applications.
6. Refer MSFWs to appropriate training programs.
7. Provide information regarding the types of employment that are likely to be available when the currently-employed MSFW becomes available for new employment.
8. Take job orders from referred employers and enter them into the appropriate database system, following prescribed procedures.
9. Provide adequate space, including access to telephone and computer, in offices designated "significant" in service to MSFWs, as needed, for a bilingual UMOS worker to attend to clients in the Job Centers.

DWD will provide to UMOS, as requested, a list of names and contact information for all registered customers who have indicated that they have done farmwork.

II. REPORTING SYSTEM

UMOS will make effective use of the desk space, computers, labor market information, employment and training opportunities, and other programs provided by DWD, to generate quarterly statistical reports and submit them to the designated entity within DWD.

Reports will include:

- Number of estimated MSFWs currently in the State
- Number of MSFW contacts made during each day, week, and month
- Number of referrals made to various services
- Number of complaints received and referred
- Number of training applications received and referred

- Placement information on any customers who are co-enrolled, with both UMOS and DWD, who have entered employment
- An outline of services provided, when necessary and requested
- Any significant events that need to be highlighted

III. AGREEMENT

UMOS and DWD will provide initial and periodic cross-training regarding program services offered by each.

Any revision to this MOU, whether by modification or supplementation, must be accomplished by a formal amendment or supplement signed and approved by the duly authorized representative of the DWD and UMOS.

This MOU may be terminated at any time during the term of the agreement, with or without cause, by either party by furnishing written notice to the other party at least thirty (30) days before the desired termination date.

The undersigned have read this "Memorandum of Understanding" between the Division of Workforce Development representing Missouri's fourteen (14) Workforce Development Regions and the United Migrant Opportunity Service to remain in effect for one year from the most recent date of signing (below), and they agree to comply with the provisions of this MOU.

Division of Workforce Development
Amy Sublett, Director

United Migrant Opportunity Services

Amy Sublett
Signature

[Handwritten Signature]
Signature

Amy Sublett
Printed Name

Stephan D. BORDERS
Printed Name

Director
Title

Director
Title

July 25, 2014
Date

7/17/16
Date

NGCC
Kirksville
Cost Sharing

Report For: June 2015

NGCC Budget for 7/1/2015 through 6/30/2016

Percentages for April to June 2015

DWD: 81.00% WIB: 19.00%

Pending

NGCC	Proposed Budget	WIB + or - Adjustment	Adjusted Budget
Copier-Office	\$3000.00	\$ 0.00	\$3,000.00
Furniture & Equip R&M			
Office	\$5000.00	\$ 0.00	\$5,000.00
Supplies- NGCC			
Telecommunication	\$8100.00	\$ 0.00	\$8,100.00
Charge			
Postage	\$1000.00	\$ 0.00	\$1,000.00
Postage	\$ 300.00	\$ 0.00	\$300.00
Meter			
Machine- Office Furn & Equip Rental			
Organization	\$ 350.00	\$ 0.00	\$350.00
Memberships			
Rent/Utilities	\$25000.00	\$ 0.00	\$25,000.00
Printing	\$ 950.00	\$ 0.00	\$950.00

Record	\$ 0.00	\$ 0.00	\$0.00
Destruction-			
Other			
Business			
Services			
Publications &	\$ 0.00	\$ 0.00	\$0.00
Subscriptions			
Interpretation	\$ 0.00	\$ 0.00	\$0.00
Services-			
Other			
Professional			
Services			
Functional	\$26300.00	\$ 5656.52	\$31,956.52
Leader			
TOTALS	\$70,000.00	\$5,656.52	\$75,656.52

NGCC
Warrenton
Cost Sharing

Report For: June 2015

NGCC Budget for 7/1/2015 through 6/30/2016

Percentages for April to June 2015

DWD: 47.00% WIB: 53.00%

Pending

NGCC	Proposed Budget	WIB + or - Adjustment	Adjusted Budget
Copier-Office	\$ 0.00	\$ 0.00	\$0.00
Furniture & Equip R&M			
Office	\$2900.00	\$ 0.00	\$2,900.00
Supplies- NGCC			
Telecommunication	\$12000.00	\$ 0.00	\$12,000.00
Charge			
Postage	\$ 50.00	\$ 0.00	\$50.00
Postage	\$ 50.00	\$ 0.00	\$50.00
Meter			
Machine- Office Furn & Equip Rental			
Organization	\$ 50.00	\$ 0.00	\$50.00
Memberships			
Rent/Utilities	\$25000.00	\$ 0.00	\$25,000.00
Printing	\$ 0.00	\$ 0.00	\$0.00

Record	\$ 0.00	\$ 0.00	\$0.00
Destruction-			
Other			
Business			
Services			
Publications &	\$ 0.00	\$ 0.00	\$0.00
Subscriptions			
Interpretation	\$20000.00	\$ 0.00	\$20,000.00
Services-			
Other			
Professional			
Services			
Functional	\$50000.00	\$-11000.00	\$39,000.00
Leader			
TOTALS	\$110,050.00	(\$11,000.00)	\$99,050.00

NGCC
Hannibal
Cost Sharing

Report For: June 2015

NGCC Budget for 7/1/2015 through 6/30/2016

Percentages for April to June 2015

DWD: 71.00% WIB: 29.00%

Pending

NGCC	Proposed Budget	WIB + or - Adjustment	Adjusted Budget
Copier-Office	\$ 200.00	\$ 0.00	\$200.00
Furniture & Equip R&M			
Office	\$1300.00	\$ 0.00	\$1,300.00
Supplies- NGCC			
Telecommunication	\$4200.00	\$ 0.00	\$4,200.00
Charge			
Postage	\$ 150.00	\$ 0.00	\$150.00
Postage	\$ 200.00	\$ 0.00	\$200.00
Meter			
Machine- Office Furn & Equip Rental			
Organization	\$ 0.00	\$ 0.00	\$0.00
Memberships			
Rent/Utilities	\$40000.00	\$ 0.00	\$40,000.00
Printing	\$ 200.00	\$ 0.00	\$200.00

Record	\$ 0.00	\$ 0.00	\$0.00
Destruction-			
Other			
Business			
Services			
Publications &	\$ 0.00	\$ 0.00	\$0.00
Subscriptions			
Interpretation	\$ 0.00	\$ 0.00	\$0.00
Services-			
Other			
Professional			
Serivces			
Functional	\$40000.00	\$14500.00	\$54,500.00
Leader			
TOTALS	\$86,250.00	\$14,500.00	\$100,750.00



Local Workforce Development Board Membership Certification or Recertification Form

Local Workforce Development Board: NEMO Workforce Development Board

Attach more forms as needed

Appointee's Name & Title	Member Category*	Nominating Organization	Appointee's Company or Organization, Mailing address, phone #, fax # and email address	FEIN ** for Business Nominees Only	Member Being Replaced (if applicable)
Dennis Gill, Owner	Business	Mark Twain Lake Chamber of Commerce	Timber Ridge Resort 22764 Joanna Drive Perry, MO 63462 Phone: 573-565-3135 Fax: 573-565-3901 Email: timberidge@socket.net		
Kami Mohn, Manager of Economic Development & Member Services	Business	Hannibal Area Chamber of Commerce	Northeast Missouri Electric Power Cooperative PO Box 191, 3705 Business 61 Palmyra, MO 63461 Phone: 573-769-8215 Fax: 573-769-4358 Email: kmohn@northeast-power.coop		Gordon Ipson
Darren Arnsmeier, Manager	Business	The Greater Montgomery County Economic Development Council	New Florence Wood Products 49 Stave Mill Road New Florence, MO 63363 Phone: 573-252-2517 Fax: 573-252-2516 Email:		
Pat Poepping, Owner/Operator	Business	Hannibal Area Chamber of Commerce	Poepping Stone Bach & Associates, Inc. 100 South 54 th Street Quincy, IL 62305 Phone: 217-223-4605		

			Fax: 217-223-1546 Email: patrickp@psba.com		
Diane Noah, Executive Director	Business	HomeCare of Mid-Missouri	HomeCare of Mid-Missouri 102 W Reed Street Moberly, Mo 65270 Phone: 660-263-1517 Fax: 660-263-8033 Email: diane.noah@homecare.org		
Annette Sweet, Customer Service Advisor	Business	Kirksville Area Chamber of Commerce	Ameren Missouri 204 W Cottonwood Kirksville, MO 63501 Phone: 660-785-2740 Fax: 660-785-2710 Email: asweet@ameren.com		
Dan Putrah, Executive Vice President & Senior Loan Officer	Business	Paris Area Chamber of Commerce	Paris National Bank 118 N Main Street Paris, MO 65275 Phone: 660-327-4184 Fax: 660-327-5909 Email: dputrah@parisnational.com		
Vincil M. Wilt DVM, Owner	Business	Paris Area Chamber of Commerce	Paris Veterinary Clinic, INC. 25010 Business Hwy 24 Paris, MO 65275 Phone: 660-327-5121 Fax: 660-327-5168 Email: parisvet@parismo.net		
Steve Sellenriek, Vice President	Business	Montgomery City Area Chamber of Commerce	Sellenriek Construction, Inc. 313 North Gladstone PO Box 237 Jonesburg, MO 63351 Phone: 636-488-3396 Fax: 636-488-3374 Email: steves@sellcon.us		
Corey Mehaffy, Owner	Business	Moberly Area Chamber of Commerce	GSG Growth Services Group, LLC 809 Fox Run Moberly, MO 65270 (660)353-1726 Email: cjm@growthservicesgroup.com		
Christopher Brokaw, Branch Manager	Business	Pike County Development Authority	U.S. Bank 317 W Main St Bowling Green, MO 63334 573-324-2281 Email: christopher.brokaw@usbank.com		
Carolyn Chrisman, Director of	Economic Dev.	Kirksville Regional Economic	K-REDI 315 S. Franklin, PO Box 783		

Economic Development		Development Inc. (K-REDI)	Kirkville, MO 63501 Phone: 660-665-2003 Fax: 660-785-2530 Email: cchrisman@kirkvillecity.com		
Jim Kolve, Coordinator for Missouri AFL-CIO Dislocated Worker Program, Communication Workers of America (CWA)	Labor - Labor/Apprenticeship/Employees- Workforce	Missouri AFL-CIO	Missouri AFL-CIO 2446 Charente Saint Louis, MO 63043 Phone: 314-991-1944 Fax: 314-991-1944 Email: kolvej@gmail.com		
Steve Garner, Business Manager	Labor- Labor/Apprenticeship/Employees- Workforce	Missouri AFL-CIO	Pipefitters, #562 PO Box 735 Fulton, MO 65251 Phone: 573-592-0201 Fax: Email: sgarner@ktis.net		
Russell (Butch) Landis, Instructor	Apprenticeship - Labor/Apprenticeship/Employees- Workforce	Missouri AFL-CIO	Operating Engineers Local 513 Training 75 Hwy F Silex, MO 63377 Office: 573-485-2200 ext. 32 Personal Cell: 573-473-0923 Email: blandis513@yahoo.com and info@oelocal513training.com		
Janice Robinson, Deputy Director of Community Service Programs	CBO- Labor/Apprenticeship/Employees- Workforce	North East Community Action Corporation	NECAC 16 North Court, PO Box 470 Bowling Green, MO 63334-0470 Phone: 573-324-6633 Fax: 573-324-2132 Email: jrobinson@necac.org		
Mark Chambers, Articulation Specialist & CTE Programs	Higher Education	Moberly Area Community College	Moberly Area Community College 101 College Avenue Moberly, MO 65270 Phone: 660-263-4110 Fax: 660-263-7563 Email: markcha@macc.edu		
Ann McCauley, AEL Director	AEL	MO Department of Elementary & Secondary Education Office of Adult Education & Literacy	Moberly Area Community College 101 College Avenue Moberly, MO 65270 Phone: 660-263-4100 ext. 11307 Fax: 660-269-4997 Email: annmc@macc.edu		
Clinton Flowers, Manager of Planning and Research DED	Wagner Peyser (DWD)	Division of Workforce Development	Division of Workforce Development 421 East Dunklin Street Jefferson City, MO 65101 Phone: 573-526-8261		

Stanley Puckett
CLEO or CLEO Consortium Chair Signature

5-16-2016
Date

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

ARTICLE I
Name and Location of Principal Office

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

ARTICLE II
Statement of Purpose

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

- 2.3 Legislative or Political Activities. No substantial part of the activities of the corporation shall include attempting to influence legislation and the corporation shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office.
- 2.4 Operational Limitations. Notwithstanding any other provisions of these by-laws, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal Income tax under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation, contributions, to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or the corresponding provision of any United States Internal Revenue Law).
- 2.5 Dissolution Clause. Upon the dissolution of the corporation, the Board of Trustees, or Board of Directors as the case may be, after paying or making provisions for the payment of all of the liabilities of the corporation, shall dispose of all the assets of the corporation in accordance with applicable federal and/or state statutes. For any and all assets not a part of federal and/or state statutes, they shall be disposed of exclusively for the purpose of the corporation in such a manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board shall determine. Any such assets not so disposed of shall be disposed of in the Court of Common Pleas of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations as said court shall determine which are organized and operated exclusively for such purpose.

ARTICLE III Powers and Duties Generally

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

- d. Enter into and perform such contracts, leases, agreements, or other transactions with persons of agencies, public or private as necessary to carry out its duties as required by public law 113-128 or any amendment.

ARTICLE IV Organization of the Board

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

ARTICLE V Meetings

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

members for the meeting. Emergency meetings may be held in person or by electronic means (web conferencing, conference call, fax or email) with adequate documentation. Emergency meeting decisions will be considered the same as if they were made at a regular meeting.

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

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

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

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

ARTICLE VI Officers

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

time of service and re-election. A person shall be eligible to hold another office of the Board during the interim period of one year.

- 6.3 Any officer elected by the members of the Board may be removed by the affirmative vote of 2/3 majority of the members of the Board present at a regular or special meeting.
- 6.4 Any vacancy occurring in any office shall be filled for the unexpired term thereof by the Board members in the same manner as any election of officers.
- 6.5 The Chairperson shall preside at all meetings of the Board. He/she has the authority to execute all instruments for and on behalf of the Board.
- 6.6 The Vice-Chairperson shall, in the absence of the Chairperson, perform the duties and exercise the powers of the Chairperson.
- 6.7 The Secretary/Treasurer, or his/her designee, shall cause to be recorded all of the proceedings of the meetings of the Board in a book to be kept for that purpose. The Secretary/Treasurer, or his/her designee, will perform other duties as deemed appropriate for this position.

