Southeast Local Plan 2020 – 2024

Plan Modification, April 2022

Southeast Workforce Development Board

April 2022

Plan modifications are required at the end of the second year of the 4-year Local Plan.

The Southeast Workforce Development Board is an Equal Opportunity Program/Employer.
Auxiliary Aids and Services are available upon request.
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Local Workforce Development Board: Workforce Development Board of Southeast Missouri

STRATEGIC ELEMENTS

1. Local Workforce Development Board's Vision

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

The vision of the Workforce Development Board of Southeast Missouri (WDB) is "A high quality standard of life for our region" which supports our mission statement, "To promote a state of economic well-being by helping to create a skilled, diverse, motivated and adaptable workforce".

Governor Parsons's vision is "Missouri's WIOA partners will build an integrated demand driven workforce system that leads to self-sufficiency". These visions complement one another, in that they both support partnerships and maintain a growing economy. We must continue a course forward; skilling-up the pipeline of the future workforce.

2. Local Workforce Development Board's Goals

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

The Southeast WDB's goals for engaging employers and preparing an educated skilled workforce are identified by:

- Implement a market driven approach;
- Actively engage employers and private sector WDB members as our chief customer;
- Strengthen and build upon our community partnerships;
- Increase our WDB engagement and accountability;
- Improve outreach and community awareness, to meet both employer needs and job seekers;
- Ensure WIOA services are available throughout the Southeast Region.

3. Local Workforce Development Board's Priorities

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

WIOA Youth Program: The Southeast Region is diverse, with many rural areas which create numerous barriers to employment and/or education. The WDB strives to support a high school diploma or HiSet as a first priority. The Board sees benefit in work experience, to strengthen their soft skills and help to identify a career path. Eliminating the barriers is often the biggest challenge. Through intense case management, building relationships with youth, career

guidance, and support we achieve success. Using local Youth Office sites strengthens our present in local rural communities. Computers available at each office, available to connect via technology to partner agencies for a complete support system.

WIOA Adult (AD) and Dislocated Worker (DW) Program: The Southeast Region priority for our Adult and Dislocated Workers is to obtain suitable and self-sustaining employment. The Board saw the benefit and success with work experience, and decided to incorporate Work Experience into our adult populations. Work experience gives the job seekers a unique opportunity to explore different career paths and strengthen their soft skills. If needed, education is available for long term and short term training. Case management is available in all avenues. Computers are available in our Job Centers and Youth offices for any job seekers to use and availability to connect via technology to any partner agency services needed.

Businesses in the Southeast Region are in need of skilled labor, to fill the gaps of our aging workforce. Incumbent Worker training is offered to help fill the gap and upgrade existing employees. This creates an opportunity for less skilled/entry level openings to enter the workforce. This is an excellent opportunity to hire new employees with the help of On-Job-Training (OJT), hiring events and expert Business Outreach/Marketing & Outreach Trainer staff working closely with each employer.

4. Local Workforce Development Board's Strategies

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

By the very nature of WIOA, partnerships are developing and strengthening. We're seeking innovative ways of communication, integration and referrals. This will allow for improvement to the current system, streamlining services, braiding funding, and working to create a seamless service system in our region. Co-location has been implemented to further serve our customers.

a. Career Pathways

Career Pathways allow us to build an intentional and strategic plan to obtain employment and careers that will lead to self-sufficiency through education and training services provided by our programs. It is crucial for every enrolled participant to develop a career pathway so they have a completed plan with a time line to achieve the opportunities provided by the program including attaining credentials, finding employment, increasing wages, and advancing in career opportunities. While some WIOA participants have a plan that includes education others may engage in training - the career path and services is specific to each individual based on their career pathway, assessment, needs, and barriers.

Labor market information is critical for each participant, this information will steer the career pathways initiative to ensure that participants are aware of job opportunities for both what they want to do and other opportunities available in the region. The sector strategies development in the Southeast Region will assist employers by providing qualified job seekers to those careers. Along with occupations that fall into the Southeast Regions Sector Strategies, participants should also be informed of high-wage, high-growth, and in-demand job

opportunities. A pathway to employment that leads to self-sufficiency is the key to the success for the program, job seeker, and the employer.

b. Employer Engagement

We live in a different world. The Workforce Development Board of Southeast Missouri recognizes this and has prioritized meeting the current needs of employers, which in some cases are vastly different than they were prior to the pandemic. The Southeast region has a dedicated Regional Employer Services (RES) Manager to work directly with employers and find creative ways to assist them in the newest challenges they face; how to recruit, attract and retain adequate numbers of employees. While not an exhaustive list, some of the most successful strategies for engagement have been the following:

- Combining in-person hiring events, with community resource events. When an employer identifies a job seeker with barriers to employment that they would like to hire, they can refer them to the appropriate community resource partners table for assistance.
- Drive through hiring events. Regional Employer Services (RES) Manager oversees the collection of applications/information from interested employers, sets up a tent on a parking lot, allowing job seekers to drive through and complete multiple applications from their car rather than needing someone to watch their children while they use gas to drive to various businesses, and the employer, short staffed already, does not need to send an employee to oversee a table at a hiring event.

c. Business Needs Assessment

Business Needs Assessment

As stated previously, we live in a different world than even two years ago. The needs of businesses may not be entirely different but are much more focused on navigating the prevailing issue of not having enough employees to maintain previous business practices, losing employees to competitors, and identifying ways in which they can be flexible enough in their mode of operations to stay in business.

- The RES Manager has made onsite visits/tours to facilities while reviewing affordable options with employer for retaining current and attracting new employees in this time of plentiful employment opportunities.
- Is available for direct assistance for the employer looking for assistance that does not fit the mold of typical services.

d. Alignment and Coordination of Core Program Services

WIOA core programs are intended to integrate service delivery to assist job seekers and businesses who are seeking workers. The hard to serve participants WIOA was intended to help have may have multiple barriers to employment, the programs are designed to provide individuals access to the resources that are available to achieve self-sufficiency through training and employment activities that align with their career path and needs. The Southeast

Region has worked hard at developing meaningful inter-agency relationships to continue working as the hub for all services and making referrals and being the connection between job seekers and employers. Interagency alignment and coordination will be an on-going process. Through our One-Stop Leadership meetings and staff meetings/training, everyone will become more knowledgeable of the services available through core/mandated partners. This will enable all staff to give customers the information they need to improve their choices.

Current core partner-based activities being used to align the programs include:

- TANF – referring to Missouri Work Assistance (MWA) for those FSD TANF eligible participants.
- TANF – ability to apply for benefits online.
- Family Support Division - SkillUp Program will be operated through the Missouri Job Center system. SkillUp participants may be co-enrolled in Title I and Title II services to provide them immediate access to career pathways information, training opportunities, and employment services.
- Family Support Division (FSD) allows the use of www.jobs.mo.gov for their client's job searches. The time logged in is counted towards their required participation hours for respective programs. There is a specific SkillUp Case Manager in every job center to assist in the program enrollment and submit necessary information to FSD.
- Title IV – Vocational Rehabilitation has a representative that sits on the local Workforce Development Board that provides direction for program accessibility, physical access to services, and assistive technology needs for individuals with disabilities. There is also a representative for Missouri Rehab for the Blind who engages in the Board Committee Alliance for Equal Access and regularly attends board meetings to also assist with accessibility, physical access to services, and assistive technology. Both of these representatives are engaged in looking at demographic information for Southeast enrollments and services through the committee.
- MOUs have been and are being reviewed to ensure we are meeting the requirements of core partner-based activities and needs.
- Braiding services with other agencies such as: Caring Community Counsel, EDGE Program, Vocational Rehabilitation, and UMOS also allow us to align programs that are available in our region to assist with the funding needs of the participants.

e. Coordination with Economic Development

In addition to the RES Manager, each of the three Full Comprehensive Job Centers has case managers focusing on job placements and a Veteran Representative (DVOP/LIVER). This team collaborates to share information so that all businesses may be served. When the opportunity presents itself, WDB staff agrees to speak at engagements about services available through Job Centers. Economic Developers are at the table, meeting with companies as well as participating WDB meetings, Sector Strategy exercises, and other projects throughout the region. 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

Office of Workforce Development (OWD) will continue to explore how this data can inform workforce and economic development efforts to meet the needs of businesses around the state.

The WDB identified our sectors as: Advanced Manufacturing, Transportation/Distribution/Logistics, Agriculture/Agri-business, Health Sciences Services and Mining/Energy. A Sector Strategies Team was formed to guide system services around industry sectors, the team included: WDB members, economic developers, education, Family Support Division, Job Corp, Regional Planning, Chamber, and WDB staff.

f. Outreach to Jobseekers and Businesses. (The LWDB should explain its outreach plan to attract WIOA eligible individuals. Please highlight any efforts to reach veterans, spouses of veterans, and displaced homemakers.)

Businesses - Education and agency partnerships are major factors in meeting the needs of both job seekers and employers. WDB continues strong partnerships with our two community colleges, our university and with our many voc-tech schools. We need their expertise to develop curriculum to educate our workforce. Working together with both education and agency partners is not only the best use of the funding, but also our best option for meeting the needs of both job seekers and employers.

The Southeast Region's outreach plan for businesses is designed to increase the awareness of available services to increase the number of businesses that use the Missouri Job Center products and services.

- Gather business intelligence to identify current economy
- Work with local and regional economic development professionals
- Provided one-on-one assistance to employers with job matching system
- Encourage entrepreneurship with economic developers

Outreach to businesses is conducted through WDB and Job Center involvement with regional chambers of commerce, and economic development departments, as well as by contact from the RES Manager.
Jobseekers - The region’s Missouri Job Centers offer an array of services aimed at making every job seeker a better job candidate. Through the website www.jobs.mo.gov and the mobile app job seekers are able to have access to regional, state, and national job openings. Through labor market information, career exploration activities, job seeking assistance, resume preparation assistance, assessments, skills certifications such as the National Career Readiness Certificate, and workshops we can assist job seekers in the preparation of applying for jobs that match with their knowledge, skills, and abilities. We offer access to short and long term skill-building training and employment services, supportive services information, job specific training and certifications, placement assistance, opportunities for on-the-job training, and tuition assistance to build on the knowledge, skills, and abilities that a job seeker will need for their chosen career path. Methods of referral and opportunities for co-enrollment with other workforce partners will continue to be refined. Collaborating with partner agencies to develop a triage approach to serving customers will increase awareness of area resources and avoid duplication of services.

The Southeast Region has a Priority of Service Policy that allows Veterans and their eligible Spouses, Veteran Representatives in the Southeast Region work closely with Veteran Organizations to assist in the outreach and recruitment of qualified and eligible veterans. The Southeast Region also has an additional income eligible tier, Priority Level Two Enrollments, this tier allows participants to enroll into the program for assistance as long as their income does not exceed 250% of the Lower Living Income Level as compared to Priority Level One enrollments whose annual income cannot exceed 150% of the Lower Living Income Level. This allows us to serve participants who need assistance to achieve or maintain a level of self-sufficiency but are currently working in an effort to make a better life for them and their families.

g. Access—Improvements to Physical and Programmatic Accessibility

The Southeast Region has three comprehensive Missouri Job Centers located in, Park Hills, Sikeston and Kennett. All three locations include WIOA Adult, WIOA DW, SkillUp, Reemployment Services, Wagner/Peyser, Trade, WIOA Youth, RESEA and Missouri Workforce Assistance (MWA) program. In addition to the three comprehensive centers located in three of our thirteen counties, (St. Francois, Scott, and Dunklin Counties) we also have an affiliate Job Center located in Cape Girardeau County. There are WIOA Youth services available in all counties as well.

The comprehensive centers, WIOA Youth Offices, and Affiliate Job Center offer customer services including computer access, program information, program referrals, AEL services, assessment services, and testing services.

Local community partnership coordination exists in each rural area. Mobile Job Centers have been put into the Southeast Region's plan, especially for those counties without a physical office location, to assist with transportation barriers in some of the rural communities within our region, this allows potential participants physical and programmatic access in areas where that we do not have a brick and mortar set-up. We continue outreach efforts to provide additional access points when possible, with big plans to be implemented in the future. Information for job seekers is also distributed to partner agencies, food pantries, civic organizations, libraries, and other public facilities.

Improvements to Physical and Programmatic Access:

- Facilities are checked for ADA compliance as part of periodic Local Equal Opportunity monitoring, using the ADA Self-Assessment Tool, provided by OWD in the local monitoring tool.
- Customers are provided reasonable accommodations upon request at the Job Centers. Job Center Staff members have been instructed to provide accommodations immediately for anything not resulting in a cost and that customers do not have to use specific phrases like "reasonable accommodation" or provide medical documentation to be granted an accommodation.
- Training is provided to all staff members beginning on their first day of employment and continuing throughout employment.