ARTICLE VII Committees

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

CLEO's, this committee will also function as the Financial Committee. The Executive Committee will monitor personnel matters and perform duties assigned to the Board as described in the Board's Personnel Manual. The Executive Committee will review the adopted by-laws at least annually and submit their recommendations to the full Board.

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

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

and recommend selection for Title I Program Operators and operators of other programs assigned to the Board. The One-Stop Committee will review its selection of Operators with the full WDB and the CLEO consortium for their approval. This committee will make recommendations to the Executive Committee for attainment of resources for system improvements when necessary.

- 7.4 **Youth Council (Youth Standing Committee).** The Chairperson shall be empowered to annually appoint a Youth Council composed of not less than three (3) members. The Chairperson shall select the Committee Chairperson and Alternate Chairperson. The Chairperson must be a member of the NEMO WDB. The Youth Council is responsible for the design of the area Youth services and serves as an advisory body to the Board. The Youth Council addresses the employment and training issues of the youth in the region to become life-long learners who have the opportunity to achieve long-term economic success and advocates opportunities for the youth to assess skill development, education, and support, to accomplish their goals. Members of the Youth Council will assume the following responsibilities: make recommendations of eligible youth service providers to the Workforce Development Board and Chief Local Elected Officials; conduct oversight with respect to eligible providers of youth activities; coordinate youth activities authorized by WIOA; and perform other duties deemed appropriate by the NEMO WDB, such as establishing linkages with education agencies, core partners, and other youth entities.
- 7.5 **Employer Engagement Committee.** The Chairperson shall be empowered to annually appoint an Employer Engagement Committee composed of not less than three (3) members. The Chairperson shall select the Committee Chairperson and Alternate Chairperson. The Employer Engagement Committee shall meet as needed during the year. The Employer Engagement Committee will be comprised of key Board members (business owners, labor representatives, apprenticeship, economic development) and partners focused on employer engagement. The Employer Engagement Committee is responsible for guiding the strategic initiatives for innovation and improvement of Employer Engagement for the WDB.
- 7.6 **Access Committee.** The Chairperson shall be empowered to annually appoint an Access Committee composed of not less than three (3) members. The Chairperson shall select the Committee Chairperson and Alternate Chairperson. The Access Committee shall meet as needed during the year. The Access Committee will be comprised of Board members and additional partners not on the Board that includes individuals with expertise in assisting the disability community, and other core partners. The Access Committee will be responsible for evaluating the referral processes, program and training services to ensure quality access for all individuals.
- 7.7 An attempt will be made to ensure that no more than one person from each county shall serve on any committee with the exception of the Chairperson of the Board

who shall be an ex-officio member of all committees. A member may chair only one committee. Officers of the Board may each serve on other committees in addition to the Executive Committee; however, they shall not be permitted to chair those additional committees except for Ad Hoc Committees.

7.8 There shall be such other committees as the Chairperson of the Board shall from time to time designate. The appointment of Ad Hoc Committees may be made by the Chairperson with the approval of the Board or Executive Committee. The members of said committees shall be appointed by the Chairperson and shall have such authority and perform such duties as the members shall designate.

7.9 The Chairperson, with approval of the Executive Committee or the full Board, may remove one or more members from any committee and appoint members to fill such vacancies.

ARTICLE VIII Fiscal

8.1 **Fiscal Year.** The fiscal year of the NEMO Workforce Development Board shall be from July 1 to June 30.

8.2 **Audit Requirements.** The financial statements, books and records of the Board shall be examined as of the end of each fiscal year by an independent certified public accountant licensed to practice in the State of Missouri. Audited financial statements, appropriate disclosures, and such compliance or management advisory reports as the Executive Committee may request shall be submitted, along with an opinion letter, to the full Board no later than 180 days subsequent to the close of the fiscal year. The Executive Committee shall develop and circulate appropriate "Audit Bid Proposals" and shall recommend an auditor for the Board.

8.3 **Indemnification, Insurance and Bonds.** All members of the Board will be provided professional liability insurance also known as errors and omissions insurance. The Executive Committee is authorized to issue Requests for Proposals for appropriate insurance coverage to protect the members against liability claims including action in tort and further to recommend the selection of a carrier(s) and coverage to the full Board for approval. Any member of the Board with custodial care of cash, checks or negotiable securities, or empowered to authorize the disbursements of same, shall be bonded in an amount to be determined by the Executive Committee.

ARTICLE IX General Provisions

9.1 The Board, represented by the Executive Committee shall negotiate, subject to ratification of the full Board, a working agreement with the Northeast Region CLEO's to operate and execute the duties and responsibilities under Public Law 113-128.

9.2 Private Sector Members of the Board shall be reimbursed for actual expenses incurred in the performance of their duties. Rates of reimbursement for travel and subsistence shall be established by the Executive Committee. Reimbursement vouchers shall be approved by the Secretary/Treasurer or their designee. All other members will provide for their own expenses incurred as a part of their responsibility to contribute to the WIOA One Stop system as directed by the Workforce Innovation and Opportunity Act.

9.3 Any member of the Board who is absent from three (3) consecutive Board meetings, either regular or special, shall be considered for expulsion. Expulsion of any member shall require affirmation vote of two-thirds of the membership present and constituting a quorum.

9.4 A member of the Board shall be required to leave the meeting room when any recommendation regarding a bidder or discussions on any funding discussions regarding a bidder are before the meeting, if the member, or a person of the member's immediate family (parent, children, sibling, grandparent, aunt, uncle, niece, nephew, cousin, as well as step-family and in-laws):

- ◆ is employed by the bidder;
- ◆ works for the bidder;
- ◆ is general member of the bidder;
- ◆ is a member of the bidder's governing body; or
- ◆ has a financial interest in the bidder.

9.5 No member while serving as a member of the Board and no former member within six months after termination of membership on the Board shall receive any compensation for services rendered to the Board, but may receive reimbursement for expenses incurred.

9.6 Corporate Compliance Policy.

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

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

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

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

A. GENERAL PRINCIPLES:

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

B. COMMITMENTS

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

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

C. COMPLIANCE OFFICER

1. This agency designates the Executive Director or their designee as the Corporate Compliance Officer. Investigation of suspected violation of these standards shall be done by the Executive Director and/or Compliance Officer. Legal counsel will be available when deemed appropriate.
2. The Compliance Officer shall also be responsible for the monitoring of the agency's continued compliance with these policies and report any need for changes to the Board and administration.
3. In order to facilitate the monitoring responsibility, the Executive Director shall appoint a Compliance Committee to assist with compliance monitoring and related issues.

D. DUTY TO REPORT VIOLATIONS OF STANDARDS

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

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

also 2 CFR Part 180 and 31 U.S.C. 3321).

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

ARTICLE X Amendments

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

ARTICLE XI Parliamentary Authority

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

ARTICLE XII Civil Rights

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

Adopted by the Northeast Missouri Workforce Development Board while in regular session on the 16th Day of May, 2016.

Chairperson

Attested:

Secretary/Treasurer

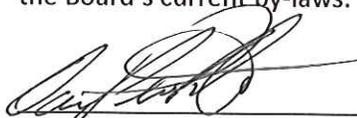
Local Workforce Development Board

ATTESTATION FOR REVIEW OF BY-LAWS

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

Name of Local Workforce Development Board: NEMO Workforce Development Board

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



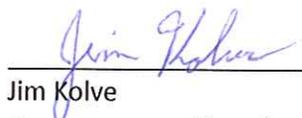
Dan Putrah, Chairperson Date



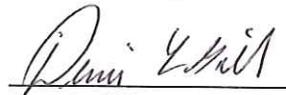
Stephen Garner Date 5-16-16



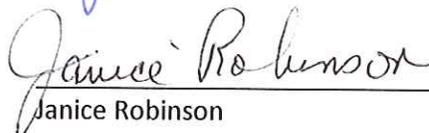
Corey Mehaffy Date 6-28-16



Jim Kolve Date 5-24-16



Dennis Gill Date 5/16/16

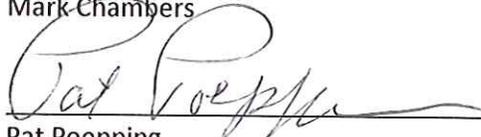


Janice Robinson Date 5-16-16

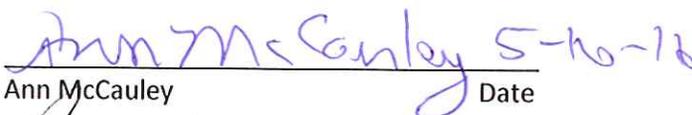


Mark Chambers Date 5/14/16

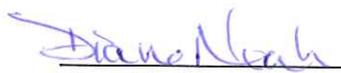
Carolyn Chrisman Date



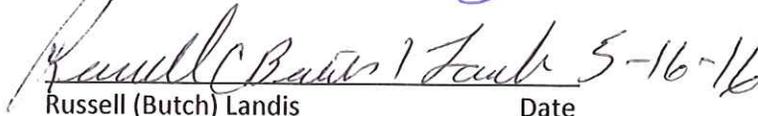
Pat Poepping Date



Ann McCauley Date 5-16-16



Diane Noah Date 5-16-16



Russell (Butch) Landis Date 5-16-16



Annette Sweet Date



Lynn Wehmeier Date 5-16-2016

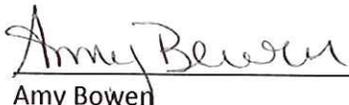


Vincil (Mac) Wilt Date 5-27-2016



Kami Mohn Date 6/27/16

Clinton Flowers Date



Amy Bower Date 6/27/16



Darren Arnsmeier

6/27/16

Date

Steve Sellenriek

Date

Christopher Brokaw

Date

Date

Date

Date

Date

Date

**NEMO WORKFORCE
DEVELOPMENT BOARD
CONFLICT OF INTEREST POLICY**

Article I: Purpose

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

Article II: Definitions

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

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

¹⁰ Note that this Conflict of Interest Policy does not assume the existence of a separate Compensation Policy. Compensation paid to insiders, including for their service as directors, officers, and key employees, should be evaluated under this Policy in its current form. If an organization has a separate Compensation Policy that addresses such compensation decisions, this policy may be modified accordingly.

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

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

Transaction means any transaction, agreement, or arrangement between an interested person and the Organization, or between the Organization and any third party where an interested person has a material financial interest in the transaction or any party to it. [Note to Organization: If the Organization has a separate Compensation Policy that addresses the receipt of compensation by an insider in his or her capacity as an insider (e.g., compensation paid to the President for her services to the Organization as its President), please include the following sentence: "*Transaction* does not include compensation arrangements between the Organization and a director, officer, or other insider that are wholly addressed under the Organization's Compensation Policy."]

Article III: Procedures

1. Duty to Disclose

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

2. Determining Whether a Conflict of Interest Exists

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

3. Procedures for Addressing a Conflict of Interest

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

on any transaction in which the director has an interest, and the remaining Board members shall decide the matter.

Article IV: Review by the Board

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

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

Article V: Records of Proceedings

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

Article VI: Annual Disclosure and Compliance Statements

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

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

Article VII: Violations

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

Article VIII: Annual Reviews

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

NEMO Workforce Development Board

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

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

Part I. Acknowledgment of Receipt

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

Signature

Date

Printed Name

Part II. Disclosure of Financial Interests

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

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

Part II Please check ONE of the following boxes:

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

OR

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

Family Relationships	Names of those presenting a potential conflict of interest
Include spouse/domestic partner, living ancestors, brothers and sisters (whether whole or half blood), children (whether natural or adopted), grandchildren, great grand-children, and spouses/ domestic partners of brothers, sisters, children, grandchildren, and great grandchildren	

Type of interest	Description of interest that could lead to a conflict of interest
Transactions or arrangements with the Organization	
Transactions or affiliations with other nonprofit organizations	
Substantial business or investment holdings	
Transactions or affiliations with businesses not listed above	

I am not aware of any financial interest involving me or a family member that could present a conflict of interest that I have not disclosed either above or in a previous disclosure statement.

Signature

Date

Printed Name

**NEMO Workforce Development Board
WIOA Title I-B
Substate Monitoring Plan**

PRE-MONITORING ACTIVITIES

Monitoring Scheduling

All subcontractors shall be monitored by staff of the NEMO Workforce Development Board for each program they operate, at least annually. The Monitoring schedule and sample size will be in accordance with DWD Issuance 16-2015 Sub-State Monitoring policy. The Subcontractor shall be notified of the intended dates of scheduled monitoring at least two weeks prior to the date of the visit whenever possible. The NEMO WDB reserves the right to conduct unscheduled monitoring in conjunction with or in response to investigations of misfeasance and/or malfeasance or previous monitoring findings.

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

Sample Size

A random sampling of files from every funding stream will be selected to test eligibility. WIOA Adult and Dislocated Worker records/enrollments will be combined for the purpose of sampling NGCC service delivery. A combined sampling of records/files of Adult and Dislocated Workers participants enrolled in any of the following services:

- WIOA Career-level –only enrollments (Membership)
- Classroom Training
- On-the-Job Training
- Work Experience/Internship
- Support Services/Needs-related payments
- Any other service that results in direct payment being made to, or on behalf of, a participant

The following sample sizes are required, at a minimum, depending on the universe to be reviewed. These guidelines are applicable for every sample to be reviewed i.e., a sampling will be selected from the universe sample size listed below for Classroom Training, On-the-Job Training, Work Experience/Internship, Support Services/Needs-Related payments and any other service that results in direct payment being made to, or on behalf of, a participant.

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

Universe Sampling Size

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

Pre-Monitoring Desk Top Review

Prior to the beginning of the monitoring visit, monitoring staff may review records by desk top. A random sampling of items may be reviewed during the monitoring. Those items will include but not be limited to:

1. subcontractors contract scope of work;
2. subcontractors planned performance levels (as applicable);
3. case management system information relating actual performance;
4. contract progress reports to determine actual expenditures;
5. Toolbox record data

ON-SITE ACTIVITIES

Entrance Conference

Upon arrival at the subcontractor's primary office, the lead person of the monitoring team shall hold an Entrance Conference with the WIOA Title I-B Operator and/or Designated One-Stop Operator of the Job Center being monitored or his/her representative. The lead monitor shall outline the monitoring activities to be conducted and the WDB personnel will be responsible for each activity. Monitors will answer any questions that the subcontractor and/or one-stop operator staff may have relating to the monitoring.

One-Stop Operator Staff Interview

The NEMO Workforce Development Board has designated the Functional Leaders as the One-Stop Operator. As the One-Stop Operator the Functional Leaders shall be interviewed at least once during each program year. A standardized form will be used so that Functional Leaders can conduct a Job Center self-evaluation. The questionnaire is designed to allow Functional Leaders to create and evaluate progress with NGCC process and procedures, evaluate minimum standards and the effectiveness of the processes. The WDB will use their responses for improvements and to identify skills/service gaps.

Monitoring process will include questionnaires and procedures for interviewing customers, employers, trainers and Job Center staff. However, at a minimum, the interview will inquire about the following processes and systems:

1. General management of the job center; including facility and maintenance responsibilities
2. Coordination of services
3. Continuous improvement
4. LMI system and data
5. Availability of resources
6. Performance and outcome measures, including customer satisfaction
7. Record keeping and reporting, including participant tracking
8. Appropriateness of Adults and Dislocated Workers in need of Individualized Career and Training Services
9. Next Generation (NGCC) services and model system
10. Orientation to services to include participant rights under complaint and grievance procedures
11. Implementation of NGCC minimum standards
12. NGCC Membership/Assessment
13. Labor Exchange
14. NGCC Products and Service Usage to include workshops
 - WIOA Adult and Dislocated Worker
 - Classroom training
 - On the Job Training
 - Short Term pre-vocational services
 - Support Services
15. WIOA Youth

16. EO Observation

Personnel Systems

The NEMO Workforce Development Board monitoring staff may review one or more personnel records of individuals paid through contracts with the NEMO WDB. The purpose of this review shall be to ascertain if subcontractor staff:

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

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

EEO and ADA Compliance

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

Financial Procedures Review

At least once during each program year, the WDB financial monitoring staff shall review each program operator's financial procedures and systems to ensure fiscal integrity and compliance with WIOA section 184(a)(4) [29 U.S.C. 3244(a)(4)], annual DWD agreements, and 2 CFR Part 200 and Part 2900. In addition, funds intended to support adult, dislocated worker, youth, Next Generation Career Centers (NGCC), stand-alone summer youth programs or any other special initiatives will be monitored in accordance with contractual scopes of work. The monitoring shall be completed using a standardized monitoring instrument, which may be customized to meet special contract provisions of individual subcontractors. This review shall include a sampling, covering at least one month's activities, and shall consist of the following procedures:

1. tracing reports to books (contract progress reports to original books);
2. a computation of excess cash and review cash for interest earned on advances;
3. a review of trial balances and bank reconciliations;
4. an examination to assure that FDIC coverage and collateral security are adequate for cash on hand;
5. an examination of inventory records;
6. a review of bonding policy;
7. a check on internal controls and separation of duties;
8. audit resolution/management decision
9. an examination to determine if program income exists, is being accounted for and reported in accordance with applicable requirements;
10. a review and interview to ensure that staff is following the proper guide for determining costs applicable to WIOA (OMB Circular) and WIOA procurement guidelines;
11. a review of the cost allocation system;
12. a regular examination of expenditures to test transactions against cost categories, cost limitations, and;
13. a review and certification the procurement process is in compliance with the WIOA procurement system guidelines;
14. a determination if stand-in costs exist and are being accounted for; and
15. a review of records to ensure proper source documents exist.

The monitoring will result in a written monitoring report, subject to review and approval by higher authority, other than the monitor. Any findings will result in required corrective action plans submitted to the Administrative Entity within 30 days after the program operator receives the written monitoring report, and correction satisfactorily implemented within one year of the finding. Subsequent monitoring will review prior financial monitor reports and investigate any prior findings and their resolution.

Participant File Review

At a minimum, participant records are to be reviewed for the following:

- Documentation of participant eligibility and/or priority for the program and services received
- Orientation to services
- Orientation of the participant to his/her rights under complaint and grievance procedures
- Justification for the provision of Individualized Career Services or Training services
- Method of assessment
- Employment planning
- Individual Training Accounts
- Appropriateness and accuracy of participant payments (support service and needs related)
- Appropriate date entry and posting of outcomes, including attainment of a degree or certificate and any supplemental employment data

Must adhere to WIOA Youth requirements:

- Out-of School Youth 75% expenditure requirement
- 20% work-based learning with educational component requirement
- 5% limit on In-School Youth enrolled with the "Requires additional assistance" barrier
- 5% over-income exception limit, and
- New eligibility criteria and barriers

Subsidized Worksite-Training Site Reviews

During each monitoring visit, a representative sampling of active or recently active work and/or training sites will be visited. The sampling shall, whenever possible, represent all of the activities in which participants have been served. Employers, supervisors and/or instructors will be interviewed using the appropriate form. The monitor will also use these forms to review health and safety standards at the work/training site and to make such other comments as may be relevant to the site review.

Exit Conference

Upon completion of the on-site monitoring activities, the lead monitor and/or monitoring team will conduct an Exit Conference for the WIOA Title I-B Operator and/or Designated One-Stop Operator of the Job Center being monitored or his/her representative. At the discretion of the lead monitor, information, which may identify specific individuals who have been interviewed and who have made accusations of mismanagement, misfeasance or malfeasance, may be withheld pending an in-depth investigation of the accusations.

The Exit Conference shall inform the agency of the areas which were covered during the monitoring, monitoring findings and (if formulated) recommendations relating to the findings. If disallowable costs have been identified, the subcontractor will be made aware of them during the Exit Conference.

POST-MONITORING ACTIVITIES

Monitoring Report

The monitoring team shall produce a written monitoring report for each subcontractor, which will outline at a minimum:

- ◆ the activities which were monitored;
- ◆ the systems which were monitored;
- ◆ individual participant files which were found to contain errors;
- ◆ monitoring findings; and
- ◆ recommended corrective action
- ◆ regional and subcontractor performance
- ◆ contract concerns
- ◆ best practices
- ◆ recommendations

As this report will be considered a public document, names of participants will not appear in the report. The monitoring report shall be reviewed and approved by the Executive Director of the NEMO Workforce Development Board. The Executive Director will prepare a cover letter to the subcontractor, which will indicate whether or not the subcontractor is to respond to the monitoring report. Any findings will result in required corrective action plans submitted to the Administrative Entity within 30 days after the subcontractor receives the written monitoring report. If the subcontractor's responses are unacceptable the WDB will respond within 30 days. The subcontractor will have 10 days to respond to this second request. Monitoring reports will be provided to the WDB and CLEOS on an annual basis.

One-Stop Committee Action

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

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

When, in the opinion of the One-Stop Committee, all the monitoring findings are satisfied, the Committee shall request that a summary of the monitoring report be prepared by the NEMO WDB staff for presentation to the NEMO WDB. A recommendation that further monitoring activities be suspended for the program year in question, pending receipt of any additional information which might call for reactivation of monitoring, will also be submitted to the WDB.

NEMO WDB Action

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

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

One-Stop Committee Action

The One-Stop Committee shall also receive a summary of the final monitoring reports. The Committee may want to consider this information when reviewing eligibility for and recommending the selection of Title I subcontractors, One-Stop Operators and operators of other programs assigned to the Board, with the full WDB and CEO's.

Northeast Missouri
Workforce Development Area

Regional Business Services Team



Regional Business Services Team – Mission & Purpose

Mission:

The mission of the Business Services Team is to connect businesses to a skilled workforce; offering and providing comprehensive, integrated, system-wide, human resource services, including consultation, recruitment, retention, and training for business and economic development.

Vision:

Our goal is to make the Northeast Missouri Business Services Team one-stop system the primary point of contact for business services in Northeast Missouri. We want the business community to think of us first when discovering a need. We offer a full menu of products and services and market those programs/incentives and services to the business community.

Goals and Objectives:

Business Outreach

- Meet with business/organizations to promote the products and services
- Conduct presentations to assist businesses accessing programs and services
- Actively participate in business organizations to promote programs and services
- Work with partner staff to support their effort to engage businesses
- Assist with the dissemination of outreach/marketing materials for all partners

Customer Service

- Ensure Business satisfaction with services by conducting follow up services with business and partners
- Inform and maintain contact with businesses to advise them of updates to services provided by DED, DWD, partners, industry education and training and other business related services.

Partnership

- Work with partner staff to support their effort to engage businesses
- Assist with leading and directing business outreach systems for the purpose of coordinating and streamline business contacts among partner agencies
- Encourage a two way communication about business successes and concerns

Agencies Represented on Team

- NEMO WDB and NEMO WDB Subcontractor Agencies
- Division of Workforce Development (Workforce Coordinator, ESR, LVER, Regional Manager, Employment Team staff)
- Vocational Rehabilitation

Regional Business Services Team – Job Description

Functional Responsibilities:

1. Market all Missouri Job Center products and services using the local and statewide Product Box as a guide. Work to inform businesses, community organizations and other stakeholders of the full menu of workforce development and partner agencies program and services.
2. Coordinate efforts to ensure that the Regional Business Service Team Members are responding to the needs of businesses in a timely and professional manner; and avoiding duplication of services. Coordinate efforts to include all essential Regional Business Service Team Members whose services may align and benefit the business. This may include recruitment, retention, downsizing or technical assistance.
3. Develops, coordinates and maintains effective working relationships with businesses, community organizations, industrial education groups and business planning committees and other required partner organizations. Initiates public relations activities to promote and explain Missouri Job Center programs and services, including Veterans services and partner agencies program and services.
4. Actively contribute to team role(s) to ensure the One-Stop System performance standards are met and exceeded, while ensuring compliance with Federal, State and Local rules and regulations.

This is a generic job description and does not apply directly to full-time Veteran's staff due to the restrictions that Veteran staff cannot be in a position where non Veteran customers expect assistance from Veteran staff.

Knowledge, Skills, and Abilities (KSAs):

The primary focus of the three KSAs for the Regional Business Services Team is based on functional responsibilities and procedural requirements. Each individual team member's experience, policy and regulatory knowledge, training background, communication and coordination skills, coupled with the ability to understand business needs, must all be succinctly combined to achieve a clear understanding of the emerging challenges employers face. The purpose of the Regional Business Services team's KSAs is to provide strategic guidance to its team members by prioritizing where and how the team's level of effort needs to be applied. The desired outcome of our Regional Business Services Team's KSA's is to provide a premier business service to our region with a unified approach and a professional reputation that provides our employers with gold standard value.

The three Business Service Team's KSAs are as follows:

- **KSA 1. Strategic Communications.** Collectively market all Missouri Job Center products and services with a disciplined, strategic approach, using both the local and statewide Product Box as your guide.

Functional Competencies for KSA 1 are:

- a. Ability to communicate orally and in writing.
- b. Ability to leverage multi-functional media and communications to provide a consistent message.
- c. Understand the impact of messaging and the positive and/or negative effects it may have.
- d. Provide businesses with resources and tools in such a manner so as not to burden them but yet giving them the appropriate amount of information to be successful.

- **KSA 2. Planning, Preparing, and Implementing an Employer Business Service Strategy.** Coordinate efforts to ensure that the Missouri Job Center Team members are responding to the needs of employers and businesses in a timely and professional manner; and avoiding duplication of services.

Functional Competencies for KSA 2 are:

- a. The ability to coordinate, anticipate, and verify that the needs of employers and businesses are being met.
 - b. Ability to identify and resolve issues and problems as part of their business resources.
 - c. Uses a high degree of initiative and judgment in a professional and credible manner.
 - d. Skill in Business Service, understanding the needs and issues of employers with the ability to offer guidance, resources, and recommendations for solutions.
- **KSA 3. Establish a Valued Business Partnership in the Region.** Develops, coordinates and maintains effective working relationships with businesses, community organizations, industrial education groups and business planning committees and other required partner organizations. Initiates public relations activities to promote and explain Missouri Job Center programs and services, including Veterans services and partner agencies program and services.

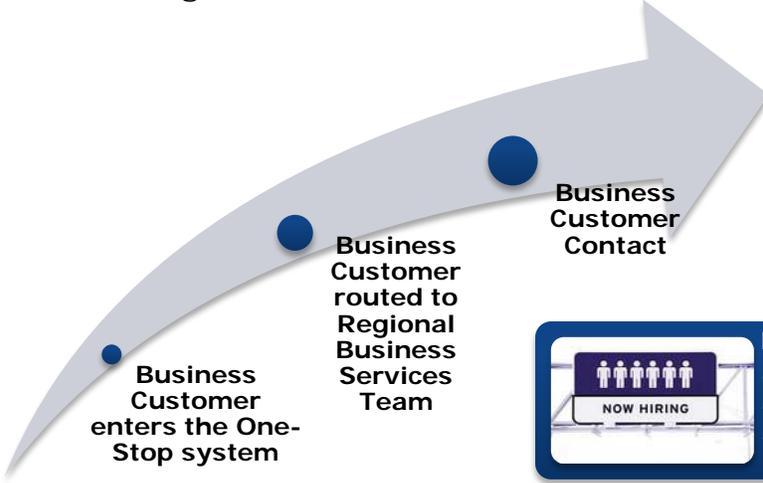
Functional Competencies for KSA 3 are:

- a. Integral part of the regional business organizations; known by all as added value.
 - b. Interprets and explains procedures, programs and procedures to businesses.
 - c. Understands prioritization and how to bear resources on a problem at the right time.
- **KSA 4. Team Collaboration and Compliance.** Actively contribute to team role(s) to ensure the One-Stop System performance standards are met and exceeded, while ensuring compliance with Federal, State and Local rules and regulations.

Functional Competencies for KSA 4 are:

- a. Collaborate as a team to ensure performance standards are met and exceeded for all.
- b. Knowledge of Federal, State, and Local rules and regulations is imperative.