- Assistive technology is available at all full service job centers in the region. All staff complete OWD EO and assistive technology trainings. Staff are also encouraged to refer customers to the Missouri Assistive Technology free Loan Program.
- Sign language interpretation service is available for persons with hearing loss.
- Telephone language interpretation service is available to customers with limited English proficiency.
- Written translations for vital information are provided for customers with limited English proficiency when appropriate.
- Tagline and Babel Notices on all written communications, announcements, brochures, and flyers.

h. Customer Service Training

Upon being hired, all staff are trained on necessary Policies, Procedures, Equal Opportunity Information, and Assistive Technology within their office.

- Program training begins on the second day of employment and continues throughout employment via meetings, trainings, and updates.
- Staff are provided access to all OWD Issuances and Local Policy Issuances through the website links and New Hire Orientation materials.
- Staff have been provided with the jobs.mo.gov/DWDEO link for all other Equal Opportunity Related needs and resources.
- Staff have been provided the link for www.job4you.org which has all our Equal Opportunity related policies and notices for easy and unlimited access to this information.
- Staff are trained in the Missouri Case Management System so they are able to fill in appropriate elements for all participants. These elements begin at enrollment and continue throughout their year of follow-up after exiting the program.

i. Assessments

All customers who visit a Missouri Job Center in the Southeast region are given information on assessments that can immediately engage the customer in job center activities. This assessment, depending on the age, eligibility, and needs of the customer will identify skill levels, aptitudes, abilities, skill gaps, barriers to employment and/or supportive service needs. Assessments allow assistance with setting goals and developing next steps. Specialized assessments are offered as well to evaluate interests, personality traits, and diagnostic testing.

Specialized assessment tools include but are not limited to: O*Net, Missouri Connections, Talify, TABE, WorkKeys, CompTia, and Coursera. Assessments allow the customer to self-assess basic academic skills, identify high demand occupations and determine if their interest and qualifications match job requirements or if additional training is needed. Results obtained from these assessments are utilized by the customer to make informed choices in their attempts to connect to employment offering the best wages available at their current skill capacity. The information gained through assessments will be used with sector strategy data and/or Labor Market Information to help customers make informed choices regarding their training and careers and to develop their strategic employment plan.

j. Support Services

WIOA defines Supportive Services as those services necessary to enable an individual to participate in activities authorized under WIOA. Local Supportive Service policies have been developed and are included within the local plan. The region's Supportive Service policy provides assistance to WIOA eligible adults, dislocated workers, and youth so they may participate in Title I activities or employment/training activities through other programs when we are braiding funds. Funds may be provided to assist with a wide range of needs, including transportation, housing, child care, tools, uniforms, and daily living expenses. All other sources of funding must be sought before using WIOA supportive services funds. Referrals are made to partner agencies, such as the Salvation Army, food pantries, faith-based partners, MERS Goodwill, and Community Partnerships. The Family Support Division, SkillUp Program, has specific guidelines for Supportive Service items and needs specific to SkillUp Participants. The region's Supportive Service Policy follows all guidelines contained in OWD Issuance 13-2017.

k. Outcome measures assessment, monitoring and management

The WDB has charged WDB Compliance Department and Fiscal Department staff to conduct monitoring as these staff members are not authorized to operate programs. This ensures that we have an adequate firewall between providing services and overseeing the provision of those services from a monitoring standpoint. Compliance and Fiscal Staff with the WDB do not have input on program process, daily program decisions, or program approvals; they are not involved in the daily interactions of program staff and program operations. Compliance and Fiscal Monitoring includes but is not limited to fiscal expenditures, WIOA program eligibility and compliance, Federal/State/Local policy adherence, and data system compliance. The OWD requires annual monitoring on a statistically valid sample size dependent on the number of enrollments or exits WDB compliance staff will monitor a percentage of new enrollments per program for each contract year. If 100% of the files are not monitored, a random sampling technique will be used to identify the selection of files to be monitored.

OWD requires an annual monitoring report presented to the CLEO and board members regarding compliance and performance reviews. To fulfil this annual requirement the WDB Compliance staff present a Sub-State Monitoring Report to the full board and subcontractor attendees during the quarterly board meeting following the completion of the Sub-State Monitoring. This annual report includes Sub-State Monitoring results, compliance concerns, performance reviews, adequacy of assessments, planning of activities and services, coordination with One-Stop Delivery System partners, and customer outcomes. If a problem is discovered during Sub-State or any other on-going monitoring, the WDB adheres to the WIOA regulations and requires that these problems be resolved by prompt and appropriate corrective action.
Our WIOA Quality Assurance Staff member tracks and monitors the 5% over income exception and the 5% In-School Youth "needs additional assistance" barrier. WDB fiscal staff monitors and tracks youth expenditures to ensure they are in line with WIOA regulations - 75% Out-Of-School Youth, 20% Work Based Learning, etc.

Additional information on the Sub-State Report requirements can be found in OWD Issuance 11-2021. The latest Sub-State Report is available on our website at www.job4you.org/resources.

With the newly released OWD Issuance 07-2020, Data Validation Monitoring will have to be conducted every quarter. Through this mandated monitoring the Southeast Region will be able to keep a focus on staff input in the Case Management System and promptly correct any staff errors resulting in a negative outcome performance measure. Through the use of MoPerforms Rosters, the Southeast Region is able to look at upcoming performance outcomes and evaluate participant accounts for a participant being negative or positive in any performance measure. Using the tools of MoJobs reports and MoPerforms, we are able to monitor and track performance to work at reaching our regions negotiated performance levels.

5. Economic, Labor Market, and Workforce Analysis Source

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

6. Economic Analysis

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

a) Average personal income

In the Southeast Region, the per capita income is lower than the state average of $51,697 in all thirteen counties. The county with the highest per capita income in the region is Cape Girardeau County ($47,386) and the lowest is Iron County ($36,530).The per capita personal income in five of the 13 counties is below $40,000.

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

b) Number and percent of working-age population living at or below poverty level;

The statewide poverty rate of working age persons, or those 18-64 years, is 8.0 percent. The poverty in eleven of the 13 counties of the Southeast Region exceeds the state average. The highest poverty rate is found in Mississippi County (15.2%) and the lowest in Perry County (4.6%).

Name	2020 Per Capita Personal Income	Working Age Population living below poverty level	
		Number	Percentage
Missouri	$51,697	474,886	8.0%
Bollinger	$36,548	1,070	8.8%
Cape Girardeau	$47,386	8,309	11.0%
Dunklin	$38,821	4,112	14.1%
Iron	$36,530	1,311	13.4%
Madison	$40,312	1,013	8.5%
Mississippi	$37,483	1,793	15.2%
New Madrid	$41,953	2,085	12.2%
Pemiscot	$40,931	2,312	14.1%
Perry	$45,002	862	4.6%
Scott	$44,148	4,154	11.0%
St. Francois	$37,377	5,860	9.8%
Ste. Genevieve	$44,925	1,083	6.2%
Stoddard	$41,158	3,150	10.9%

Sources:

Per Capita Personal Income - Bureau of Economic Analysis 2021

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

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

Barriers to employment can include homelessness, disability status, lower education levels, and limited proficiency with the English language. In the Southeast Region, the percentage of the working age population with disabilities is above the state average of 12.2 percent in all but one county (Cape Girardeau 11.4%), with the highest percentage in Pemiscot County (26.0%). The percentage of the working age population with some difficulty with the English language in Missouri is 1.1 percent. The percentage of the working age population with some difficulty in speaking English is lower than the state average in all but one county (Dunklin County at 2.2%).

In Missouri, 9.4 percent of the working age population does not have a high school diploma. Eleven of the 13 counties in the region have higher percentage of the working age population without a high school diploma than the state average. Mississippi County has the highest percentage of the working age population without a high school diploma at 22.8 percent whereas Cape Girardeau County has the lowest percentage of the working age population without a high school diploma at 7.2 percent.

Barriers To Employment									
Area	Total Population	Total Population 18-64	% of 18-64 in Population	Total Population 18-64 with less than high school diploma	% of Population 18- 64 without high school diploma	Total Population 18-64 with a disbility	% of Population 18-64 with a disability	Total Population 18-64 who speak English "not well" or "not at all"	% of Population 18-64 who speak English "not well" or "not at all"
Missouri	6,104,910	3,716,573	60.9%	348,975	9.4%	453,975	12.2%	42,150	1.1%
Bollinger	12,225	7,166	58.6%	1,304	18.2%	1,526	21.3%	6	0.1%
Cape Girardeau	78,491	48,968	62.4%	3,527	7.2%	5,564	11.4%	242	0.5%
Dunklin	30,027	16,985	56.6%	3,354	19.7%	3,430	20.2%	366	2.2%
Iron	10,164	5,821	57.3%	950	16.3%	1,288	22.1%	0	0.0%
Madison	12,179	7,110	58.4%	854	12.0%	1,474	20.7%	8	0.1%
Mississippi	13,574	8,328	61.4%	1,897	22.8%	1,415	17.0%	84	1.0%
New Madrid	17,560	10,202	58.1%	1,822	17.9%	2,247	22.0%	16	0.2%
Pemiscot	16,663	9,571	57.4%	1,957	20.4%	2,487	26.0%	32	0.3%
Perry	19,191	11,155	58.1%	1,084	9.7%	1,453	13.0%	30	0.3%
Scott	38,633	22,535	58.3%	2,619	11.6%	4,139	18.4%	124	0.6%
St. Francois	66,643	41,851	62.8%	5,836	13.9%	7,884	18.8%	54	0.1%
Ste. Genevieve	17,848	10,580	59.3%	952	9.0%	1,445	13.7%	31	0.3%
Stoddard	29,377	17,035	58.0%	2,803	16.5%	3,578	21.0%	17	0.1%

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

d. Employment rates for the last 5 years;

The unemployment rate in the Southeast Region is declining after peaking in 2020 due to the COVID-19 pandemic. The unemployment rate for 2021 through September is below the state average of 4.3 percent in five of the 13 counties. The highest unemployment rate in the Southeast Region is found in Dunklin County (5.9%) and the lowest in Perry County (3.1%).

Unemployment Rate by County - Southeast Region					
County	2017	2018	2019	2020	Thru Sept 2021
Missouri	3.8	3.2	3.3	6.1	4.3
Bollinger	4.4	3.6	3.9	5.6	4.0
Cape Girardeau	3.5	2.8	2.9	5.2	3.5
Dunklin	6.5	5.5	5.5	7.3	5.9
Iron	6.4	5.4	4.8	7.0	5.6
Madison	4.5	3.5	3.4	6.5	4.4
Mississippi	5.0	3.8	4.1	5.3	4.6
New Madrid	6.6	4.8	4.3	5.8	4.6
Pemiscot	7.5	5.5	5.0	8.0	7.1
Perry	2.7	2.3	2.6	5.7	3.1
Scott	4.5	3.4	3.5	5.3	3.9
St. Francois	4.4	3.7	3.7	7.0	4.8
Ste. Genevieve	3.6	2.8	2.7	4.9	3.3
Stoddard	5.1	4.5	4.7	6.0	4.5

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

e. Major layoff events over the past 3 years and any anticipated layoffs; and
f. Any other factors that may affect local/regional economic conditions.