The Regional Business Services Team – Business Customer Products & Services



Products & Services



Hiring & Recruiting

- Proceed with job order process in jobs.mo.gov
- Assist with customer interviews if appropriate
- Job order entry by staff



Training

- Make contact with appropriate Team member for services
- Proctor tests/assessments (encourage NCRC) if allowable and/or appropriate
- Market and/or develop contracts for training programs



Reporting Layoff or Business Retention Needs

- Refer to DWD Workforce Coordinator
- Contact DWD Workforce Coordinator with any Business Retention needs



Technical Assistance

- Assist with jobs.mo.gov registration
- Assist with job orders
- Assist /update jobs.mo.gov access and reset of employer password



Labor Market Information

- Assist with navigation of MERIC website
- Provide wage analysis, unemployment rates, labor cost analysis, related info
- Provide regional business incentive info. & business climate comparison info



Economic Development

- Make contacts & develop relationships. Answer Questions!
- Promote services & partner with EcDev to serve customers & promote events
- Provide welcome information, introduce self and services to new businesses



Hiring Incentives

- Refer and make contact with appropriate Team member for services
- WOTC
- Show-Me Heros
- Federal Bonding
- Work Ready
- Pre-Apprenticeship
- US DOL VETS
- Work Experience
- OJT



Business Outreach (Direct & Indirect Business Contacts)

- Intro self & services - provide info
- Attend Chamber meetings, etc.
- Inquire about hiring needs
- Conduct networking events
- Targeted Outreach
- Job Development

Follow-Up Services: The Regional Business Services Team provides follow-up services to the Business Customer.

The Regional Business Services Team– Business Marketing and Outreach

Business Outreach Coordination

The Northeast Missouri Workforce Development Board Area covers sixteen counties in Northeast Missouri. There are three full-service Missouri Job Centers throughout the Region (located in Hannibal, Warrenton, and Kirksville). Therefore, the Regional Business Services Team (comprised of representatives from each of the full-service Missouri Job Centers, WIOA Core Partners, and additional partners serving business) will be responsible for addressing the daily needs of local businesses. It is important that Regional Business Service Team Members work hard to coordinate business contacts, marketing and outreach efforts to avoid any duplication.

All Team Members should utilize the DWD State Case Management System to reduce duplication with our customers by always following these four easy steps:

1. Check the Case Management System for previous contacts or activity and plan accordingly.
2. Document business contacts made in the Case Management System as soon as possible... never later than the next business day.
3. Coordinate planned business contacts and other outreach with the Regional Business Services Team when possible.
4. Inform all staff of business activities by e-mail and personal or phone contact when needed; in addition to documentation in the Case Management System.



NEMO Workforce Investment Board, Inc.
dba NEMO Workforce Development Board

Procurement Guidelines

Purchase Order System

Revised 5/9/16

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Procurement System Guidelines

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

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

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

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

The NEMO WDB and its subcontractor(s) shall be responsible for the efficient and effective administration of procurement systems. The contractor and subcontractor assume the responsibility for seeing that program funds have been expended for procurement of goods and services consistent with program objectives. Each agency will have the primary responsibility for employing those organizational and management techniques that will result in the proper and efficient administration of the procurement system. The basic premise of governmental procurement is that maximum open and fair competition is essential to acquire/lease the best supplies or services at the lowest cost to tax payers. "Purchase" shall mean the acquisition of any item, service, system of items, or groups of similar items. Grouping of items for purchase is encouraged to assist the program of discounts and competitive bidding. "Acquisition" shall include leases, rentals, purchases, or lease/purchases.

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

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

- Needs Assessment
- Independent Cost Estimate

- Evaluation of Resources
- Review and Selection of Procurement Options

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

For ease of use, the NEMO WDB procurement system and guidelines are divided into two sections. Section one shall be used for the procurement of small purchases, including goods and services that cost no more than \$24,999.99. Section two shall be used to purchase goods and services of \$25,000.00 or more, and for the selection of service providers.

All subcontractors of the NEMO WDB shall notify the Administrative Entity (AE) in writing of any purchase of equipment of \$500.00 or more. A "Request to Purchase Equipment Costing \$500 or more" form must be submitted to the AE by the subcontractor prior to the purchase of equipment (see attachment #3). Sub-contractors shall complete an "Equipment Memorandum" form for the purchase of any equipment of \$500.00 or more, after the procurement of the equipment.

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

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

The NEMO WDB shall utilize only cost reimbursement contracts when contracting with a governmental entity and other regions. The NEMO WDB intends to contract annually, with the option of up to two (2) one year renewals, and the right to include additional funds for the same services as, or if, funds are made available if:

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

Section One

Procurement of Small Purchases and Goods and Services not more than \$24,999.99

The procurement process shall originate with a request to purchase, followed by a needs assessment, an independent cost estimate, an evaluation of resources, and finally the review and selection of procurement options. The selection of procurement option is based upon the amount of purchase. All levels of purchase shall be required to follow the purchasing guidelines listed in the following pages.

All procurements shall originate with a staff member completing a needs assessment. A needs assessment shall include at a minimum, the following:

- a. Purchase requisition form (attachment #1), signed by the staff member requesting the purchase, and/or
- b. A Memorandum of Record justifying the purchase, if applicable.

An independent cost estimate is required prior to solicitation of bids or receiving bids or proposals. The staff member requesting the purchase shall complete an independent cost estimate (attachment #1). An independent cost estimate shall include at a minimum, the following:

- a. A description of the goods or services to be procured,
- b. The source used to provide the cost, e.g. catalog price, or the market price of a commercial product sold in substantial quantities to the general public, etc.,
- c. The estimated cost of the item to be procured, and
- d. The signature and date completed.

An evaluation of resources (attachment #1) shall be completed and documented by the Fiscal Officer or Executive Director, to determine if resources are available, adequate and appropriate to initiate the purchase. An evaluation of resources shall include at a minimum, the following:

- a. A written summary that the resources are available to proceed with the procurement, and
- b. The signature and date completed by the Fiscal Officer or Executive Director.

The purchase request along with the documentation of the needs assessment, independent cost estimate, and the evaluation of resources must be submitted to the agency Executive Director for approval or denial of the procurement.

If the purchase request is approved, the selection and review of procurement options is required. The selection and review of procurement options is listed on attachment #1. The selection and review process shall be completed by the staff member requesting the purchase and shall be based on the estimated cost developed in the cost estimate and the evaluation of resources. The option selected must be checked and the required documentation shall be attached. Another staff person must review the procurement process at this point. The reviewer must check whether the procurement process is complete or incomplete, and sign and date the document. The reviewed

procurement option shall be given to the agency Executive Director for signature and date approved prior to completing the selected procurement option.

A. For Purchases of less than \$3,000.00

Bids are not required for this procurement option. However a needs assessment, independent cost estimate, evaluation of resources and approval by the agency Executive Director is required prior to the procurement. These items, as well as the invoice, shall be included as documentation.

B. Purchases of at least \$3,000.00 but not more than \$24,999.99

This procurement option requires at least three written bids from separate vendors or sub-recipients unless exempted by small item purchase waiver, unavailable waiver, or intergovernmental purchases. In addition to three written bids, a needs assessment, independent cost estimate, evaluation of resources and approval by the agency Executive Director must be submitted as part of this procurement option. When obtaining written bids the NEMO WDB and its subcontractor(s) shall prepare a written description of the item(s) or service(s) and give it in writing to all bidders. Each written response shall be reviewed to ensure that it meets the description. Written responses that meet the description are considered bids. **Criteria for awarding service or purchasing contracts may be classified as the lowest price and best service or equipment. The person making the bid award shall prepare a written-initialed analysis for each bidder and clearly define the reasons for selection.** A copy of all bids, the determination of each bid and response to all bidders shall be retained. If the NEMO WDB decides that all bids are unacceptable and circumstances do not permit a re-bid, negotiations may be conducted with only those bidders who submitted bids. No additional bidders may be solicited. Upon determination that negotiations will be conducted, the bids and related documents will be closed to public viewing.

When the award selection is complete, a contract shall be completed according to the accounting procedures. The contract will be given to the agency Executive Director for signature and date approved. Two copies of the contract will be sent to the agency awarded the purchase and/or contract for signature by the authorized designee. A signed copy of the contract is also given to the fiscal officer for filing with all documentation included. The agency Executive Director must approve all purchases, thereby safeguarding against any unauthorized purchases.

Section Two

Procurement of Goods and Services for \$25,000 or more

This procurement process shall originate with a request to purchase followed by a needs assessment, independent cost estimate, evaluation of resources, and the review and selection of procurement options. The selection of procurement options shall be through the formal, advertised, competitive bid process. All levels of purchase shall be required to follow the procurement guidelines listed in the aforementioned pages.

When the procurement is estimated to be \$25,000 or more, a formal method of solicitation must be utilized. Formal competitive bidding may be accomplished by using an Invitation for Bid (IFB).

However, when the procurement requires a competitive negotiation, the formal Request for Proposal (RFP) or Request for Qualifications (RFQ) should be utilized.

A. Invitation for Bids (IFB), Request for Proposal (RFP) or Request for Qualifications (RFQ)

These procurement options require a minimum of three written bids. An IFB/RFP/RFQ shall be prepared and a notice announcing the availability of the IFB/RFP/RFQ and that it can be downloaded from the NEMO WDB website shall be submitted to at least two (2) newspapers of general circulation in such places as are most likely to reach prospective offerors to make prospective bidders aware of the service(s) or equipment requested. Proof of publication of the notice shall document the advertising. To keep the size and cost of bid advertisements to a minimum, bid advertisements will reference a specific website address to obtain full bid information. Copies of the public notice will also be given (either electronically or by letter) to all vendors maintained on the vendor's list announcing the availability of the IFB/RFP/RFQ and that the IFB/RFP/RFQ will be available for download from the NEMO Workforce Development Board's website. The NEMO WDB intends to provide notification of the IFB/RFP/RFQ to ensure that it is made available to an adequate number of offerors, in an effort to obtain the receipt of three (3) bids. Effort will be taken to allow a minimum of 30 days for prospective bidders to submit proposals and budgets to any solicitation. The IFB/RFP/RFQ and the notice will be included with the needs assessment, cost estimate, evaluation of resources and the approval of the agency Executive Director as documentation. An IFB/RFP/RFQ shall contain at a minimum, the following elements:

- 1) A statement which identifies the desired quality of work, applicable performance standards, quality control measures and all record and reporting requirements (technical, progress, and financial reports);
- 2) Clear definitions of important terms relating to work to be performed and for which there could be more than one meaning;
- 3) The objectives to be achieved or outcomes expected to result from the purchase of the particular service or goods;
- 4) A work schedule for the contract period which identifies time frames, benchmarks, and review and approval points (including contract completions);
- 5) Any practical or legal limitations or sanctions which should be expected or may be imposed upon the performance of work under a contract, including the manner of payment and acceptance of performance.
- 6) Instructions concerning use of formats, attachments or additional documents to be submitted, specific elements to be addressed when responding and instructions on submitting cost/price information.
- 7) Identification of all laws, licensing, certification or assurances with which a contractor is expected to comply;
- 8) A statement of nondiscrimination and Equal Opportunity requirements as set forth in the WIOA.
- 9) A statement that the offeror shall have written procedures for procurement transaction that include or comply with the procurement procedures included in the NEMO Workforce Development Board Financial Manual and/or any additional procurement instructions issued by the agency issuing the IFB/RFP/RFQ.

- 10) A statement that the offeror or its sub-recipients shall not use funds provided through the IFB/RFP/RFQ under WIOA to duplicate facilities or services available in the area (with or without reimbursement) from Federal, State or Local sources.
- 11) The offeror shall certify that to the best of their knowledge and belief, the cost data is accurate, complete and current as submitted in their response (not applicable for an RFQ);
- 12) Instructions that each offeror conduct and document oversight to ensure compliance with procurement standards;
- 13) Instructions that each offeror shall maintain a contract administration system which ensures that contractors perform in accordance with the terms, conditions and specifications of their contracts or purchase orders;
- 14) Instructions that the offeror shall have written protest procedures to handle and resolve disputes relating to their procurements that comply with policies and procedures or systems developed by the State and the agency issuing the IFB/RFP/RFQ;
- 15) A precise statement of when, where and how bids are to be submitted (time frames will be reasonable to allow for an informed bid);
- 16) A contact person to whom questions may be directed, and identification of any special procedures to be used in requesting information (e.g., questions must be submitted in writing, etc.). A response to questions which clarify, change or interpret the IFB/RFP/RFQ requires a written amendment to be prepared and distributed to anyone who received the original IFB/RFP/RFQ;
- 17) A precise statement of the evaluation criterion to be used to evaluate the bids;
- 18) The right to accept or reject any/all bids;
- 19) The right to extend or renew, for the same services, for a specialized period of time. The maximum contract period shall be one year with two (2) one-year renewal options. Additional, the right to include additional funds for the same or similar services as, or if, the funds are made available; and
- 20) Any item intended for inclusion in the contract that is not listed above.

A pre-bid question and answer conference may be held with prospective bidders in order to clarify any questions or issues in the IFB/RFP/RFQ. A list of all persons attending the pre-bid question and answer conference shall be maintained for documentation.

Upon receipt of any bids, the bids shall be recorded in a procurement log (attachment #4) with the date and time received by the individual accepting the bid. A second staff person must verify the date and time received by signing the procurement log. The procurement log will then become part of the procurement process. One copy of each bid shall be retained. Bids received after closing time shall be unopened. Documentation shall be made and retained for filing, noting that the bid was received after closing time. In the event that the WDB receives a container that is not identifiable as a specific bid/proposal, an authorized person may open the container to determine the contents. If the contents are determined to be a bid/proposal, the container will be resealed and the solicitation number, opening date, and time will be noted on the outside. The container will then be filed until the official time for opening.

Bids shall not be opened prior to the stated closing time and date. The opening of all bids shall be made by at least two (2) persons of the administrative staff. These opened bids shall be forwarded to an Evaluation Committee. Each committee member shall be advised to review

each bid before the formal Evaluation Committee meeting is held. Documentation of those present at the bid opening shall be retained.

Review of Proposals & Award Recommendation:

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

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

The Evaluation Committee shall schedule a meeting to evaluate the bids. A time and date should be chosen carefully with very little conflict in order to get as many to attend as possible. The Evaluation Committee has four (4) items in particular to address when determining who shall be awarded a bid through an RFP/RFQ. These items are:

1. Determine which bids are responsive. Non-responsive bids shall be omitted from future analysis. A written report deeming each bidder either responsive or non-responsive must be prepared with adequate documentation of the reasoning for any bid deemed non-responsive.
2. The proposals shall be analyzed in accordance with criteria established in the RFP/RFQ. At a minimum awards will be based on the vendor's:
 - Ability to deliver services to the targeted population in accordance with locally established guidelines;
 - Experience in working with the targeted population in similar programs and activities;
 - Past performance record, including both programmatic and fiscal integrity;
 - Understanding of and commitment to meeting goals and objectives; and
 - Demonstration of understanding of and commitment to continuous improvement methods
3. The committee shall make the decision on who shall be awarded the bid based on the evaluation. The committee has the option to recommend that no bid be awarded if there are reasons why it is not in the best interest of the WIOA program.
4. The committee shall prepare a formal report of the award or denial and stating reasons for doing so.

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

Award/Non-award Notification:

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

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

The Administrative Entity will only issue sub-contracts based on the proposal submitted and selected by the WDB and CLEO's. When the award selection is completed, two copies of the contract agreement shall be signed by the Executive Director and sent to the agency awarded the contract for the authorized signature of the contracted agency. One signed copy shall be retained by the contracted agency. The Executive Director must approve all contracts, thereby safeguarding against any unauthorized contracts.

It is the intention of the NEMO Workforce Development Board and Chief Local Elected Officials to authorize the Missouri Department of Economic Development/MERIC to administer all WIOA Section 122 activities with the exception of on-the-job training, customized training and requiring higher levels of training provider performance.

B. Additional Policies Applicable to Equipment

1. Specifications included in an Invitation for Bid (IFB) shall be described with generic or functional terminology whenever reasonably possible. However, specifications may be based upon brand name descriptions if generic or functional specifications ("or equal") are added as an inherent part of the bid solicitation.
2. Any purchase of personal or real property of \$500 or more requires the written approval of the Administrative Entity (AE) prior to the procurement of such personal or real property. The program operator must submit a "Request for Purchase of Equipment Costing \$500 or More" form (attachment #3) prior to the procurement of any personal or real property over \$500. A copy of the needs assessment, independent cost estimate, and an evaluation of resources must accompany the "Request for Purchase" form. "Request for Purchase" for approval made after the purchase, if denied, constitutes a WIOA Unallowable Cost. The program operator must complete a cost/price analysis prior to purchase.
3. Intergovernmental purchases - Purchases between units of government shall be documented by the NEMO WDB and requires a needs assessment, independent cost estimate and evaluation of resources. Documentation explaining why the unit of government is the best agency for which to make the purchase. The documentation for the formal evaluation of reasonableness of need(s) shall be retained.
4. Emergency Purchases - Emergency purchases for a situation that creates a serious or obvious threat to life, property, public health, public safety or operation of the agency in executing its legal responsibilities/services to the public, or property (includes public records) in its legal care or control as may arise by reason of flood, epidemic, illness, riot, natural disaster, accident, equipment failure or similar causes will require strict documentation of the existing emergency conditions to be filed with the purchase order and invoice. An emergency purchase can only be allowed when immediate action is necessary to resolve an extraordinary situation and the resolution of the condition receives priority over routine operations and duties of the agency. The requirement for formal competitive bids or proposals may be waived. However, the emergency procurement should be made with as much informal bidding as practicable. Emergency procedures should only be utilized to purchase those

supplies, which are necessary to alleviate the emergency. The WDB Executive Director or the Director's designees must declare such an emergency situation.

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

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

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

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

Any procurement which results in less than three (3) bids shall be well-documented and shall support the sole source procurement.

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

- ❖ The parts are required to maintain validity of a warranty,
- ❖ Additions to a system must be compatible with original equipment,
- ❖ Only one (1) type of computer software exists for a specific application, or
- ❖ Factory authorized maintenance must be utilized in order to maintain validity of a warranty,
- ❖ The materials are copyrighted and are only available from the publisher or a single distributor,
- ❖ The services of a particular provider are unique, e.g. entertainers, authors, etc.
- ❖ Magazines, books, periodicals and newspapers.
- ❖ Any form of direct advertising space and time, unless there are multiple businesses in the area able to provide the same services to the same coverage area needed and same demographics

- ❖ Conferences - The cost of attending or participating is exempted. The cost of putting together a conference is not exempted.
- ❖ Training Sessions and Seminars - related to the individual's profession or program.
- ❖ Updates of computer software that the agency already owns.
- ❖ Agencies eligible to acquire equipment from either State or Federal surplus property may do so without any additional procurement practices.
- ❖ Agencies eligible to buy from state contract awarded by the Division of Purchasing may do so without any additional procurement practices.
- ❖ Agencies may contract with DWD, to provide statewide coordinated services (such as ToolBox).
- ❖ Agencies may contract with the State of Missouri, Department of Elementary and Secondary Education (DESE) to provide services provided DESE does so at no additional administrative cost.
- ❖ Enrollment of individual participants in classroom training.

D. Procurement System General Statements

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

PROPERTY MANAGEMENT AND INVENTORY

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

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

The NEMO WDB will require its subcontractors to submit an Equipment Memorandum form when equipment is purchased, disposed of, or transferred. The Equipment Memorandum will be submitted to the NEMO WDB within 30 days of any status change. Once an Equipment Memorandum form is submitted a "Property of NEMO WDB tag will be affixed. "Sensitive items" (cameras, VCR's, TV's, computers, etc.) with a cost between \$100.00 and \$499.99 will have a "Property of NEMO WDB" tag affixed to the item. Items may be determined to be sensitive at the discretion of the NEMO WDB.

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

The NEMO WDB inventory system and equipment listing shall contain a description of all property, manufacturer, serial number or other identification number, the source of property, who holds title, acquisition date, cost of the property, percentage of Federal participation in the cost of the property, the location, use and condition of the property, and any ultimate disposition date including the date of disposal and sale price of the property, and NEMO WDB Inventory tag number. This system will be applicable to all NEMO WDB inventory items having initial purchase of \$500.00 or more.

DEFINITIONS

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

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

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

V. Common Sense Analysis - With this technique, the analyst asks the question of whether the price of the product or service being proposed should approximate what the offer is asking. This should be the last step. By the time the contracting agency is at this point in the analysis, the analyst will have developed enough of a feel for the product or service that the analyst should be able to readily tell whether the asking price is reasonable or not. This technique applies to prices that are too low as well as to those that are too high.

W. Value Analysis - A method which, when applied to price, provides an opinion as to the value of the product. It is an evaluation of the function and value of a product or service and its related price to determine its worth. To apply value analysis, the analyst needs to seek answers to the following questions:

- 1) What does the product do or what service is furnished?
- 2) What does it cost now and what will it cost to continue?
- 3) Are there other ways to achieve the same results?
- 4) What will these other ways cost?

Essentially, value analysis determines if the goods or services as constituted offers the best deal for the Contracting Agency in terms of value.

X. Needs Assessment - a written support document necessary to determine the justification of the procurement.

Y. Evaluation of Resources - a documented, written determination which shows that the resources are available to support the procurement.

CONFLICT OF INTEREST

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

- A. Each agency and its sub-recipients shall ensure that no individual in a decision making capacity, including WDB members (whether compensated or not), shall engage in any activity, including participation in the selection, award or administration of a sub-grant or contract supported by WIOA funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:
1. The individual;
 2. Any member of the individual's immediate family;
 3. The individual's partner, or
 4. An organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization selected for award.

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

C. WDB Conflict of Interest:

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

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

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

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

CODE OF CONDUCT

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

No employee shall:

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

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

NORTHEAST WORKFORCE DEVELOPMENT BOARD PROCUREMENT FORM

Purchase Requisition Form # _____

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

- Adult
 Youth
 Dislocated Worker
 Other

NEEDS ASSESSMENT			
A needs assessment may consist of this numbered purchase requisition, with a memorandum describing the need and justification of your purchase request. Please complete your justification of the purchase below or attach a memo describing the need and justification of the purchase.			
NEED/JUSTIFICATION:			
Requested By:		Date:	

INDEPENDENT COST ESTIMATE	
An Independent Cost Estimate must be completed on all procurements and attached to this form prior to proceeding with any procurement.	

EVALUATION OF RESOURCES			
Approved by:		Date:	

PURCHASE REQUEST APPROVAL			
<input type="checkbox"/> Approved	<input type="checkbox"/> Denied	Date	
Authorized Signature:			

REVIEW AND SELECTION OF PROCUREMENT OPTION (check below the appropriate procurement option)		
<input type="checkbox"/>	Purchase less than \$3,000.00	Bids not required
<input type="checkbox"/>	Purchase at least \$3,000.00 but not more than \$24,999.99	Minimum of 3 written bids required (attachment required)
<input type="checkbox"/>	Purchase \$25,000 or more	Minimum of 3 advertised competitive bids required (attachment & waiver request required)
<input type="checkbox"/>	Three Bids Unavailable	Waiver request required
<input type="checkbox"/>	Items exempt from competitive procurement	See procurement manual for exempt items
<input type="checkbox"/>	Noncompetitive Proposal (Sole-Source)	Waiver request required
<input type="checkbox"/>	Emergency Purchase	See procurement manual
<input type="checkbox"/>	Intergovernmental Cooperation	See procurement manual
<input type="checkbox"/>	Contract Extension	Written request and budget required

PROCUREMENT PROCEDURE CHECKLIST			
<input type="checkbox"/> complete	<input type="checkbox"/> incomplete	Date	
Reviewed by:			

PROCUREMENT APPROVAL			
Approved by:		Date	

FOR OFFICE USE ONLY	
Check #	Date Paid
Enter Invoice	Enter Inventory
Memo to DWD	

**REQUEST FOR PURCHASE OF EQUIPMENT
COSTING \$500.00 OR MORE**
(Complete for each item)

Sub-Contractor Name: _____

Address: _____

Telephone: _____ Contract Number: _____

Component: _____

1. Item _____ Cost _____

2. Description of Equipment _____

3. How is this new equipment important to meeting component objectives?

4. Is this new equipment replacing worn out equipment? Yes No

5. Is this new equipment necessary because of new industry requirements or technology? Yes No

If yes, please explain: _____

6. How many WIOA participants will be trained or receive better service via this equipment? _____

WDB Approval Signature: _____ Date: _____

CPR

Data Entry for the month of
 May 2016
 Northeast

Funding: WIOA Adult

Grant: AA-28326-16-55-A-29

Project:

CFDA: 17.258

FormulaFunds

DWD Contract: 10-02-02-17

PY16

Start Date: 7/1/2016

End Date: 6/30/2018

PY16

Total Budget: 66,454.00

Adult- PY16

Admin

Admin Salary/Fringe \$ 3,987.00

Admin Other \$ 2,658.00

Subtotal: \$6,645.00

ADULT PROGRAM

A

Program Salary/Fringe	29,800.00
Program Other Staffing Costs	8,000.00
Individual Training Account	19,000.00
On-the-Job Training	0.00
Pre-Apprenticeship	0.00
Registered Apprenticeship	0.00
Transitional Jobs	0.00
Incumbent Worker Training	0.00
Work Experience or Internship	0.00
Supportive Services	3,009.00
TOTAL	\$59,809.00

GRAND TOTAL: \$66,454.00

CPR

Data Entry for the month of
 May 2016
 Northeast

Funding: WIOA Adult

Grant: AA-28326-16-55-A-29

Project:

CFDA: 17.258

DWD Contract: 10-02-02-17

FormulaFunds

FY17

Start Date: 10/1/
 2016

End Date: 6/30/2018

FY17

Adult-FY17

Total Budget: 455,412.00

Admin

Admin Salary/Fringe \$ 27,325.00

Admin Other \$ 18,217.00

Subtotal: \$45,541.00

ADULT PROGRAM

A

Program Salary/Fringe	234,000.00
Program Other Staffing Costs	40,121.00
Individual Training Account	80,000.00
On-the-Job Training	20,000.00
Pre-Apprenticeship	2,000.00
Registered Apprenticeship	0.00
Transitional Jobs	0.00
Incumbent Worker Training	3,000.00
Work Experience or Internship	2,000.00
Supportive Services	28,750.00
TOTAL	\$409,871.00

GRAND TOTAL: \$455,412.00

CPR

Data Entry for the month of
 May 2016
 Northeast

Funding: WIOA Dislocated Worker
 Grant: AA-28326-16-55-A-29
 Project:
 CFDA: 17.278
 DWD Contract: 10-02-02-17

Formula Funds

PY 16

Start Date: 7/1/2016

End Date: 6/30/2018

PY 16

Total Budget: 80,567.00

DW-PY16

Admin

Admin Salary/Fringe \$ 6,000.00

Admin Other \$ 2,056.00

Subtotal: \$8,056.00

DW PROGRAM

A

Program Salary/Fringe	40,495.00
Program Other Staffing Costs	8,000.00
Individual Training Account	15,000.00
On-the-Job Training	3,000.00
Pre-Apprenticeship	1,000.00
Registered Apprenticeship	0.00
Transitional Jobs	0.00
Incumbent Worker Training	0.00
Work Experience or Internship	1,000.00
Supportive Services	4,016.00
TOTAL	\$72,511.00

GRAND TOTAL: \$80,567.00

CPR

Data Entry for the month of
 May 2016
 Northeast

Funding: WIOA Dislocated Worker
 Grant: AA-28326-16-55-A-29
 Project:
 CFDA: 17.278
 DWD Contract: 10-02-02-17

Formula Funds

FY17 Start Date: 10/1/2016 End Date: 6/30/2018

FY17

Total Budget: 429,278.00

DW- FY17

Admin

Admin Salary/Fringe	\$	34,000.00
Admin Other	\$	8,927.00
Subtotal:		\$42,927.00

DW PROGRAM

Program Salary/Fringe	200,000.00
Program Other Staffing Costs	58,391.00
Individual Training Account	70,000.00
On-the-Job Training	20,000.00
Pre-Apprenticeship	2,000.00
Registered Apprenticeship	0.00
Transitional Jobs	0.00
Incumbent Worker Training	0.00
Work Experience or Internship	2,000.00
Supportive Services	33,960.00
TOTAL	\$386,351.00

GRAND TOTAL: \$429,278.00

CPR

Data Entry for the month of
 May 2016
 Northeast

Funding: WIOA Youth
 Grant: AA-28326-16-55-A-29
 Project:
 CFDA: 17.259
 DWD Contract: 10-02-02-17