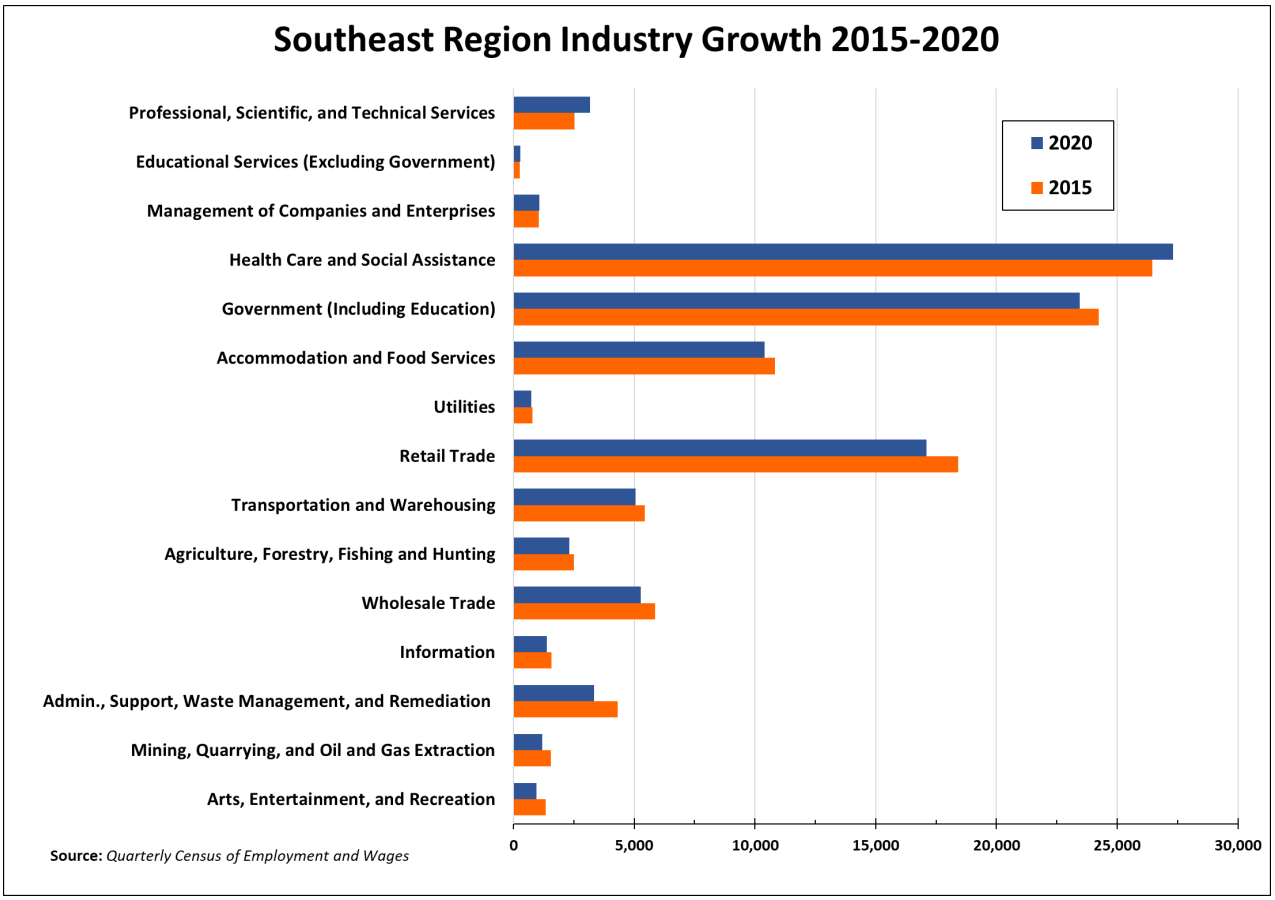
Economic and workforce data in 2020 was rapidly and significantly impacted by the COVID-19 pandemic. It is important to use some consideration in using this data, as some data sets do not yet reflect the recovery occurring in 2021.

7. Labor Market Analysis

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

a) Existing Demand Industry Sectors and Occupations

Over time, several of the Southeast Region's industries have grown steadily. The Southeast Region has a negative compound annual growth rate of -0.8 percent over the past 5 year period from 2015 to 2020, indicating the impact of the COVID-19 pandemic on the market. However, four industry groups have experienced a positive growth rate and increased number of new jobs. Those industries are *Health Care and Social Assistance* (876 new employments at 0.7% compound annual growth rate), *Professional, Scientific, and Technical Services* (640 at 4.6%), *Management of Companies and Enterprises* (37 at 0.7%), and *Educational Services (Excluding Government)* (28 at 2.1%).



b) Location Quotient

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

The Southeast Region has five industries with LQs of 2.0 or higher: *Mining* (4.9), *Gasoline Stations* (2.9), *Crop Production* (2.8), *Wood Product Manufacturing* (2.3), *Truck Transportation* (2.1), and *Nonmetallic Mineral Product Manufacturing* (2.0). Other industries with high LQs are *Social Assistance* (1.9) and *Nursing and Resident Care facilities* (1.8).

2020 Southeast Region Location Quotients

Industry	Employment	Location Quotient
Mining (except Oil and Gas)	820	4.9
Gasoline Stations	2,481	2.9
Crop Production	1,433	2.8
Wood Product Manufacturing	868	2.3
Truck Transportation	2,927	2.1
Nonmetallic Mineral Product Manufacturing	743	2.0
Social Assistance	6,828	1.9
Nursing and Residential Care Facilities	5,363	1.8
Support Activities for Agriculture and Forestry	560	1.6
Health and Personal Care Stores	1,341	1.5
General Merchandise Stores	3,673	1.3
Motor Vehicle and Parts Dealers	2,335	1.3
Building Material and Garden Equipment and Supplies Dealers	1,646	1.3
Telecommunications	761	1.2
Electrical Equipment, Appliance, & Component Manufacturing	373	1.0

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

c. Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From November 2020 to October 2021, nearly 10,255 on-line job ads were placed for jobs located in the Southeast Region according to Emsi Burning Glass Labor Insight.

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

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

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

Top Job Ads - Southeast Region			
SOC Code	**Occupation Title**	**Online Job Postings**	
NOW - Typically requires high school education or less and short-term training			
41-2031	Retail Salespersons	502	★
39-9021	Personal Care Aides	250	★
43-4051	Customer Service Representatives	239	★
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	224	★
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	198	★
43-5081	Stock Clerks and Order Fillers	156	★
33-9032	Security Guards	122	
41-2011	Cashiers	117	★
53-3031	Driver/Sales Workers	109	
31-1011	Home Health Aides	95	★
NEXT - Typically requires moderate/long-term training or experience or education beyond high school			
41-1011	First-Line Supervisors of Retail Sales Workers	372	★
53-3032	Heavy and Tractor-Trailer Truck Drivers	296	★
27-1026	Merchandise Displayers and Window Trimmers	268	
31-1014	Nursing Assistants	195	★
41-4012	Sales Representatives, Wholesale and Manufacturing	181	
29-2061	Licensed Practical and Licensed Vocational Nurses	181	★
51-9199	Production Workers, All Other	173	★
11-9051	Food Service Managers	170	
49-9071	Maintenance and Repair Workers, General	118	★
43-6014	Secretaries and Administrative Assistants	110	★
LATER - Typically requires a bachelor's degree or higher			
29-1141	Registered Nurses	463	★
11-1021	General and Operations Managers	130	★
11-9111	Medical and Health Services Managers	127	★
11-9199	Managers, All Other	123	★
29-1123	Physical Therapists	102	
29-1069	Physicians and Surgeons, All Other	83	
29-1051	Pharmacists	76	
29-1122	Occupational Therapists	65	
15-1199	Computer Occupations, All Other	60	
29-1127	Speech-Language Pathologists	58	

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

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

d.) Missouri Workforce 2021 Survey

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

shortages, experience and education requirements, and the effects of COVID-19 on their businesses.

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

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

More employers reported barriers to expanding employment than in previous years, with shortage of workers with knowledge or skills, economic conditions, and general COVID-19 issues topping the list. More employers also reported skill shortages in employees and applicants. To meet these shortages, employers are hiring from outside of the local area and offering increased wages. Employers were also much more likely to consider workforce initiatives such as increased employee care and engagement and cross-training and knowledge transfer than last year.
In relation to business concerns for the coming year, employers were most concerned about attracting and retaining talent. Although concerns about attracting and retaining employees are prevalent, 20 percent of employers stated they would not consider hiring a justice-involved applicant.

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

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

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

e. Emerging Demand Industry Sectors and Occupation – Industry Projections

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

The projections reveal several industries with both high employment numbers and above average growth rates compared to the regional average. The top five industries by numeric employment change are Social Assistance, Ambulatory Health Care Services, Food Services and Drinking Places, Hospitals and Merchant Wholesalers, Durable Goods.

Southeast Region Industry Projections 2018-2028

		Employment		2018-2028 Change	
NAICS	Industry	2018	2028	Numeric	Percent
	Total All Industries	**156,437**	**160,302**	**3,865**	**2.5%**
624	Social Assistance	9,513	11,720	2,207	23.2%
621	Ambulatory Health Care Services	6,989	8,672	1,683	24.1%
722	Food Services and Drinking Places	10,434	11,335	901	8.6%
622	Hospitals	8,504	9,041	537	6.3%
423	Merchant Wholesalers, Durable Goods	3,006	3,379	373	12.4%
541	Professional, Scientific, and Technical Services	3,028	3,287	259	8.6%
484	Truck Transportation	2,798	3,040	242	8.6%
331	Primary Metal Manufacturing	952	1,179	227	23.8%
524	Insurance Carriers and Related Activities	1,618	1,819	201	12.4%
236	Construction of Buildings	1,585	1,754	169	10.7%
447	Gasoline Stations	2,480	2,638	158	6.4%
325	Chemical Manufacturing	551	694	143	26.0%
492	Couriers and Messengers	390	526	136	35.0%
446	Health and Personal Care Stores	1,374	1,489	115	8.4%
493	Warehousing and Storage	635	749	114	17.9%

f. Occupational Projections

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

Emerging occupations can be identified through growth openings. The chart below identifies occupations that have the highest number of growth openings and higher than the average growth rate of 2.5 percent for the Southeast Region. The total number of openings indicates the projected number of vacancies that businesses will need to fill annually.

Missouri uses a system of **Now**, **Next** and **Later** to categorize occupations according to these levels. **Now** jobs typically require a high school education or less and short-term training. **Next**

occupations typically require moderate to long-term training or experience or education beyond high school. **Later** occupations typically require a bachelor's degree or higher.

Growth openings are projected at all education and training levels and are listed by the highest number of growth openings. The highest number of growth openings in **Now** occupations are *Personal Care Aides, Food Preparation and Serving Workers, Home Health Aides, Taxi Drivers and Chauffeurs,* and *Construction Laborers.* The largest growth in **Next** occupations is in the occupations of *Heavy and Tractor-Trailer Truck Drivers, Cooks, Nursing Assistants, Licensed Practical and Licensed Vocational Nurses* and *Medical Assistants.* **Later** occupations with the highest growth are *Registered Nurses, Accountants and Auditors, Physical Therapists, Healthcare Social Workers, and Market Research Analysts and Marketing Specialists.* These occupations are consistent with the industries identified as emerging industries.

Southeast Region Highest Growth Openings 2018-2028

Occupation	Average Wage	Percent Growth	Annual Openings			
			Exits	Transfers	Growth	Total
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma						
Personal Care Aides	21,347	33.3%	624	553	241	1,418
Combined Food Preparation and Serving Workers	19,514	12.6%	418	515	62	995
Home Health Aides	n/a	22.9%	90	97	34	221
Taxi Drivers and Chauffeurs	21,016	19.3%	24	25	8	57
Construction Laborers	36,670	5.3%	48	111	7	166
Light Truck or Delivery Services Drivers	34,579	6.6%	36	63	6	105
Waiters and Waitresses	21,335	2.9%	122	216	5	343
Laborers and Freight, Stock, and Material Movers, Hand	29,230	1.9%	99	205	4	308
Helpers--Production Workers	28,249	5.6%	32	57	3	92
Receptionists and Information Clerks	26,042	3.4%	45	59	3	107
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training						
Heavy and Tractor-Trailer Truck Drivers	41,550	6.0%	158	279	22	459
Cooks, Restaurant	22,284	17.2%	73	121	22	216
Nursing Assistants	23,626	5.5%	149	161	15	325
Licensed Practical and Licensed Vocational Nurses	39,125	9.4%	51	64	14	129
Medical Assistants	29,077	19.1%	26	47	11	84
Medical Secretaries	30,284	15.3%	37	44	10	91
Insurance Sales Agents	57,876	19.1%	16	26	8	50
First-Line Supervisors of Food Preparation and Serving Workers	30,509	6.7%	52	130	8	190
Physical Therapist Assistants	54,288	29.8%	11	20	6	37
Pharmacy Technicians	29,192	9.3%	21	38	6	65
LATER - Typically requires a bachelor's degree or higher						
Registered Nurses	60,180	10.9%	104	96	39	239
Accountants and Auditors	52,090	7.1%	31	72	8	111
Physical Therapists	84,868	17.8%	7	8	6	21
Healthcare Social Workers	42,394	15.4%	12	27	6	45
Market Research Analysts and Marketing Specialists	61,534	18.9%	8	25	6	39
General and Operations Managers	81,799	3.0%	47	148	6	201
Speech-Language Pathologists	48,431	28.4%	4	7	5	16
Nurse Practitioners	111,712	26.7%	3	6	4	13
Medical and Health Services Managers	117,371	14.4%	8	18	4	30
Occupational Therapists	80,691	22.2%	3	4	3	10

Source: *MERIC 2018-2028 Long-Term Occupational Projections*

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.

g. Employers' Employment Needs – Real-Time Labor Market Data

Job ads placed by employers offer another source of information on the knowledge, skills, and certifications requested by Missouri's employers. Emsi Burning Glass Labor Insight is a data

tool that spiders to over 35,000 different web sites with job ads. The information found in the ads are placed in a database that can be queried to gain insight on employer needs.