FormulaFunds

PY16 Start Date:4/1/2016 End Date: 6/30/2018

PY16

Youth - PY16

Total Budget: 512,849.00

Admin

Admin Salary/Fringe	\$	37,500.00
Admin Other	\$	13,784.00
Subtotal:		\$51,284.00

I In-School

IS - Salary/Fringe	56,500.00
IS - Other Staffing Operational Costs	15,674.00
IS - Occupational Skills Training	0.00
IS - Work Experience	25,000.00
IS - Work Experience Staffing	5,000.00
IS - On-the-Job Training	0.00
IS - Supportive Services	4,500.00
IS - Pre-Apprenticeship	0.00
IS - Internships	0.00
IS - Financial Literacy Education	2,500.00
IS - Dropout Prevention and Recovery	1,500.00
IS - Alternative Secondary School	1,500.00
IS - Other Direct Participant Costs	3,217.00
TOTAL	\$115,391.00

OUT OF SCHOOL

OS - Salary/Fringe	178,000.00
OS - Other Staffing Operational Costs	34,020.00
OS - Occupational Skills Training	0.00
OS - Occupational Skills Training Older Youth ITA	45,000.00
OS - Work Experience	53,500.00
OS - Work Experience Staffing	19,500.00
OS - On-the-Job Training	3,000.00
OS - Supportive Services	5,000.00
OS - Pre-Apprenticeship	0.00
OS - Internships	0.00
OS - Financial Literacy Education	1,000.00
OS - Dropout Prevention and Recovery	0.00
OS - Adult Education and Literacy	5,000.00
OS - Other Direct Participant Costs	2,154.00
TOTAL	\$346,174.00

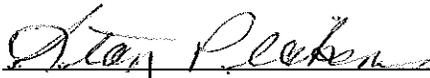
GRAND TOTAL: \$512,849.00

STATEMENT OF ASSURANCES CERTIFICATION

To minimize the documents attached to the Local Workforce Development Plan, the officials listed below certify through their signature that the Local Workforce Development Board has met the following requirements:

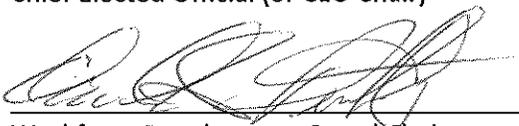
- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations, and WIOA service providers) were involved in the development of this Plan;
- Assures a written agreement has been developed between the Local Workforce Development Board and the current One-Stop Operator(s);
- Assures a written agreement has been developed between the Chief Elected Official(s) and the Local Workforce Development Board;
- Assures the Chief Elected Official(s) agree(s) with the selection of the One-Stop Operator;
- Assures the Chief Elected Official(s) authorized the designation/selection of the Local Workforce Development Area's Local Fiscal Agent; and
- Assures the Governor and his administrative staff that all Local Workforce Development Board members are nominated, and maintenance of membership over time is completed, on good faith, and actions in compliance with DWD Issuance 14-2014, "Policy for Local Workforce Development Board Membership Requirements and Certification/Recertification Procedures under the Workforce Innovation and Opportunity Act (WIOA or Act)," July 1, 2015.

The NEMO Workforce Development Board certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The Board also assures that funds will be spent in accordance with WIOA and its regulations, written U.S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.



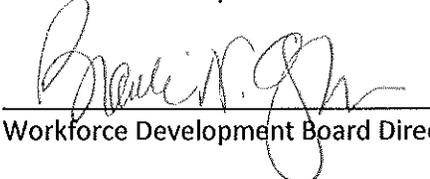
Chief Elected Official (or CEO Chair)

6-27-2016
Date



Workforce Development Board Chair

6-27-16
Date



Workforce Development Board Director

6-27-16
Date



MO Div. of Workforce Development
DWD Issuance 09-2012

Issued: January 3, 2013
Effective: Immediately

Subject: Workforce Investment Act Complaint Resolution Policies

1. Purpose: This Issuance is written to define the procedures that the Division of Workforce Development (DWD) and local program operators will use when individuals file complaints or grievances. This Issuance includes separate policies for general grievances and discrimination complaints.

2. Background: Section 188 of the Workforce Investment Act (WIA) provides that no individual will be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any WIA-funded program or activity because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief or, for any beneficiary, because of the beneficiary's citizenship status as a lawfully admitted immigrant authorized to work in the United States or for participation in any WIA Title I financially assisted program or activity. Federal implementing regulations that codify WIA's nondiscrimination and equal opportunity (EO) provisions provide that each WIA recipient must establish a discrimination complaint process that meets certain requirements. *See* 29 C.F.R. Part 37.

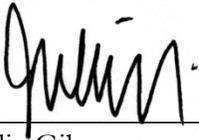
Additionally, every recipient of funds under Title I of WIA must maintain a procedure for general grievances and complaints that do not allege violations of WIA's nondiscrimination and EO provisions, in accordance with 20 CFR 667.600, *et seq.*

Finally, 20 CFR 667.630 and TEGL 2-12 set forth procedures for notifying the appropriate administrators of known or suspected cases of criminal and other illegal or improper activities involving grantees and other recipients or subrecipients of federal funds from the United States Department of Labor's Employment and Training Administration.

3. Substance: To establish the procedures that DWD and local program operators will use to process complaints and grievances, as mandated by the WIA and its implementing regulations. These procedures apply to all levels of DWD and its One-Stop partners. The policies implemented by this Issuance cover:

- 1) WIA EO complaints
- 2) WIA general complaints and grievances; and
- 3) WIA complaints of criminal, illegal, or improper activities.

4. Action: This Issuance is effective immediately. Please distribute this Issuance to all appropriate individuals.
5. Contact: Direct questions or comments regarding this Issuance to Danielle Smith, State WIA EO and Complaint and Grievance Officer, at 573.751.2428, or danielle.smith@ded.mo.gov.
6. Reference: 29 C.F.R. Section 37.4 contains the definitions of the terms used in the implementation of nondiscrimination and EO requirements of the WIA. For convenience, some of the definitions found in that section are listed below. If a conflict exists between terminology, as defined in this policy and 29 C.F.R. Section 37.4, the definition in 29 C.F.R. Part 37.4 is controlling.
7. Rescissions This Issuance rescinds DWD Issuance 16-99, Change 4 dated September 4, 2008; and this Issuance makes the information contained in DWD--100 (8-07), WIA Complaint and Grievance Guide for the Missouri One-Stop System brochure, outdated and no longer applicable.
8. Attachments: Attachment 1 DWD Equal Opportunity Complaint Policy
Attachment 2 DWD WIA Complaint and Grievance Policy
Attachment 3 Equal Opportunity is the Law Poster DWD-102(9-12)



Julie Gibson
Director
MO Div. Of Workforce Development



**DIVISION OF WORKFORCE DEVELOPMENT
EQUAL OPPORTUNITY POLICY
January 3, 2013**

References include the following: Public Law 105-220, Workforce Investment Act (WIA) Section 188, and 29 C.F.R. Part 37.

Who May File

- (1) Any person who believes that either he or she, or any specific class of individuals, has been or is being subjected to discrimination prohibited by WIA or its implementing regulations may file a written complaint, either by him/herself or through an authorized representative.
- (2) WIA prohibits discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, discrimination on the basis of either citizenship or status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA title I financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin; section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, as amended, which prohibit discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Time and Place for Filing

- (1) Complainants may file within one hundred and eighty (180) days of the alleged discrimination.
- (2) Discrimination complaints may be filed with a state or local administrative entity, service provider, One-Stop operator or with the Director of the Civil Rights Center (CRC), U.S. department of labor, 200 Constitution Ave. NW, room N-4123, Washington D.C. 20210.

Time Limits

The Division of Workforce Development (DWD) must complete its discrimination complaint processing procedures and issue a written notice of final action within ninety (90) calendar days from the date the complaint was filed.

Initial Review of Written Complaints

Any DWD or partner employee may take a written discrimination complaint from a complainant or a complainant's designated representative. A written complaint must include: the complainant's name and address; the identity of the individual or entity that the complainant alleges is responsible for the discrimination; a description of the complainant's allegations in enough detail to allow an initial determination of jurisdiction, timeliness, and the apparent merit of the complaint; and the complainant's signature or the signature of the complainant's authorized representative. Complaints may be made on the Discrimination Complaint Form attached hereto as **Attachment 1-A**.

Complaint Routing and Record Keeping

A DWD or local program operator employee who takes a discrimination complaint must immediately route the complaint to the State Equal Opportunity (EO) Officer or the local EO Officer for the region in which the subject matter of the complaint occurred. State and local EO Officers will log all complaints on the form attached to this policy (**Attachment 1-B**) DWD-PO-524 EO Local WIA Discrimination Complaint Log (2012-05)). The log will include: the name and address of the complainant; the basis for the complaint; a description of the complaint; the disposition and date of disposition of the complaint; and any other pertinent information. State and local EO Officers are responsible for keeping any information that could lead to the identification of the person filing the complaint confidential.

Immediately upon receiving and logging a discrimination complaint, a local EO Officer will forward the complaint to the State EO Officer for determination of jurisdiction and further processing.

Jurisdiction of the Discrimination Complaint

DWD's State WIA EO Office has jurisdiction over complaints that:

- Are filed against a WIA recipient;
- Allege a basis for discrimination that is prohibited by WIA; and
- Are filed within one hundred and eighty (180) calendar days of the alleged discrimination.

Notice of Lack of Jurisdiction

If the State EO Officer determines that the DWD EO Office does not have jurisdiction to process a complaint under this policy, she will send a notice of lack of jurisdiction to the complainant within ten (10) days of receipt. Such notice will include the reason for the determination, and notice that the complainant has the right to file a complaint directly with CRC within thirty (30) calendar days from receipt of the notice of lack of jurisdiction.

If the State EO Officer determines that the EO Office does have jurisdiction to process the complaint, the EO Officer will send written notice to the complainant stating that the complaint has been accepted, also within ten (10) days of receipt. The notice will list the issues raised in the complaint, and state for each issue whether it has been accepted for investigation or rejected and the reason for its rejection. The notice will advise that the complainant has the right to be represented by an attorney or another person of the complainant's choice. The notice will also give the complainant the right to choose between an Alternative Dispute Resolution (ADR) process or investigation.

ADR Process

If the party filing the complaint requests to use an ADR process to resolve the complaint, the State EO officer will conduct mediation to attempt to resolve the complaint. The EO Officer will schedule mediation by written notice, mailed to all interested parties at least seven (7) calendar days prior to the first mediation session. The notice will include the date, time, and place of the mediation. The mediation process must be concluded within thirty (30) calendar days from the date the complaint was filed. The complaint is considered resolved when all parties to the complaint enter into a written agreement resolving the issues raised in the complaint. The written agreement will give notice that if the terms of the agreement are breached, the non-breaching party may file a complaint with CRC within thirty (30) calendar days of the date the non-breaching party learns of the breach. If the parties do not reach an agreement, the State EO officer will conduct an investigation, as described herein.

Investigation Process

If ADR does not resolve the discrimination complaint, or if the complainant elects to forego mediation, the State EO Officer will conduct a fact-finding investigation of the allegations contained in the complaint. The investigation may include interviews with the complainant, respondent and any witnesses; requests for pertinent documents; on-site inspection; and research of applicable policies and procedures. Throughout the investigation process, the EO Officer will keep the identity of any individual who furnishes information relating to, or assisting in, the investigation, including the identity of the individual who filed the complaint, confidential to the extent possible, consistent with a fair determination of the issues.

Notice of Final Action

Within ninety (90) days of receipt of the complaint, the State EO Officer will issue to the complainant a notice of final action. The notice of final action will contain: the EO Office's decision on each issue and the reasons for the decision; a description of the way the parties resolved the issue; and notice that the complainant has the right to file an appeal with CRC within thirty (30) calendar days from the date the notice of final action is issued if dissatisfied with the WIA recipient's final action on the complaint.

Retaliation

No DWD employee may discharge, intimidate, retaliate, threaten, coerce or discriminate against any individual because the individual has filed a discrimination complaint or otherwise participated in the investigation of a discrimination complaint.



MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF WORKFORCE DEVELOPMENT

DISCRIMINATION COMPLAINT INFORMATION

For DWD Office Use Only	
DCIF Received	<input type="checkbox"/> Accepted
By: _____	<input type="checkbox"/> Not Accept
Date: _____	Case# _____

COMPLAINT INFORMATION *(Please print)*

FIRST NAME	LAST NAME	SOCIAL SECURITY NUMBER <i>(Voluntary)</i>
ADDRESS	HOME TELEPHONE <i>(Include Area Code)</i>	WORK TELEPHONE <i>(Include Area Code)</i>
CITY	STATE	ZIP CODE

RESPONDENT INFORMATION *(Please print)*

NAME OF AGENCY	TELEPHONE <i>(Include Area Code)</i>
ADDRESS OF AGENCY	FAX <i>(Include Area Code)</i>
CITY	STATE
	ZIP CODE

WHAT IS THE MOST CONVENIENT TIME AND PLACE FOR US TO CONTACT YOU ABOUT THIS COMPLAINT? am pm

TO THE BEST OF YOUR RECOLLECTION ON WHAT DATE(S) DID THE DISCRIMINATION TAKE PLACE?	DATE OF FIRST OCCURRENCE?	DATE OF MOST RECENT OCCURRENCE?
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Have you ever attempted to resolve this complaint at the Federal level? YES NO
(Civil Rights Center, Washington DC, Department of Health and Human Services, U.S. Department of Agriculture)

Have you been provided with a final decision at the Federal level regarding your complaint? YES NO

Explain as briefly and clearly as possible what happened and how you were discriminated against. Indicate who was involved. Be sure to include how other persons were treated differently from you. Also attach any written material pertaining to your case.

To the best of your knowledge, which of the following Missouri One-Stop System programs or services were involved? (Check one)

Dislocated Worker Program Adult Programs Youth Programs Career Assistance Program (CAP)

Welfare to Work Parent's Fair Share Workforce Investment Act MO Employment & Training Prog. (METP)

Other _____

Do you think the discrimination against you involved: (Check one)

Your job or seeking employment? **OR** Your using facilities or someone providing/not providing you with services or benefits?

If so, which of the following are involved?