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

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

Employer Skill Needs - Southeast Region			
Industry	Specialized Skills	Certifications	Software and Programming
Manufacturing	Repair	Driver's License	SAP
	Sales	Commercial Driver's License	Python
	Lifting Ability	OSHA Forklift Certification	SQL
	Forklift Operation	Department of Transportation (DOT) Medical Certification	Java
	Customer Service	Cisco Certified Network Professional (CCNP)	Enterprise Resource Planning (ERP)
Professional, Scientific, and Technical Services	Customer Service	Driver's License	SQL
	Merchandising	Systems Security Certified Practitioner (SSCP)	Python
	Sales	Security Clearance	Software Development
	Retail Industry Knowledge	CompTIA Security+	Java
	Lifting Ability	Cisco Certified Network Associate (CCNA)	Linux
Construction	Repair	Driver's License	AutoCAD
	Hand Tools	Occupational Safety and Health Administration Certification	Word Processing
	Occupational Health and Safety	OSHA Forklift Certification	Database Software
	Forklift Operation	Welding Certification	Google Docs
	Machinery	OSHA Safety 10 Hour	Peoplesoft
Accommodation & Food Service	Customer Service	Driver's License	Apache Groovy
	Food Safety	ServSafe	SAP
	Food Preparation	Food Handler Certification	Word Processing
	Guest Services	Food Service Certification	
	Basic Mathematics	Certified Dietary Manager	
Wholesale Trade	Merchandising	Driver's License	CRM software
	Retail Industry Knowledge	Commercial Driver's License	Salesforce
	Sales	Food Handler Certification	Word Processing
	Scheduling		
	Customer Service		
Management of Companies & Enterprises	Accounts Payable / Accounts Receivable	Msha Certified	Enterprise Resource Planning (ERP)
	Employee Training	Driver's License	Accounting Software
	Enterprise Resource Planning (ERP)		SAP
	Legal Compliance		
	Workers' Compensation		
Retail Trade	Retail Industry Knowledge	Driver's License	Palm OS
	Customer Service	Pharmacy Technician Certification Board (PTCB)	SAS
	Sales	Certified Pharmacy Technician	Computer Aided Drafting/Design (CAD)
	Merchandising	Automotive Service Excellence (ASE) Certification	DB2
	Scheduling	Commercial Driver's License	Extensible Markup Language (XML)
Information Technology	Customer Service	Driver's License	Tableau
	Retail Industry Knowledge		Salesforce
	Customer Contact		Customer Relationship Management (CRM)
	Scheduling		Software as a Service (SaaS)
	Sales		Software Engineering

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

8. Workforce Analysis

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

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

a) Employment and Unemployment Analysis

As of October 2019, Missouri ranks 34th in the nation in unemployment. The Southeast Region's unemployment by county is as follows: Bollinger 2.6% (156 People), Cape Girardeau 2.2% (957 people), Dunklin 3.7% (436 people), Iron 3.1% (109 people), Madison 2.4% (131 people), Mississippi 2.9% (168 people), New Madrid 3.1% (262 people), Pemiscot 3.6% (233 people), Perry 1.8% (192 people), Scott 2.6% (556 people), St. Francois 2.6% (725 people), Ste. Genevieve 1.7% (174 people), Stoddard 3.1%
(426 people). The Southeast Region's average unemployment is running 2.7%, while the State of Missouri is running 2.5%. The graph below shows the trend of unemployment since 1994.

b) Population Data

The U.S. Census Bureau estimates that Missouri's population grew to over 6.1 million, up by 0.3 percent in 2018 from the previous year. In the Southeast Region over the past year, the population in 2 of the 13 counties grew at a faster rate than the state as a whole. The highest growth rate was in Cape Girardeau County, adding over 450 residents from 2017 to 2018, and adding 1,300 residents from 2013 to 2018. During the same 1- and 5-year periods, the population of Dunklin County decreased by just over 650 residents in the past year and nearly 2,300 over the past 5 years.

Southeast Region Population Change by County

	1 Year Change 2017-2018		5 year change 2013-2018	
County	Percentage	Number	Percentage	Number
Missouri	0.3%	17,840	1.4%	85,794
Bollinger	-1.0%	-117	-2.5%	-317
Cape Girardeau	0.6%	468	1.7%	1,300
Dunklin -2.2% -663 -7.2% -2.294 Iron -0.3% -28 -2.9% -299				
Madison	-0.4%	-50	-0.7%	-88
Mississippi	-1.8%	-244	-5.8%	-822
New Madrid	-1.5%	-269	-5.7%	-1,039
Pemiscot	-3.2%	-545	-8.5%	-1,512
Perry	-0.2%	-44	0.5%	99
Scott	-0.3%	-108	-1.9%	-737
St. Francois	0.1%	39	0.9%	590
Ste. Genevieve	0.4%	75	-0.4%	-73
Stoddard	-0.5%	-140	-2.0%	-591

Source: US Census, Population Estimates

c) Demographics

In some ways, Missouri's population is similar to the U.S. population. In all but 2 counties, a smaller percentage of the population is in the age group 25-34 and below the state average of

13.3 percent. In the age category of 55 and over, 9 of the 13 counties have percentages over the state average of 28.9 percent.

The male/female gender split is close to the state average in all counties. In Missouri, 9.7 percent of citizens are civilian veterans. Three counties have a higher-than-average percentage of veterans, with the highest in Madison County at 10.8 percent.

Race/Ethnicity statistics for Missouri are different from the county averages of the region. Nine counties in the region have a higher percentage of citizens in minority race classes than the state average.

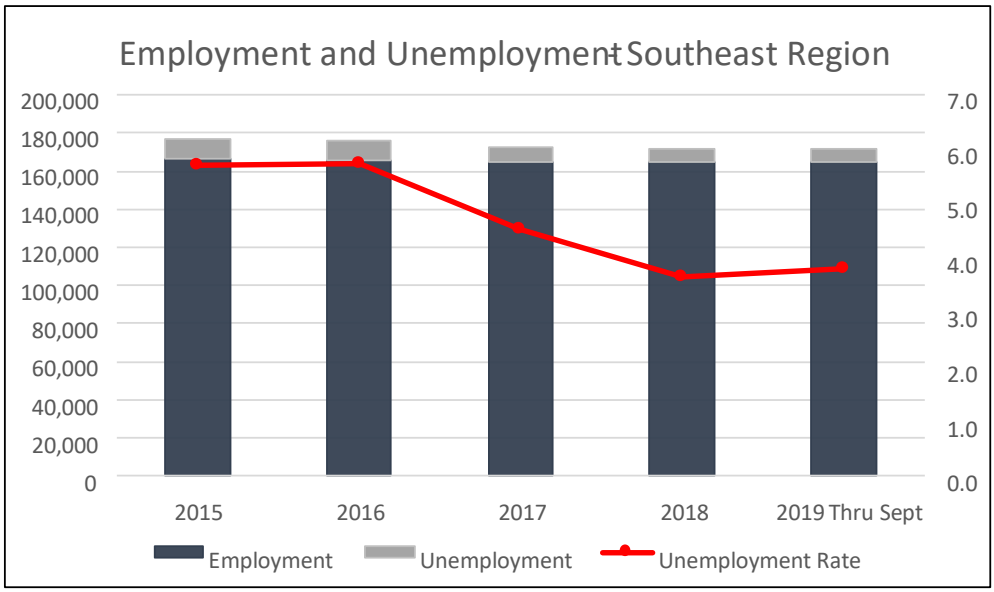
County	Total Population				Gender		Veterans	Race/Ethnicity							
	Under 24 years	Age 25-34	Age 35-54	Age 55+	Male	Female	Civilian Veterans	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Some other race	Two or more races	Hispanic or Latino
Missouri	**32.5%**	**13.3%**	**25.3%**	**28.9%**	**49.1%**	**50.9%**	**9.7%**	**79.8%**	**11.5%**	**0.4%**	**1.8%**	**0.1%**	**0.1%**	**2.2%**	**4.0%**
Bollinger	29.6%	10.6%	25.9%	33.8%	50%	50%	8.0%	96.5%	0.4%	0.7%	0.4% 1.4% 0.4%	0.0%	0.0%	0.8%	1.2%
Cape Girardeau	35.8%	12.6%	23.4%	28.2%	49%	51%	8.3%	86.4%	7.9%	0.1%	0.0% 0.4% 0.1%	0.0%	0.0%	1.8%	2.3%
Dunklin	34.2%	10.8%	24.5%	30.5%	48%	52%	8.2%	81.1%	9.7%	0.3%	0.0% 0.0% 0.7%	0.0%	0.0%	2.1%	6.4%
Iron	28.2%	9.9%	25.2%	36.7%	50%	50%	10.4%	94.5%	1.5%	0.6%	0.4% 0.5% 0.1%	0.0%	0.0%	1.6%	1.7%
Madison	30.1%	13.1%	24.7%	32.2%	49%	51%	10.8%	94.9%	0.9%	0.3%	0.1%	0.0%	0.0%	1.1%	2.3%
Mississippi	29.5%	14.1%	27.6%	28.7%	54%	46%	7.8%	71.8%	23.9%	0.8%		0.0%	0.0%	1.4%	2.0%
New Madrid	31.0%	10.9%	25.8%	32.2%	48%	52%	9.4%	80.0%	16.0%	0.4%		0.0%	0.0%	1.7%	1.8%
Pemiscot	35.4%	11.6%	24.2%	28.9%	47%	53%	7.0%	68.9%	26.7%	0.1%		0.0%	0.0%	1.8%	2.4%
Perry	31.9%	11.6%	25.5%	31.0%	49%	51%	8.5%	95.6%	0.3%	0.5%		0.0%	0.0%	0.8%	2.1%
Scott	32.2%	12.0%	25.4%	30.4%	48%	52%	9.1%	83.6%	11.4%	0.5%		0.0%	0.3%	1.7%	2.2%
St. Francois	30.0%	14.7%	26.9%	28.3%	54%	46%	9.5%	92.0%	4.3%	0.2%		0.0%	0.0%	1.4%	1.5%
Ste. Genevieve	29.7%	10.6%	25.7%	34.0%	50%	50%	9.4%	95.7%	2.6%	0.0%		0.0%	0.0%	0.6%	1.1%
Stoddard	30.3%	11.4%	25.6%	32.7%	49%	51%	10.3%	95.6%	1.5%	0.1%		0.0%	0.0%	1.0%	1.6%

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

d) Employment and Unemployment

The number of people in the Southeast Region's labor force decreased steadily over the past 5 years to approximately 171,000. The number of people employed also decreased during the 5-year period to almost 165,000.

The unemployment rate fell from 5.7 percent in 2015 to 3.6 percent in 2018. The unemployment percentage for the first 9 months of 2019 is 3.8 percent.



e) Labor Force Participation

The Labor Force Participation Rate is the number of people available for work as a percentage of the total population. Using American Community Survey 5-year data through 2017, Missouri's Labor Participation Rate is 63.2 percent. In comparison, the rate for the Southeast Region is 56.9 percent.

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

f) Labor Market Trends – Top Growing Occupations

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

Long-term projections are produced in each state in conjunction with the Bureau of Labor Statistics. Since economies vary throughout the state, projections are also generated for the state and 10 regions and provide insight on the occupations that are growing and declining. The total number of openings account for 3 different types of vacancies - exits, transfers, and growth. Exits occur as individuals leave the workforce for reasons such as retirement. Transfers occur as a person leaves an occupation to work in a different occupation. Growth simply means that more people are needed to work in the occupation. No matter the reason for the vacancy, skilled workers are needed to fill the job openings.

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

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

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

The table below displays the top 5 jobs by the number of projected openings for the 10-year projection period through 2026 in the Now, Next and Later categories for the region. The flame beside some of the occupations represents "hot jobs" determined by the number of job ads placed by employers.

Top occupations by the total number of openings in the Now category is Personal Care Aides (14,775),

Cashiers (10,599), Food Preparation and Serving Workers (8,460), Retail Salespersons (6,287), and Secretaries and Administrative Assistants (4,264). The reason for the high number of openings is turnover within these occupations.

Occupations with the highest number of openings in the Next category are Heavy and Tractor-Trailer
Truck Drivers (3,890), Nursing Assistants (3,411), Retail Sales Supervisors (2,126), Restaurant Cooks (2,060), and Bookkeeping, Accounting, and Auditing Clerks (1,854). Four of the top five occupations by the number of projected openings also saw a high number of job ads.

Later occupations with the highest number of openings are Registered Nurses (2,365), General and Operations Managers (1,904), Secondary School Teachers (1,698), Elementary School Teachers (757), and Accountants and Auditors (748). Two of the jobs listed in this category are also in high demand in the region according the job ads.

Many high demand occupations correspond directly with the high growth industry groups, such as Health Care and Retail. Other high demand occupations cross many industry groups, like Cashiers, Bookkeeping and Accounting Clerks, General and Operations Managers, and Accountants and Auditors.

Southeast Region Long-Term Occupational Projections

Occupation	2016 Estimated Employment	2026 Projected Employment	Growth Openings	Exits	Transfers	Total Openings	Median Wages	
NOW								
Personal Care Aides	6,943	9,920	2,977	6,729	5,069	**14,775**	$19,829	
Cashiers	5,594	5,709	115	5,306	5,178	**10,599**	$18,745	🔥
Food Prep. & Serving Workers	4,106	4,642	536	3,873	4,051	**8,460**	$18,417	🔥
Retail Salespersons	4,325	4,393	68	2,760	3,459	**6,287**	$22,901	🔥
Secretaries and Administrative Assistants	4,589	4,189	-400	2,364	2,300	**4,264**	$27,992	
NEXT								
Heavy and Tractor-Trailer Truck Drivers	3,707	3,700	-7	1,570	2,327	**3,890**	$36,938	🔥
Nursing Assistants	2,624	2,939	315	1,690	1,406	**3,411**	$21,975	🔥
Retail Sales Supervisor	1,923	2,003	80	725	1,321	**2,126**	$34,317	🔥
Cooks, Restaurant	1,370	1,465	95	831	1,134	**2,060**	$20,110	🔥
Bookkeeping & Accounting Clerks	1,752	1,705	-47	1,070	831	**1,854**	$29,225	
LATER								
Registered Nurses	3,536	4,003	467	1,079	819	**2,365**	$55,827	🔥
General and Operations Managers	2,083	2,247	164	449	1,291	**1,904**	$67,167	🔥
Secondary School Teachers	2,373	2,437	64	737	897	**1,698**	$45,651	
Elementary School Teachers	1,027	1,055	28	344	385	**757**	$45,126	
Accountants and Auditors	719	804	85	225	438	**748**	$52,119	

🔥 *Denotes occupations in the top ten for 2018 on-line job ads in the region and within the Now-Next-Later classification.*

Source: MERIC Occupational Projections 2016-2026

Southeast Region Largest Growth Industries 2016-2026

	Employment		Change	
Industry	2016 Estimated	2026 Projected	2016 Numeric	2026 Percent
Health Care & Social Assistance	29,487	35,831	6,344	21.51%
Administrative & Support	3,752	4,764	1,012	26.98%
Accommodation & Food Services	11,172	11,791	619	5.54%
Retail Trade	18,516	19,027	511	2.76%

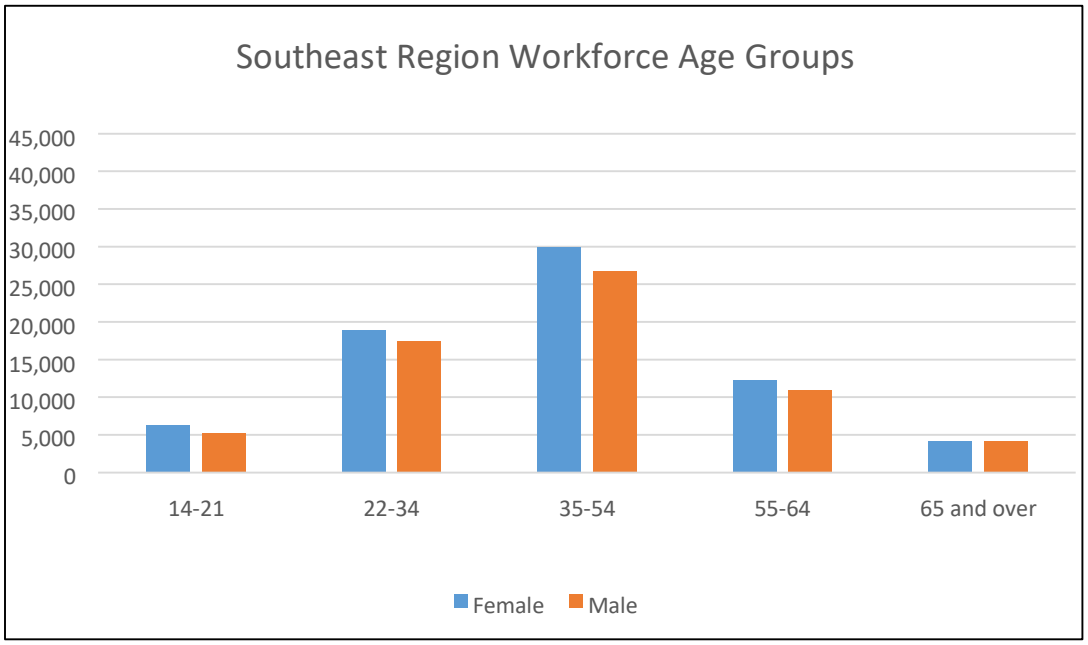
Professional, Scientific & Technical Services	2,795	3,190	395	14.12%
Construction	5,461	5,775	314	5.74%
Educational Services	11,684	11,890	206	1.76%
Mining	1,436	1,639	203	14.16%
Wholesale Trade	5,550	5,717	167	3.00%
Local Government, Excluding, Edu. & Hospitals	5,935	6,100	165	2.77%

Source MERIC Industry Projections

Projected growth in industry helps to identify future employment needs for the Southeast area. Projections indicate that the largest growth industries in the Southeast Region will be Health Care and Social Assistance, Administrative and Support, Accommodation and Food Services, Retail Trade and Professional, Scientific and Technical Services.

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

g) Education and Skills Levels of the Workforce Analysis

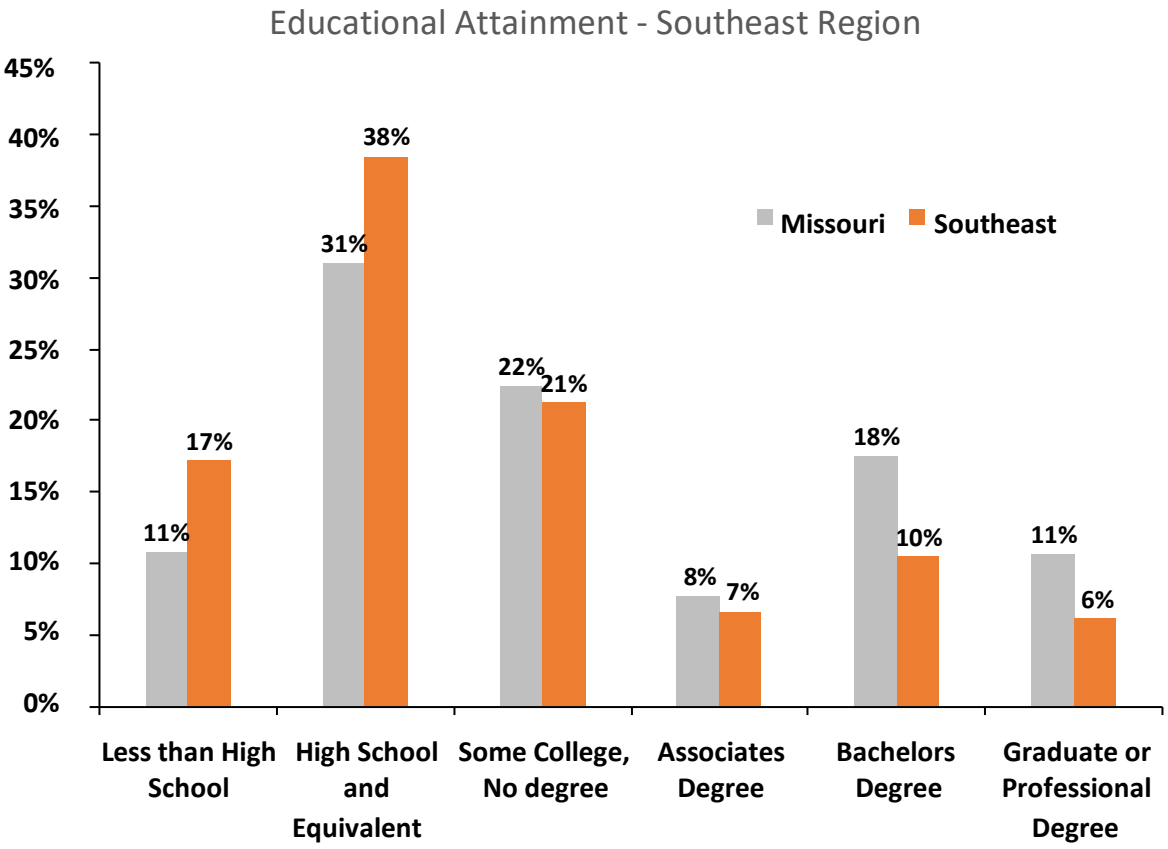


The total population of the Missouri's workforce is 2,331,715, and the Southeast Region is home to nearly 135,879 or more than 5 ½ percent of the state's workforce. The workforce demographic numbers are queried from census data, and include only workers employed by firms in Missouri (self-employed individuals not included). The age group for the workforce is defined as 14 years to 65+ years of age. The population of the workforce in the state is aging. In Missouri and the Southeast Region, about 30 percent of the workforce is age 55 or older for both the male and females.

h) Educational Attainment

Educational attainment is a measure of the highest level of education obtained by individuals age 25 and up, or the population generally in the workforce. In the Southeast Region, the

educational attainment rates for individuals are higher than the state average for the categories of less than high school and high school equivalent. In comparison to the Missouri average, less of those in the Southeast Region have some college but no degree, associate's degrees, bachelor's degrees, and graduate or professional degrees.



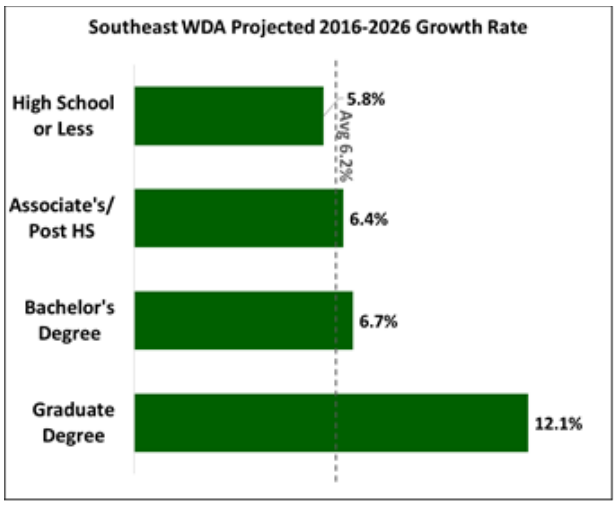
Source: ACS 5 Year Estimates 2013-2017, Table S1501

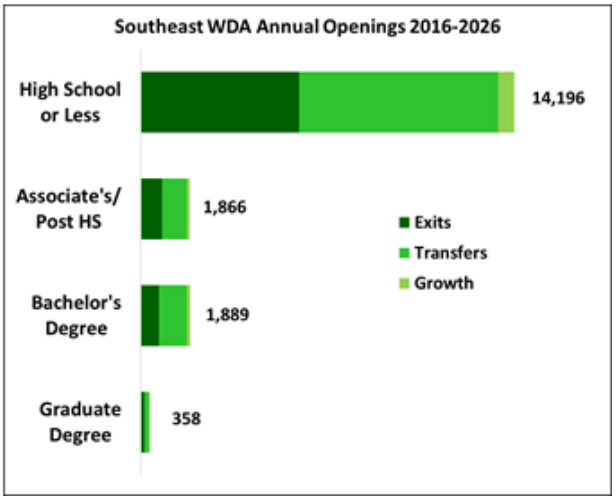
i) Occupational Projections

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

The growth rate of an occupation measures the percentage of jobs added by an occupation between the base year and projected year. Occupations requiring an associate's degree or more are projected to grow at a faster rate than the Southeast WDA average. The occupation groups that are projected to grow the fastest are *Personal Care and Service*, *Healthcare Support*, and *Community and Social Service*.

Long-term projections also present data on expected job openings for each occupation through 2026. Openings in an occupation can occur due to an occupation growing, workers moving into a different occupation, or workers leaving the workforce entirely. No matter the reason, qualified individuals are still needed to fill job vacancies. Most openings will be in entry-level jobs, mostly due to high turnover rates as workers either transfer to other occupations or leave the workforce.