<input type="checkbox"/> Discharge/Termination	<input type="checkbox"/> Promotion	<input type="checkbox"/> Training	<input type="checkbox"/> Transfer	<input type="checkbox"/> Union Activity	<input type="checkbox"/> Application
<input type="checkbox"/> Qualification/Testing	<input type="checkbox"/> Enrollment	<input type="checkbox"/> Referral	<input type="checkbox"/> Exclusion	<input type="checkbox"/> Layoff/Furlough	<input type="checkbox"/> Placement
<input type="checkbox"/> Intimidation/Reprisal	<input type="checkbox"/> Benefits	<input type="checkbox"/> Transition	<input type="checkbox"/> Recall	<input type="checkbox"/> Union Representation	<input type="checkbox"/> Discipline
<input type="checkbox"/> Performance Appraisal	<input type="checkbox"/> Harassment	<input type="checkbox"/> Hiring	<input type="checkbox"/> Wages	<input type="checkbox"/> Access/Accommodation	<input type="checkbox"/> Seniority

Other _____

Basis of Complaint: Which of the following best describes why you believe you were discriminated against. (Check **all** that apply)

<input type="checkbox"/> Race Specify: _____	<input type="checkbox"/> Reprisal/Retaliation
<input type="checkbox"/> Color Specify: _____	<input type="checkbox"/> National Origin Specify: _____
<input type="checkbox"/> Religion Specify: _____	<input type="checkbox"/> Political Specify: _____
<input type="checkbox"/> Disability Specify: _____	<input type="checkbox"/> Citizenship Specify: _____
<input type="checkbox"/> Age Date of Birth: _____	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Sex <input type="checkbox"/> Male <input type="checkbox"/> Female	_____

Why do you believe these events occurred?

What other information do you think is relevant to our investigation?

If this complaint is resolved to your satisfaction, what remedies do you seek?

Please list below any persons (witnesses, fellow employees, supervisors or others) that we may contact for additional information to support or clarify your complaint:

NAME	ADDRESS	TELEPHONE NO. (Area Code)

Do you have an attorney? Yes No

NAME	ADDRESS	TELEPHONE NUMBER (Area Code)
------	---------	------------------------------

Have you filed a case or complaint with any of the following? Missouri Commission on Human Rights
 U.S. Equal Employment Opportunity Commission Civil Rights Division, U.S. Department of Justice

For each item checked above, please provide the following information:

AGENCY	DATE FILED	CASE OR DOCKET NUMBER
LOCATION OF AGENCY OR COURT		DATE OF TRIAL OR HEARING
NAME OF INVESTIGATOR	STATUS OF CASE	
COMMENTS		

AGENCY	DATE FILED	CASE OR DOCKET NUMBER
LOCATION OF AGENCY OR COURT		DATE OF TRIAL OR HEARING
NAME OF INVESTIGATOR	STATUS OF CASE	
COMMENTS		

(Complaint NOT valid unless signed): Please Note: Filing a discrimination complaint with the Division of Workforce Development does not protect your legal rights regarding other employment discrimination laws. You may file a separate employment discrimination complaint with the Missouri Commission on Human Rights (MCHR) at 573.751.3325. A complaint must be filed with DWD within 180 days from the date of the alleged violation.

SIGNATURE	DATE
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Yes, DWD may disclose my identity as necessary to investigate my complaint.

CONSENT FORM

NAME

I have filed a Division of Workforce Development (DWD) Discrimination Complaint and understand and agree to the following terms and conditions regarding resolution and investigation of my complaint:

SIGNATURE

DATE

- a) In the course of investigating my complaint, DWD may have to reveal my identity to staff of the program named in my complaint in order to obtain facts and evidence regarding my complaint;
- b) I may request and receive a copy of any personal information DWD keeps in my complaint file for investigatory uses, and;
- c) Under certain conditions, DWD may be required by the Missouri Sunshine Law, Chapter 610, to reveal to others personal information I have provided in connection with my complaint.

No, DWD may not disclose my identity, even if necessary to process my complaint.

I do not consent for DWD to disclose my identity during investigation of my complaint. I request that DWD process my complaint, however, I understand that DWD may terminate processing my complaint if it cannot fully investigate without disclosing my identity. I also understand that DWD may close my complaint if it cannot begin an investigation because I have not consented for DWD to reveal my identity.

NAME

SIGNATURE

DATE



MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
 MISSOURI DIVISION OF WORKFORCE DEVELOPMENT
**Workforce Investment Act (WIA)
 Discrimination Complaint Log—Local Level**

- Quarterly Report**
- 1st Quarter: July–Sept
 - 2nd Quarter: Oct–Dec
 - 3rd Quarter: Jan–Mar
 - 4th Quarter: Apr–June

Agency _____ Program Year _____

LWIA Region _____ EO Officer/Representative _____

Complaint File No.	Date Complaint Was Received (mm/dd/yyyy)	Name and Address of Complainant & Status	DOL-Funded Program (Y/N)	Grounds (Bases) of Complaint	Description/Issue/Date of Complaint	ADR (Y/N)	Final Disposition Date & Results

Report Submitted By: _____ Date Submitted: _____



**MISSOURI DIVISION OF WORKFORCE DEVELOPMENT
WORKFORCE INVESTMENT ACT
PROGRAM, AGREEMENTS, POLICIES AND ACTIVITIES
COMPLAINT AND GRIEVANCE POLICY**

Every recipient of funds under Title I of THE Workforce Investment Act (WIA) must maintain a written procedure for grievances and complaints in accordance with 20 CFR 667.600, *et seq.* As such, this policy will govern the Division of Workforce Development's (DWD) processing of WIA complaints and grievances.

General WIA complaints may be made up to one (1) year from the date of the event or condition alleged to be a violation of WIA. The appropriate resolution process to be followed depends on the nature of the complaint. General WIA complaints fall into the following two categories:

1. Complaints involving local WIA programs, agreements, or local Workforce Investment Board (LWIB) policies and activities; or
2. Complaints involving State WIA policies, programs, activities, or agreements.

A complaint may be amended or withdrawn at any time prior to a scheduled hearing.

Any DWD employee who processes a WIA complaint will keep information that could lead to the identification of the person filing the complaint confidential, to the extent practical. The identity of any person who furnishes information related to, or assisting in, an investigation will also be kept confidential to the extent possible.

DWD and its One-Stop partners will not discharge, intimidate, retaliate, threaten, coerce, or discriminate against any person because such person files a complaint, opposes a prohibited practice, furnishes information, assists, or participates in any manner in an investigation or hearing.

General WIA Complaints

Attached to this policy is the DWD General WIA Complaint Form (**Attachment 2-A**) that the DWD uses as a complaint intake tool. Local offices may duplicate this form for the purpose of receiving general WIA complaints. Any alternate form must include all information required on the General WIA Complaint Form. Any complaint received in writing will be accepted and handled in the same manner as if it were made on the General WIA Complaint Form. State and local Equal Opportunity (EO) Officers will log all WIA formal complaints on the form attached to this policy (**Attachment 2-B** DWD-PO-526 EO Local WIA Complaint Log (2012-05)). The log shall include: the name and address of the complainant; the basis for the complaint; a description of the complaint; the disposition and date of disposition of the complaint; and any other pertinent information.

DWD encourages informal resolution prior to the filing of a written complaint. If the complainant is not satisfied with the attempt at informal resolution, he or she should be encouraged to complete a General WIA Complaint Form.

The complainant should be allowed sufficient time and technical assistance to provide a complete and clearly written explanation on his or her complaint form. If the complainant is unable to write, staff may transcribe his or her words onto the form; staff must take care not to alter the language of the complainant. When a written complaint is received, the employee taking the complaint should review it immediately to insure completeness. Care should be taken to assure the following information has been provided, especially if the complaint is not received on the General WIA Complaint Form:

1. Full name, telephone number, and address of the person making the complaint;
2. Full name and address of the respondent; and
3. Statement of the facts (including dates) that constitutes the alleged violation(s).

Complaints Involving Local Programs and Policies

Who May File

Any applicant, employee, participant, service provider, program recipient, or other interested party may file a complaint alleging a violation of local WIA programs, agreements or LWIB policies and activities.

Complainants with Disabilities

DWD will accommodate complainants with disabilities so that they may file complaints. Alternate formats will be used on request to notify the complainant of hearings, results, and any other written communication. DWD will provide auxiliary aides and services, such as deaf interpreters or assistive listening devices, on request for negotiations, hearings and any other meetings where aural communication occurs. An accessible location will be used for hearings and other meetings on request.

Time and Place for Filing

Complaints may be filed with the local administrative entity or the service provider within one (1) year from the date of the event or condition alleged to be a violation of WIA.

Resolution Process

Initial Review- Step One

If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by WIA, the local administrative entity or service provide may refer the complaint to the appropriate organization for resolution. In such cases, the local administrative entity or service provider will notify the complainant of the referral.

Once the local administrative entity or the service provider receives the complaint from the complainant or the complainant's designated representative, the receiving employee will log the complaint. The local administrative entity or service provider will then establish a complaint file containing the following:

1. Application and enrollment forms;
2. Completed General WIA Complaint Form (or complainant's written statement);
3. Chronological log of events or conditions alleged to be a violation of WIA;
4. Any relevant correspondence; and
5. Record of the attempted informal resolution.

Informal Resolution- Step Two

The local administrative entity or service provider will attempt to informally resolve the complaint to the satisfaction of all parties. This informal resolution process must be completed within ten (10) business days from the date the complaint is filed. If all parties are satisfied, the complaint is considered resolved, and the terms and conditions of the resolution must be documented in the complainant's file. When a service provider attempts the informal resolution, the service provider will forward the complaint file to the local administrative entity. The local administrative entity will review the complaint file and investigate it further if necessary.

Formal Resolution-Step Three

When an informal resolution is not possible, the local administrative entity will issue a determination within twenty (20) calendar days from the date the complaint was filed. If the complainant does not request an appeal of the determination, the complaint is considered resolved, and the local administrative entity or service provider will document this in the complaint file. Any party dissatisfied with the determination may request a hearing within seven (7) calendar days of the date of the determination.

Hearing-Step Four

A complainant may amend or withdraw his or her complaint at any time prior to a scheduled hearing.

If the complaint is not withdrawn, the local administrative entity will designate a hearing officer to ensure the complaint receives fair and impartial treatment. The hearing must be conducted within forty-five (45) calendar days from the date the complaint was filed. The hearing officer will schedule a formal hearing and mail a written notice to the complainant, the respondent, and any other interested party at least seven (7) business days prior to the hearing.

The notice will include the date, time, and place of the hearing. Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. The complainant may request that records and documents be produced. Attorneys or another designated representative (s) may represent each party. All testimony will be taken under oath or affirmation. The hearing will be recorded either in writing or by audiotape.

The hearing officer's recommended resolution will include a summary of factual evidence presented during the hearing and the conclusions upon which the recommendation is based. The hearing officer will also concur with the chief local elected official (CLEO) toward reaching consensus on the recommended resolution to the complaint. If consensus cannot be reached, the hearing office will initiate a request to the state for resolution.

Final Decision -Step Five

The local administrative entity will review the recommendation of the hearing officer and issue a final decision within sixty (60) calendar days from the date the complaint was filed.

Appeal – Step Six

Any party dissatisfied with the local administrative entity's final decision, or any party who has not received either a final decision or a resolution within sixty (60) calendar days from the date the complaint was filed, may request an appeal. The appeal must be received by the DWD within ninety (90) calendar days from the date the complaint was filed at the following address:

Missouri Division of Workforce Development
State WIA Complaint and Grievance Office
Danielle Smith, State WIA Complaint and Grievance Officer
421 E. Dunklin Street
Jefferson City, MO 65101-1087

DWD will review the complaint file, the hearing record, and all applicable documents and issue a final decision on the appeal within thirty (30) calendar days from the date the appeal was received.

Complaints Involving State WIA Policies, Programs, Activities or Agreements

Who May File

Applicants, employees, participants, service providers, recipients and other interested parties may file a complaint alleging a violation of State WIA policies, programs, activities or agreements.

Complainants with Disabilities

DWD will accommodate complainants with disabilities, so that they may file complaints. Alternate formats will be used on request to notify the complainant of hearings, results, and any other written communication. DWD will provide auxiliary aides and services, such as deaf interpreters or assistive listening devices, upon request for negotiations, hearings, and any other meetings where aural communication occurs. An accessible location will be used for hearings and other meetings on request.

Time and Place for Filing

Complaints may be filed with the service provider or with DWD within one (1) year from the date of the event or condition alleged to be a violation of WIA.

Resolution Process

Initial Review- Step One

DWD will receive the complaint from the complainant, or the complainant's designated representative. If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by WIA, DWD will refer the complaint to the appropriate organization for resolution and notify the complainant of the referral.

DWD will log all complaints received. The service provider or DWD will then establish a complaint file containing the following:

1. Application and enrollment forms;
2. Completed General WIA Complaint Form (or complainant's written statement);
3. Chronological log of events or conditions alleged to be a violation of WIA;
4. Any relevant correspondence; and
5. Record of the attempted informal resolution.

Informal Resolution- Step Two

DWD will attempt to informally resolve the complaint to the satisfaction of all parties. This informal resolution process must be completed within ten (10) business days from the date the complaint is filed. If all parties are satisfied by this informal process, the complaint is considered resolved and the terms and conditions of the resolution will be documented in the complaint's file.

Formal Resolution- Step Three

When an informal resolution is not possible, DWD will forward the complaint file to the address below:

Missouri Division of Workforce Development
State WIA Compliant and Grievance Office
Danielle Smith, State WIA Complaint and Grievance Officer
421 E. Dunklin
Jefferson City, MO 65101-1087

The State WIA Complaint and Grievance Officer will review the complaint file, conduct further investigation, if necessary, and issue a determination within twenty (20) calendar days from the date the complaint was filed. If the complainant does not request an appeal of the determination, the complaint is considered resolved and the complaint file will be documented accordingly. Any party dissatisfied with the determination may request a hearing within fourteen (14) calendar days of the date of the determination.

Hearing-Step Four

A complainant may amend or withdraw his or her complaint at any time prior to a scheduled hearing. If the complaint is not withdrawn, the DWD will designate a hearing officer to ensure the complaint receives fair and impartial treatment. The hearing must be conducted within forty-five (45) calendar days from the date the complaint was filed. The hearing officer will schedule a formal hearing and mail a written notice to the complainant, the respondent, and any other interested party at least seven (7) business days prior to the hearing. The notice will include the date, time, and place of the hearing.

Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. The complainant may request that records and documents be produced. Attorneys or another designated representative(s) may represent each party. All testimony will be taken under oath or affirmation. The hearing will be recorded either in writing or by audiotape. The hearing officer's recommended resolution will include a summary of factual evidence presented during the hearing and the conclusions upon which the recommendation is based.