Describe apparent "skills gaps" in the local area. How are the "skills gaps" determined?

j) Skills Gaps

The Southeast Region looks at two sets of skills, hard and soft skills, when considering job placement and/or training. Hard skills are specific, teachable abilities that can be defined and measured, such as typing, writing, math, reading and the ability to use software, which WorkKeys can be used to determine. Soft skills are less tangible and harder to quantify, such as teamwork, time management, creative thinking and motivation. Soft skills are less measurable and not commonly taught, but even more important than the hard skills.

According to PayScale, the three hardest skills most recent graduates lack are: writing proficiency, public speaking, and data analysis. During job training and/or classroom training those hard skills can be improved, with determination on the job seeker/new hire trainee.

According to PayScale the five top soft skills most recent graduates lack are: critical thinking/problem solving, attention to detail, communication, leadership, and teamwork. The chart below ranks the percentages.

Soft Skills	Lack of soft skills
Critical thinking/Problem solving	60%
Attention to detail	56%
Communication	46%
Leadership	44%
Teamwork	36%

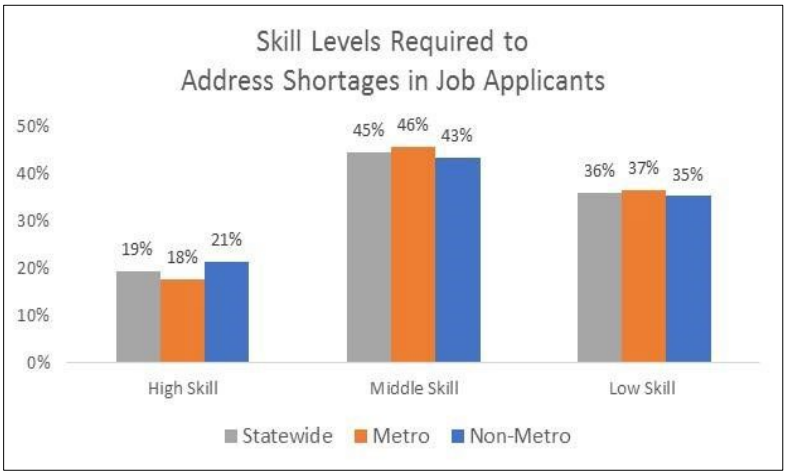
k) Missouri Workforce 2019 Survey

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

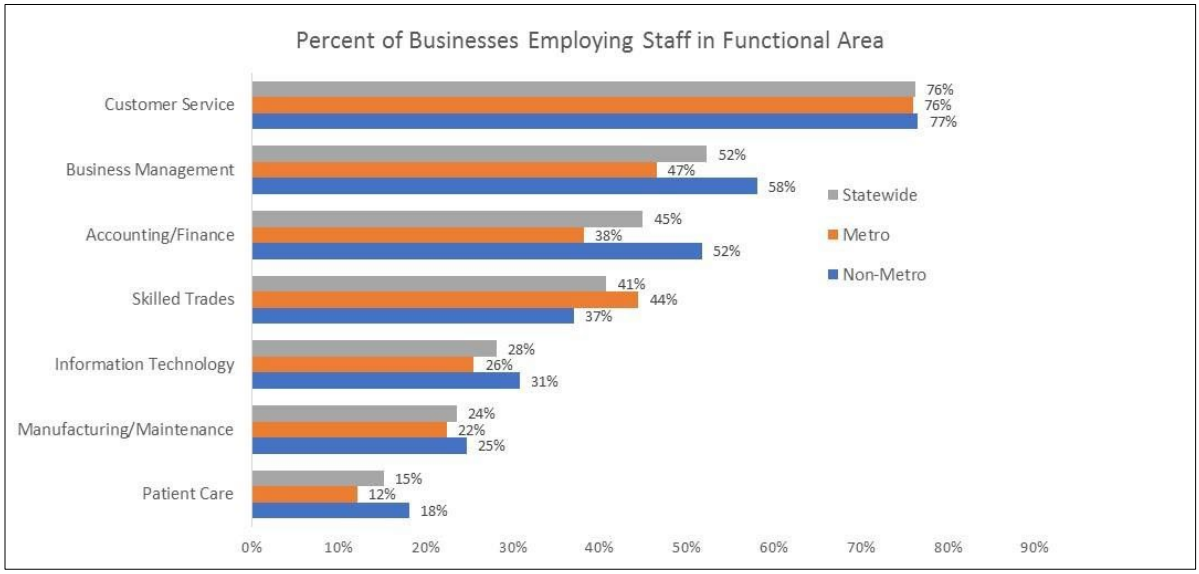
with understanding hiring trends, skill needs and shortages, experience, and education requirements of Missouri employers.

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

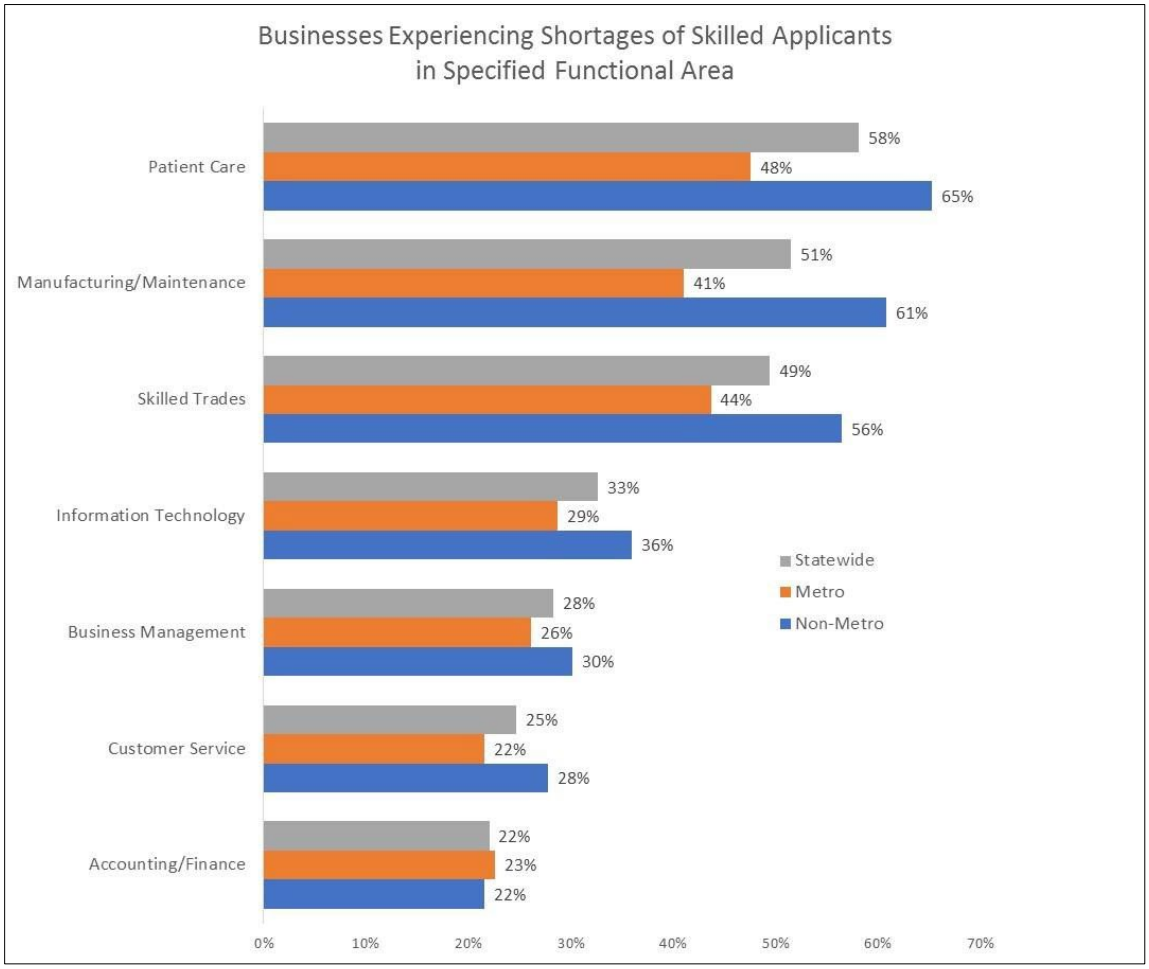
Twenty-eight percent of employers responded that they are experiencing a shortage of skilled applicants, and the responses were similar in the metro and non-metro areas. Most of the shortages were in middle skill jobs, or jobs that require education and/or training beyond a high school diploma but do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



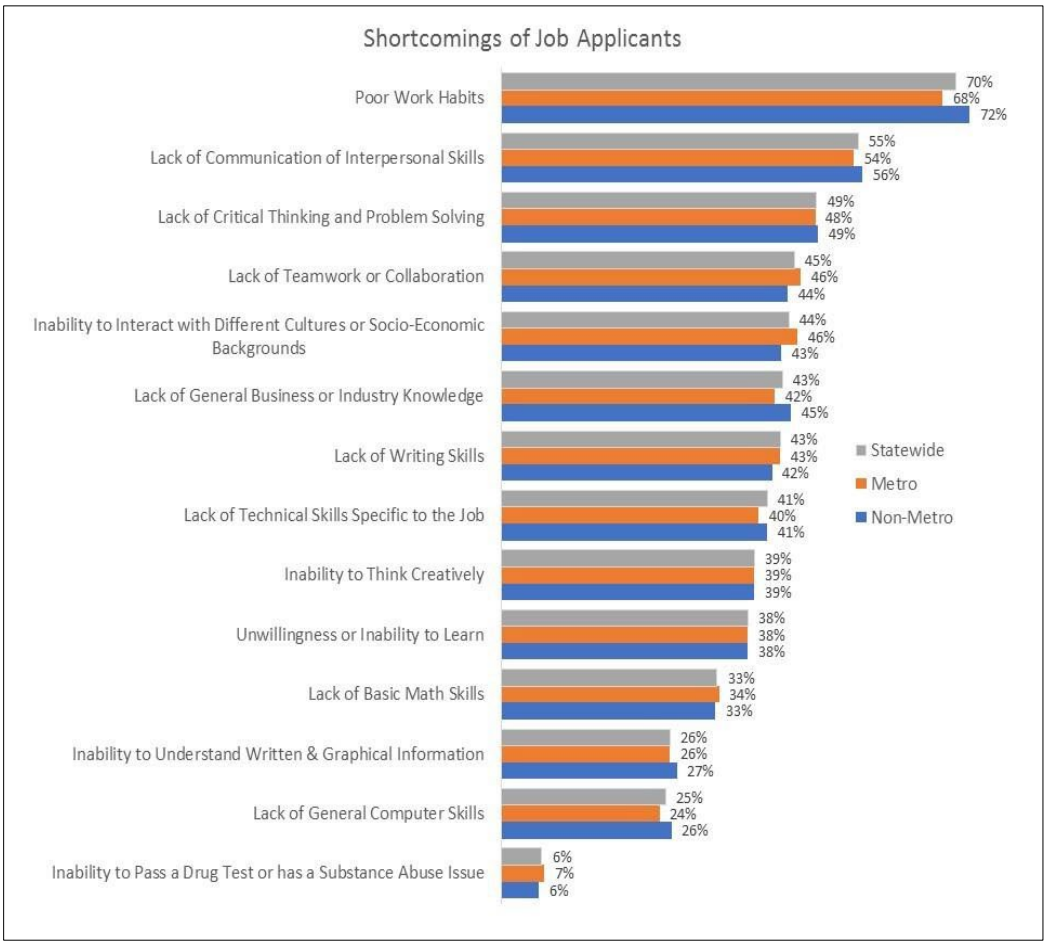
Companies employ workers in a variety of occupations, or functional areas. The companies were asked about employment within those functional areas of their businesses as a means of understanding the types of jobs Missouri employers have working in their businesses.



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



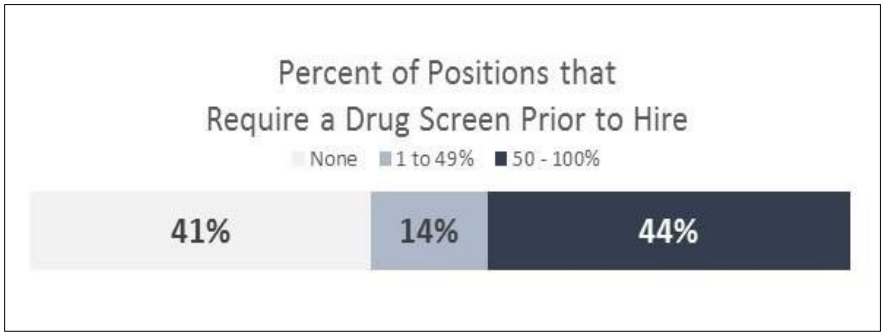
Over 90 percent of companies surveyed reported at least one shortcoming in recent job applicants. The most common shortcoming cited is poor work habits, followed by lack of communication skills and lack of critical thinking and problem solving. The results are similar in Missouri's metro and non-metro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



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

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

Forty-one percent of employers statewide report they do not require a drug screen prior to hiring for any of their positions, while another 14 percent require the screen for up to half of their positions. The results are similar for metro and non-metro areas.