Final Decision- Step Five

DWD will review the recommendation of the hearing officer and issue a decision within sixty (60) calendar days from the date the complaint was filed. The decision of DWD is considered final.

Appeals to the U.D. Department of Labor (USDOL)

A complainant who receives an adverse final or appeal decision from the State may appeal that decision to USDOL within sixty (60) days of the receipt of the decision being appealed. Appeals must be filed within one hundred and twenty (120) days of the complainant's filing of the grievance with the State, or filing of the appeal of a local grievance with the State. All appeals must be submitted by certified mail, return receipt requested, to the Secretary, U.S. Department of Labor, Washington, DC 20210, Attention: ASET. A copy of the appeal must be simultaneously provided to the appropriate Employment and Training Administration (ETA) Regional Administrator and the opposing party.

Criminal Fraud, Waste and Abuse

Information and complaints involving criminal fraud, waste, abuse, or other criminal activity must be reported immediately through the DWD's Incident Reporting System to the USDOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington, D.C. 20210, or to the corresponding Regional Inspector General for Investigations, with a copy simultaneously provided to the ETA. The Hotline number is 1-800-347-3756. Complaints of a non-criminal nature are handled under the procedures set forth in 20 C.F.R. [§ 667.505](#) or through the DWD's Incident Reporting System.



MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF WORKFORCE DEVELOPMENT

DISCRIMINATION COMPLAINT INFORMATION

For DWD Office Use Only	
DCIF Received	<input type="checkbox"/> Accepted
By: _____	<input type="checkbox"/> Not Accept
Date: _____	Case# _____

COMPLAINT INFORMATION *(Please print)*

FIRST NAME	LAST NAME	SOCIAL SECURITY NUMBER <i>(Voluntary)</i>
ADDRESS	HOME TELEPHONE <i>(Include Area Code)</i>	WORK TELEPHONE <i>(Include Area Code)</i>
CITY	STATE	ZIP CODE

RESPONDENT INFORMATION *(Please print)*

NAME OF AGENCY	TELEPHONE <i>(Include Area Code)</i>
ADDRESS OF AGENCY	FAX <i>(Include Area Code)</i>
CITY	STATE
	ZIP CODE

WHAT IS THE MOST CONVENIENT TIME AND PLACE FOR US TO CONTACT YOU ABOUT THIS COMPLAINT? am pm

TO THE BEST OF YOUR RECOLLECTION ON WHAT DATE(S) DID THE DISCRIMINATION TAKE PLACE?	DATE OF FIRST OCCURRENCE?	DATE OF MOST RECENT OCCURRENCE?
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Have you ever attempted to resolve this complaint at the Federal level? (Civil Rights Center, Washington DC, Department of Health and Human Services, U.S. Department of Agriculture) YES NO

Have you been provided with a final decision at the Federal level regarding your complaint? YES NO

Explain as briefly and clearly as possible what happened and how you were discriminated against. Indicate who was involved. Be sure to include how other persons were treated differently from you. Also attach any written material pertaining to your case.

To the best of your knowledge, which of the following Missouri One-Stop System programs or services were involved? (Check one)

Dislocated Worker Program
 Adult Programs
 Youth Programs
 Career Assistance Program (CAP)
 Welfare to Work
 Parent's Fair Share
 Workforce Investment Act
 MO Employment & Training Prog. (METP)
 Other _____

Do you think the discrimination against you involved: (Check one)

Your job or seeking employment? **OR**
 Your using facilities or someone providing/not providing you with services or benefits?
 If so, which of the following are involved?

Discharge/Termination
 Promotion
 Training
 Transfer
 Union Activity
 Application
 Qualification/Testing
 Enrollment
 Referral
 Exclusion
 Layoff/Furlough
 Placement
 Intimidation/Reprisal
 Benefits
 Transition
 Recall
 Union Representation
 Discipline
 Performance Appraisal
 Harassment
 Hiring
 Wages
 Access/Accommodation
 Seniority
 Other _____

Basis of Complaint: Which of the following best describes why you believe you were discriminated against. (Check **all** that apply)

Race Specify: _____
 Reprisal/Retaliation
 Color Specify: _____
 National Origin Specify: _____
 Religion Specify: _____
 Political Specify: _____
 Disability Specify: _____
 Citizenship Specify: _____
 Age Date of Birth: _____
 Other: _____
 Sex Male Female

Why do you believe these events occurred?

What other information do you think is relevant to our investigation?

If this complaint is resolved to your satisfaction, what remedies do you seek?

Please list below any persons (witnesses, fellow employees, supervisors or others) that we may contact for additional information to support or clarify your complaint:

NAME	ADDRESS	TELEPHONE NO. (Area Code)

Do you have an attorney? Yes No

NAME	ADDRESS	TELEPHONE NUMBER (Area Code)
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Have you filed a case or complaint with any of the following? Missouri Commission on Human Rights
 U.S. Equal Employment Opportunity Commission Civil Rights Division, U.S. Department of Justice

For each item checked above, please provide the following information:

AGENCY	DATE FILED	CASE OR DOCKET NUMBER
LOCATION OF AGENCY OR COURT		DATE OF TRIAL OR HEARING
NAME OF INVESTIGATOR	STATUS OF CASE	
COMMENTS		

AGENCY	DATE FILED	CASE OR DOCKET NUMBER
LOCATION OF AGENCY OR COURT		DATE OF TRIAL OR HEARING
NAME OF INVESTIGATOR	STATUS OF CASE	
COMMENTS		

(Complaint NOT valid unless signed): Please Note: Filing a discrimination complaint with the Division of Workforce Development does not protect your legal rights regarding other employment discrimination laws. You may file a separate employment discrimination complaint with the Missouri Commission on Human Rights (MCHR) at 573.751.3325. A complaint must be filed with DWD within 180 days from the date of the alleged violation.

SIGNATURE	DATE
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Yes, DWD may disclose my identity as necessary to investigate my complaint.

CONSENT FORM

NAME

I have filed a Division of Workforce Development (DWD) Discrimination Complaint and understand and agree to the following terms and conditions regarding resolution and investigation of my complaint:

SIGNATURE

DATE

- a) In the course of investigating my complaint, DWD may have to reveal my identity to staff of the program named in my complaint in order to obtain facts and evidence regarding my complaint;
- b) I may request and receive a copy of any personal information DWD keeps in my complaint file for investigatory uses, and;
- c) Under certain conditions, DWD may be required by the Missouri Sunshine Law, Chapter 610, to reveal to others personal information I have provided in connection with my complaint.

No, DWD may not disclose my identity, even if necessary to process my complaint.

I do not consent for DWD to disclose my identity during investigation of my complaint. I request that DWD process my complaint, however, I understand that DWD may terminate processing my complaint if it cannot fully investigate without disclosing my identity. I also understand that DWD may close my complaint if it cannot begin an investigation because I have not consented for DWD to reveal my identity.

NAME

SIGNATURE

DATE



MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
MISSOURI DIVISION OF WORKFORCE DEVELOPMENT

**Workforce Investment Act (WIA)
Complaint and Grievance Log—Local Level**

Quarterly Report

- 1st Quarter: July–Sept
- 2nd Quarter: Oct–Dec
- 3rd Quarter: Jan–Mar
- 4th Quarter: Apr–June

Agency _____ Program Year _____

LWIA Region _____ EO Officer/Representative _____

Complaint File No.	Date Complaint Was Received (mm/dd/yyyy)	Name and Address of Complainant & Status	DOL-Funded Program (Y/N)	Grounds (Bases) of Complaint	Description/Issue/Date of Complaint	ADR (Y/N)	Final Disposition Date & Results

Report Submitted By: _____ Date Submitted: _____



EQUAL OPPORTUNITY IS THE LAW

It is against the law for this recipient of Federal financial assistance to discriminate on the following bases:

- Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and
- Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I-financially assisted program or activity.

The recipient must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIA Title I-financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION

If you think you have been subjected to discrimination under a WIA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

- The recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or
- The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC 20210.

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above). *The recipient must offer you alternative dispute resolution in an effort to resolve your complaint.*

If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the recipient to issue that Notice before filing a complaint with the CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).

If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with the CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

FOR INFORMATION OR TO FILE A COMPLAINT, CONTACT

For Career Center services:

Danielle Smith
danielle.smith@ded.mo.gov
State WIA Equal Opportunity Officer
Department of Economic Development
Division of Workforce Development
P.O. Box 1087
Jefferson City, MO 65102
Phone (573) 751-2428
TDD/TTY: 1-800-735-2966
Fax: (573) 751-4088



For Unemployment Insurance services:

Cornell Dillard
cornell.dillard@labor.mo.gov
Chief Human Relations Officer
Department of Labor and Industrial Relations
Division of Employment Security
P.O. Box 1087
Jefferson City, MO 65102
Phone: (573) 751-1339



LABOR.MO.GOV

Local WIA Equal Opportunity Officer:

Name: _____

Address: _____

Telephone: _____

Equal Opportunity Employer/Program

Auxiliary aids and services are available upon request to individuals with disabilities.

DWD-102 (09-12)

Incumbent Worker Program

The NEMO WDB currently does not have an Incumbent Worker Program or policy in place. The NEMO WDB is planning to implement an Incumbent Worker Program in the future and is in the process of developing policy and performance targets according to DWD Issuance 25-2015. Upon completion of policy, it will be submitted and added to the Local Plan.

NEMO Workforce Development Board Youth Council Member List

Mark Chambers, Chairperson
Debra Atkinson, Alternate Chair

Mark Chambers (WDB Member)
Articulation Specialist, Career & Technical Educ.
Moberly Area Community College
101 College Avenue
Moberly, MO 65270
Phone: (660) 263-4100 x11288
Fax: (660) 263-7563
Email: markchambers@macc.edu

Donna Ragsdale Dunwoody
Executive Director
Moberly Housing Authority
P.O. Box 159
Moberly, MO 65270
Phone: (660) 263-3950
Fax: (660) 263-5509
Email: mhaed@sbcglobal.net

Mollie Gilliland
Executive Director
Macon Housing Authority
1404 S Missouri Street
PO Box 306
Macon, MO 63552
Phone: 660-385-5781
Fax: 660-385-6630
Email: mollieg@centurytel.net

Deborah Atkinson
Job Corps Admissions Counselor
409 Fairground
Mexico, MO 65265
Phone: (573) 418-2301
Fax: (573) 634-8510
Email: Atkinson.Deborah@jobcorps.org

Alonna Murphy
Deputy Juvenile Officer
State of Missouri
10th Judicial Circuit of Missouri Juvenile Office
304 Willow Street
Hannibal, MO 63401
Phone: (573) 221-1182
Fax: (573) 248-1137
Email: Alonna.Murphy@courts.mo.gov

Kristin Plunkett
Probation and Parole Officer II
State of Missouri
2002 Warren Barrett Drive Hannibal, MO 63401
Phone: (573) 248-2450
Fax: (573) 248-2446
Email: kristin.plunkett@doc.mo.gov

Kristin Chesher
Coordinator/Office of Access & ADA Services
Moberly Area Community College
101 College Avenue
Moberly, MO 65270
Phone: (660) 263-4100x11240
Fax: (660) 263-6448
Email: KristinChesher@macc.edu

Lydia McClellan
Coordinator of Adult Ed
Macon R-1 School District
Adult Education & Literacy
702 North Missouri
Macon, MO 63401
Phone: (660) 385-2158
Fax:
Email: Lmcclellan@macon.k12.mo.us

Melissa Layman
Counselor III
Missouri Vocational Rehabilitation
1500 Vandiver, Suite 111
Columbia, MO 65202
Hannibal, MO 63401
Phone: (877) 222-8961
Fax: (573) 884-5250
Email: melissa.layman@vr.dese.mo.gov

Bill Alton
Adult Education and Literacy
Moberly Area Community College
101 College Avenue
Moberly, MO 65270
Phone: (660) 263-4100x11373
Fax: (660) 269-4997
Email: williama@macc.edu

Steven Godier
Division of Youth Services
1240 E. Brown School Road
Columbia, Missouri 65202
Phone: (573) 449-2939
Fax: (573) 449-8766
Email: Steven.Godier@dss.mo.gov

Administrative Staff
NEMO Workforce Investment Board
111 East Monroe
Paris, Missouri 65275
Phone: (660) 327-5125
Fax: (660) 327-5128
Email: brandi.glover@nemowib.org

NEMO WDB Committees

Executive Committee	One-Stop Committee	Access Committee	Employer Engagement	Youth Committee
Dan Putrah**	Pat Poepping**	Amy Bowen**	Jim Kolve**	Mark Chambers**
Corey Mehaffy*	Mac Wilt*	Janice Robinson*	Darin Arnsmeier*	Mollie Gilliland*
Janice Robinson	Diane Noah	Lynn Wehmeier	Diane Noah	Debbie Atkinson
Pat Poepping	Annette Sweet	Ann McCauley	Butch Landis	Donna Dunwoody
Amy Bowen	Janice Robinson	Janis Miller	Clinton Flowers	Alonna Kiser
Jim Kolve	Steve Garner		Dennis Gill	Kristin Plunkett
Mark Chambers	Dennis Gill	Lydia McClellan	Steve Garner	Steven Godier
		Cyndi Johns	Mac Wilt	Melissa Layman
		Sheryl Ferguson	Annette Sweet	Lydia McClellan
		Lisa Randolph	Pat Poepping	Bill Alton
		Shannon Moore	Corey Mehaffey	Kristin Chesher
		Mandy Rose		
			Lesa Barber	
CLEO's				
Executive Committee	One-Stop Committee			Youth Committee
Stanley Pickens	John Campen			Ryan Poston
Jim Lubrecht	Glenn Turner			
John Campen	Wayne Wilcox			

Regional Business Service Team

Bryan Barnes
 Shari Schenewerk
 Justin Hirniak
 Belinda Ames
 Kim Cull
 Rita Brown
 JoAnn Toerper
 Jill Williams
 Sheree Prebe
 Lesa Barber

Please Note:

Bold type indicates Chairperson for the Committee

* Indicates Alternate Chairperson for the committee

**On Youth Committee indicates members that are also members of the WIB

() CLEOs

John Campen and Jim Lubrecht placed on these committees per CLEO bylaws.

Updated 5/17/16