9. Workforce Development, Education, and Training Activities Analysis

Describe the workforce development services and activities, including education and training in the LWDA, to address the education and skills needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners

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

a) The Strengths and Weaknesses of Workforce Development Activities

Strengths:

The WDB has focused on partnerships over the past several years. One major strength is the relationships with similar organizations serving similar participants. WDB leads efforts in information sharing, being able to utilize other services from other WIOA partners for a full

"wrap around" service and the sharing of our available resources. We rely on the wisdom from local partners and employers to meet the demands of occupational needs and guide our customers for a successful career path.

There is no single job training approach that is right for all workers. Having access to accurate and up-to-date labor market data provided by MERIC and other sources, as well as information and guidance about career and training opportunities, helps our customers customize a plan through more informed education and employment decisions. Our local education and training institutions provide classroom skills upgrades, both short term certifications and degree programs. Many of our WIOA partners and local community partners contribute to the Southeast Region strengths.

The Southeast Region provides a local presence to our business communities, not only within Job Center locations, but outreach efforts. The WDB's RES Manager is meeting with businesses to share our services and provide assistance with hiring events, job postings, etc. WDB RES Manager staff have become the face of the WDB.

Weaknesses:

The WDB recognizes the need for greater visibility of programs and services with our elected officials, local employers and the community in general. WDB Staff recognize the need for improved communication and marketing to the public.

Employers have indicated that finding workers, even with college degrees, with adequate basic skills is a challenge. Often the lack of basic effective competencies such as communication skills, work ethic, discipline, critical thinking or interpersonal skills are needed.

Today's jobs require more highly-skilled workers. Workplace skills are essential in all industries to advance in the fast-paced economy and to improve efficiency within our region. Technology is changing at a rapid speed; these impacts even the employed and key skill deficiencies among the unemployed and underemployed population.

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

b) Local Workforce Development Capacity

There are opportunities available to the customer through the Job Centers. Staff assist them in recognizing their skills and where they have weaknesses. Assistance is available to increase existing skills, market their skills and work on areas of weakness to create "smart" goal strategies. Skills assessments help to clarify the next steps needed in an individual's job search. Assessments help identify their need for training or skill improvement to achieve goals that are realistic and can accomplished successfully. WorkKeys testing, along with Job Center workshops provide opportunities for enhancement of resume preparation, interviewing skills, networking, retaining employment, and more. All of this assists the customer in standing out as a job applicant, and in being a better employee. Earning a National Career Readiness

Certification (NCRC) using the ACT skills certification system is an opportunity to take skills our customers have demonstrated to a national level. Our WIOA core partners, as well as community partners, are working to ensure customers have a smooth referral form process and access to valuable resources. Working together with our WIOA core partners is the best way to assist our customers in their journey to a self-sufficient career pathway. Each Job Center maintain a list of our local community partners that are able to assist with personal needs.

OPERATIONAL ELEMENTS

Local Structure

10. Local Workforce Development Area (LWDA) Profile

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

The Southeast Region is made up of 13 counties that include Bollinger, Cape Girardeau, Dunklin, Iron, Madison, Mississippi, New Madrid, Pemiscot, Perry, St. Francois, Ste. Genevieve, Scott and Stoddard. This large area encompasses:

- 7,840 square miles
- Population of 361,008 individuals (2018)
- Labor force of 169,671 individuals
- 57 public schools and 26 private schools
- 7 Technical Training Schools
- 2 Community Colleges
- 1 State University

The largest city in the region is Cape Girardeau with a population of 38,195. The following is a list of each county, their major communities, major employers, training and educational institutes, population, diversity and relevant growth trends;

Bollinger County
Major Communities: Marble Hill
Major Employers: Woodland Hills, Crader Distributing Co., Liley Monument Works & Funeral Services, Black River Electric Coop, Meadow Heights, Woodland, Leopold and Zalma School Districts,
Stitch-It
Training and Educational Institutes: none

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
Bollinger County			
Total Population	**12,363**	**12,169**	**-194**
White	**97.7%**	**97%**	
Black	**0.5%**	**0.2%**	
America Indian/Alaska Native	**0.6%**	**-0.1%**	
Asian/Pacific Islander	**0.3%**	**-0.1%**	
Hispanic/Latino	**0.8%**	**0.2%**	

Cape Girardeau County
Major Communities: Cape Girardeau, Jackson
Major Employers: Saint Francis Healthcare System, Southeast Hospital, Procter & Gamble Paper Products, Mondi Jackson LLC, Drury, Delta Companies Inc., Lutheran Home, Signature, Cape and Jackson School Districts,
Training and Educational Institutes: Southeast Missouri State University, Cape Girardeau Career & Technical Center, Southeast Missouri Hospital College of Nursing, Southeast Missouri State University Law Enforcement Academy.

Demographic Category	**2010 Census**	**2017 MERIC Population**	**Change Over Period**
Cape Girardeau County			
Total Population	**73,957**	**78,753**	**+4990**
White	**93.1%**	**90%**	
Black	**5.6%**	**8%**	
America Indian/Alaska Native	**0.5%**	**- 1%**	
Asian/Pacific Islander	**0.8%**	**- 1%**	
Hispanic/Latino	**0.9%**	**- 1%**	

Dunklin County

Major Communities: Kennett, Malden

Major Employers: American Railcar Inc., Wal-Mart Supercenter, Genesis Homecare, NHC Health Care

Training and Educational Institutes: Southeast Missouri State University-Kennett and Malden Campus, Three Rivers Community College-Kennett Campus, Kennett Career and Technology Center, Southern Missouri Trucking Driving School.

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
Dunkin County			
Total Population	**31,953**	**29,423**	**-2530**
White	**87.6%**	**88%**	
Black	**10.1%**	**11%**	
America Indian/Alaska Native	**0.3%**	**-.01%**	
Asian/Pacific Islander	**0.4%**	**-1%**	
Hispanic/Latino	**5.8%**	**3%**	

Iron County

Major Communities: Ironton, Arcadia

Major Employers: Doe Run Company, Specialty Granules, Iron County Medical Center, Ironton Baptist Home, Disabled Citizens Alliance Inc.

Training and Educational Institutes: Mineral Area Outreach Center - Arcadia Valley Career Technical Center

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
Iron County			
Total Population	**10,630**	**10,177**	**-453**
White	**96.2%**	**98%**	
Black	**1.6%**	**1.2%**	
America Indian/Alaska Native	**0.5%**	**-.01%**	
Asian/Pacific Islander	**0.2%**	**-.01%**	
Hispanic/Latino	**1.3%**	**-.01%**	

Madison County

Major Communities: Fredericktown
Major Employers: Madison Medical Center, Covenant Care System LLC, Wal-Mart Supercenter, Cap America, Versa Tech, Black River Electric Coop
Training and Educational Institutes: Mineral Area Outreach Center

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
Madison County			
Total Population	**12,226**	**12,188**	**-38**
White	**97.8%**	**97%**	
Black	**0.5%**	**.02%**	
America Indian/Alaska Native	**0.4%**	**-.01%**	
Asian/Pacific Islander	**0.4%**	**-.01%**	
Hispanic/Latino	**2.1%**	**2.0%**	

Mississippi County

Major Communities: Charleston, East Prairie
Major Employers: Southeast Correctional Center, Freight Logistics & Transportation, American Homecare, Edwards Transportation Company
Training and Educational Institutes: Susanna Wesley Family Learning Center

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
Mississippi County			
Total Population	**14,358**	**13,336**	**-1,022**
White	**74.3%**	**83%**	
Black	**24.3%**	**16%**	
America Indian/Alaska Native	**0.2%**	**-.01%**	
Asian/Pacific Islander	**0.2%**	**-.01%**	
Hispanic/Latino	**1.7%**	**.04%**	

New Madrid County

Major Communities: Sikeston, New Madrid, Portageville
Major Employers: SRG Global, Associated Electric Coop, Inc., Riceland, Magnitude 7 Metals, SEMO Health Network
Training and Educational Institutes: Three Rivers Community College-Portageville Center, New Madrid County Area Technical School

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
New Madrid County			
Total Population	**18,956**	**17,296**	**-1,660**
White	**81.9%**	**82%**	
Black	**15.9%**	**17%**	
America Indian/Alaska Native	**0.3%**	**-.01%**	
Asian/Pacific Islander	**0.5%**	**-.01%**	
Hispanic/Latino	**1.3%**	**1.3%**	

Pemiscot County

Major Communities: Caruthersville, Hayti
Major Employers: Lady Luck Casino, Pemiscot Memorial Hospital, Loxcreen Company, Caruthersville Nursing Center, Trinity Marine Products, Inc.
Training and Educational Institutes: Pemiscot County Vocational School

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
Pemiscot County			
Total Population	**18,296**	**16,272**	**-2,024**
White	**71.0%**	**77%**	
Black	**27.0%**	**22%**	
America Indian/Alaska Native	**0.4%**	**-.01%**	
Asian/Pacific Islander	**0.3%**	**-.01%**	
Hispanic/Latino	**2.0%**	**3.0%**	

Perry County

Major Communities: Perryville
Major Employers: Gilster-Mary Lee Corp, Perry County Memorial Hospital, TG Missouri, Robinson Construction Company, Citizens Electric Corp.
Training and Educational Institutes: Perry County Higher Educational Center, Mineral Area College, Central Methodist College and Rankin Technical College

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
Perry County			
Total Population	**18,971**	**19,150**	**+179**
White	**97.5%**	**96%**	
Black	**0.5%**	**0.3%**	
America Indian/Alaska Native	**0.4%**	**.01%**	
Asian/Pacific Islander	**0.5%**	**.01%**	
Hispanic/Latino	**2.0%**	**.03%**	

St. Francois County

Major Communities: Farmington
Major Employers: SRG Global, Centene Corp, Startek, Farmington Correctional Center, Piramal Glass Ltd, US Tool Group, BJC Behavioral Health Center, Southeast Missouri Mental Health, Parkland Medical Center, Walmart, Lee Mechanical Contractors Inc.
Training and Educational Institutes: Mineral Area College, Unitec Career Center

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
St. Francois County			
Total Population	**65,359**	**66,692**	**1,333**
White	**93.6%**	**95%**	
Black	**4.5%**	**4%**	
America Indian/Alaska Native	**0.4%**	**-.01%**	
Asian/Pacific Islander	**0.4%**	**-.01%**	
Hispanic/Latino	**1.3%**	**-.02%**	

Ste. Genevieve County

Major Communities: Ste Genevieve, Bloomsdale
Major Employers: Mississippi Lime Co., Ste Genevieve County Memorial Hospital, Holcim US, Tower Rock & Stone Company, Eric Scott Leathers Ltd, PIVA Windows
Training and Educational Institutes: Southeast Missouri State University-Ste. Genevieve

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
Ste. Genevieve County			
Total Population	**18,145**	**17,888**	**-257**
White	**97.6%**	**98%**	
Black	**0.8%**	**.02%**	
America Indian/Alaska Native	**0.3%**	**-.01%**	
Asian/Pacific Islander	**0.3%**	**-.01%**	
Hispanic/Latino	**0.9%**	**.02%**	

Scott County

Major Communities: Sikeston, Scott City
Major Employers: Unilever, Saint Francis Healthcare, Ferguson Medical Group, Burch Food Services Inc., S&W Cabinets, Havco Wood Products LLC, Orgill
Training and Educational Institutes: Southeast Missouri State University-Sikeston Campus, Scott County Career and Technical Center, Three Rivers Community College-Sikeston

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
Scott County			
Total Population	**39,191**	**38,458**	**-733**
White	**86.3%**	**86%**	
Black	**11.5%**	**13%**	
America Indian/Alaska Native	**0.2%**	**-.01%**	
Asian/Pacific Islander	**0.4%**	**-.01%**	
Hispanic/Latino	**1.9%**	**-.02%**	

Stoddard County
Major Communities: Dexter, Puxico
Major Employers: Tyson Foods Inc., WW Wood Products Inc., Dexter Public School, SoutheastHEALTH of Stoddard County, Wal-Mart Supercenter
Training and Educational Institutes: Three Rivers Community College-Dexter Campus, Stoddard County Career Learning Center

Demographic Category	2010 Census	2017 MERIC Population	Change Over Period
Stoddard County			
Total Population	**29,968**	**29,206**	**-762**
White	**97.2%**	**92%**	
Black	**1.1%**	**7%**	
America Indian/Alaska Native	**0.5%**	**-.01%**	
Asian/Pacific Islander	**0.2%**	**-.01%**	
Hispanic/Latino	**1.4%**	**2%**	

11. Local Facility and Information

a. Identify the local comprehensive One-Stop Center(s), including current mailing and street addresses, telephone and fax numbers and list them in **Attachment1** to the Plan.

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

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

d. If your LWDA has any other additional service sites and the LWDA refers to them as anything other than comprehensive, affiliate or specialized centers, please list the service sites by the title your LWDA uses and describe the services provided in **Attachment 1**. Also, list the one-stop partners providing services at those locations.

See Attachment 1

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

a) One-Stop Partners

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

See Attachment 2

b) Memorandums of Understanding (MOU)

Include a copy of each MOU between the Board and each of the One-Stop partners (or one "umbrella" MOU for the same purpose) concerning the operation of the One-Stop Delivery System in the LWDA. The MOU must be up to-date, signed and dated. Include the MOU(s) as **Attachment 3**. Missouri Job Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDAs. See OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards.

See Attachment 3

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

Include as part of the MOU in Attachment 3 the Infrastructure Funding Agreement (IFA) and negotiated cost-sharing worksheet/workbook for each Missouri Job Center that includes the line items, dollar amounts and percentage rates for One-stop partners, OWD and the Board. Indicate the number of FTEs present and the amount of space (sq. footage) utilized by the partner. See OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards.

See Attachment 3

13. Sub-State Monitoring Plan

Include the sub-state monitoring plan, as defined in OWD Issuance 11-2021 Statewide Sub-State Monitoring Policy, as **Attachment 4** to the Plan.

See Attachment 4

Integration of One-Stop Service Delivery

14. Local Workforce Development System

Describe the workforce development system in the LWDA.

a) Identify the programs that are included in that system and how the Board will work with the entities carrying out core programs and other workforce development programs.

A network of publicly funded organizations, local agencies and non-for-profits provide a range of services, programs, education and training not only to job seekers but employers as well. The Southeast WDB Job Center Staff, along with OWD Job Center Staff facilitates recruitment of clients for entry into employment and training service. Those programs include Wagner/Peyser, WIOA AD/DLW/Youth, and SkillUp. The Job Center Staff and Partner Staff work together to assess the needs of customers and dual enroll when possible. Staff will refer to agencies/organizations that can best satisfy the immediate needs and assist customers with future career path goals. Job Center staff are able to enroll customers in both WIOA and SkillUp so that customers are not passed off to other staff. This makes for more efficiency and

seamless service. The Southeast WDB is also the service provider for the TANF agency in the region, and provides employment and training services for the food stamp employment and training program. WDB has Youth Staff who rotate into each of the four Job Centers weekly to service and utilize the other partnerships. The Southeast Referral Sheet is used to refer customers to services outside the Job Center. The Referral Sheet is used by partner agencies outside the Job Center to refer customers.

The Southeast WDB, as the Managing Entity/Fiscal Agent, provides services of a seasoned and highly effective team of business Workforce development professionals that will service the business customers of the WDB to ensure there is an array of organizational tools to meet the workforce needs of the region. The Job Center facilities will be offered as assessment, training, and interviewing facilities for employers to meet workforce requirements. These efforts are designed to represent an organic employment and training system to meet the employment needs of the 21st Century employers. The skills shortage has created a "panic" situation with employers and our goal is to provide the needs of our business communities.

See Attachment 3 for a detailed list of partners and the services they provide within the Southeast Region.

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

Strengthening Career and Technical Education for the 21st Century Act of 2018 was signed into law July 1 2019. The first year will be a transition time to development programs that will reach a wider variety of students. The Southeast WDB are looking for new delivery strategies, to reach students where they are at, i.e. online, gaining credits in High School or a mix of on-line/classroom education. Throughout our regional workforce system our WIOA partnerships, Job Center leadership teams, and Job Center staff all have an emphasis on "in-demand" industry sectors and occupations which include a spectrum of credentials available to the customers served. Industry-recognized credentials, certificates, or associate degrees ensure funding remains focused on the customer's successful growth in their career. This also includes work-based learning, career exploration, and secondary postsecondary connections to improve growth of the local region.

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

The WDB utilizes the Southeast Workforce Coordinator in our area for various needed information. The Southeast Workforce Coordinator is contacted at the first evidence or word that a lay-off is even being contemplated by any employer in our area. The Southeast Workforce Coordinator will notify other area coordinators if their area could be affected. The Southeast Workforce Coordinator will first utilize all elements of resources to prevent the layoff such as (but not limited to) Shared Work—Layoff Alternative. When the Southeast Workforce Coordinator has determined with the employer that no other measures can be employed to avoid laying off workers, and then Employment Transition Team (ETT) services

are provided which include: The ETT is available at no cost to businesses and affected workers. As part of the ETT, a Regional/Southeast Workforce Coordinator and local workforce system staff are available to provide guidance to the employer and reemployment services for the affected employees. ETT staff will provide information services, including:

- Conducting employee assistance meetings
- Providing Trade Act and other training program information for lay-offs affected by foreign trade
- Presenting Unemployment Insurance information Connecting employees with current job openings
- Assisting with employer layoff obligations including providing information concerning legal requirements under the federal Worker Adjustment and Retraining Notification (WARN) Act.

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

For initial local approval of an Eligible Training Provider program the following conditions must be satisfied:

All eligibility criteria required by OWD to be listed as an Eligible Training Provider must be complete and approved by the state including the ability for the Eligible Training Provider to:

  - Demonstrate they have been in business teaching a program for at least 12 months;
  - Show documentation that they are certified by the appropriate governing body;
  - Maintain a website including the program descriptions, tuition, fees, and supplies.

- Eligible Training Providers must agree to comply with all provisions listed in the Eligible Training Provider System Training Provider Applicant – Assurances Agreement.
- The program must be listed as approved on the Missouri Eligible Training Provider List. The program must be approved, not just the provider.
- The training program must be an in-demand occupation for the Southeast Region. In-Demand occupations can be found in MERIC publication. In-Demand occupations are classified with a Career Outlook grade of C- or above.
- The Eligible Training Provider must meet all local policy qualifications for approval in the Southeast Region.

When the above criterion has been met, the Compliance Department at the WDB will select the Training Provider as locally approved in the Eligible Training Provider website interface so the program can be selected in the data system. The Southeast Compliance Manager maintains access to locally approved or denied training programs within the state. These programs are reviewed and approved/denied on an as needed basis.

15. Alignment and Data Integration

a. Describe how all partner agencies will strengthen their integration of services so that they provide a more seamless system.

Seamless Service and Intake Integration will be accomplished by utilizing a common intake/referral form with all partner agencies. Procedures and forms are still being developed and will be detailed in the Partner MOU currently under development (Est completion is June 2020). Plans are to include a common Intake/Referral Form with a Release of Information statement to aid in discussions of client issues among partner agencies. The Missouri Job Centers will function as the central hubs for service referrals when they are needed. Set procedures and timelines for making appointments with referred clients and follow up procedures will be established. This will ensure referrals are handled in an expeditious manner and that referring agencies follow up for any additional requirements. In addition, all Partner Agencies must be able to be accessed within the Job Centers, either through on-site/cross-trained staff or through direct linkage. Training will be provided to ensure all staff are familiar with programs for Partner Agencies to aid in effectively referring to and assisting clients.

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

The WDB in conjunction with the One Stop Operator (OSO) and related partners met on December 18, 2019 and discussed the following process for calculating share partner cost.

1) Cost will be based upon the Full Time Equivalent (FTE) method (1 person working 40 hours/week = 1 FTE). Once all FTEs (all required partners per Job Center) are determine, the cost will be divided and budgeted for each partner.
2) Partners whom use the Job Center on a daily basis and have daily FTEs, will be billed per FTE.
3) Partners whom use the Job Center on a regular basis, but not a daily FTE will be billed for average hours used.
4) Partners whom do not use the Job Center on a regular basis, but is a required partner will be billed at the rate of .20 FTEs.

Annually the WDB and the OSO will review the reimbursements received vs actual cost and determine the following:

1) If reimbursements are higher than the actual cost, then the partners will be refunded any amount over 10% of the cost. The 10% held will be used for next year's costs to reduce any unexpected increases or change in partner FTEs. If the 10% is not used in the third year, then it shall be refunded to the contributing partners.
2) If the reimbursement is under actual cost, then each partner will be required to pay an additional amount up to 10% of their allocated cost.

Any in-kind services or donations used instead of FTEs, must be something that will be of tangible benefit to the Job Center System. It must also be approved by all participating partners.

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

For the Service/Intake Integration, we have developed a standardized intake/referral form that all agencies use and have set standards for making appointments and doing follow-ups on the

referrals. We have a standard intake sheet used by all partners during their initial interview with clients, this then doubles as their referral form.

16. Accessibility

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

See OWD Issuance 12-2017 and the State of Missouri Non-discrimination Plan at https://jobs.mo.gov/sites/jobs/files/ndp_2019_summary_all_sections_and_elements_final_copy_with_bookmarks.pdf

The Southeast Workforce Development Board, One-Stop Operator, WIOA Partners, and all SE WDB Staff Members will comply with WIOA Section 188, Nondiscrimination and Equal Opportunity Policies, and SE WDB Accessibility Policies.

No qualified individual with a disability may be excluded from participation in, or be denied the benefits of a recipient's service, program, or activity or be subjected to discrimination by any recipient because a recipient's facilities are inaccessible or unusable by individuals with disabilities. Recipients must also comply with physical accessibility standards specified in regulations implementing Title II and Title III of the ADA, if applicable, and Section 504 of the Rehabilitation Act.

Under Section 504, each facility or part of a facility constructed by, on behalf of, or for the use of a recipient or that is altered by, on behalf of, or for the use of a recipient must be designed, altered, and/or constructed in such a manner that the facility or part of the facility is readily accessible to and usable by qualified individuals with disabilities, if the construction and/or alterations were completed after November 6, 1980.

To Ensure Physical Accessibility, all SE WDB Job Center locations have been reviewed for ADA Accessibility Compliance. The Comprehensive Job Center Certifications require accessibility audits to be performed on current job center locations, the SE WDB consulted with three area organizations to assist with this physical review - Disability Resource Association Incorporated, Semo Alliance for Disability Independence (SADI), and the Bootheel Area Independent Living Services (BAILS).

To Ensure Programmatic Accessibility, all SE WDB programs and activities must be programmatically accessible, which includes but is not limited to:

- Providing reasonable accommodations for individuals with disabilities and/or making reasonable modifications to policies, practices, and procedures. One key aspect of ensuring equal opportunity for individuals with disabilities who are applicants, registrants, and participants for employment with regard to aid, benefits, services, and training is the provision of reasonable accommodations. The Southeast Workforce Development programs are required to provide reasonable accommodations for

individuals with disabilities to ensure equal access and opportunity. In general, a reasonable accommodation is a modification or adjustment in the way the program is administered that enables an individual with a disability to receive any aid, benefit, service, training, or employment equal to those provided to individuals without disabilities. Many forms of reasonable accommodations are available, and the individual with a disability and AJC programs should work together to identify the most effective reasonable accommodation for each individual. The process of identifying and providing reasonable accommodation should be provided as quickly as possible to avoid delaying access to services. Staff members have been encouraged to seek out resolutions for any reasonable accommodation that does not result in a funding cost and to act upon those requests immediately without the need for supervisory approval. In some circumstances, the SE WDB may not be able to provide specific reasonable accommodation, if would cause undue hardship.

- Administering programs in the most integrated setting appropriate. When reviewing current or new locations, the SE WDB must give priority to those methods that offer programs and activities to individuals with disabilities in the most integrated setting appropriate.
- Communicating with persons with disabilities as effectively as with others; and providing appropriate auxiliary aids or services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity. Each Comprehensive Job Center is required to maintain specific Assistive Technology including: Window Eyes Screen Reader, Zoom Text, Big Keys I-X Keyboard, Trackball Mouse, Phone Amplifier, and Ubi Duo (Face to Face Communication, TTY, and Relay Service. Annual reviews of ADA equipment in our offices, ensuring proper functioning and training in the use of the equipment, are ways we attempt to increase the value of our services to individuals with a disability. The State of Missouri contracts to provide interpretive (ASL) services at all locations upon request. Specifics and a staff desk aid for these services are found at: https://jobs.mo.gov/OWDeo.

Staff are trained on a continuous basis on Equal Opportunity related topics including Disabilities and addressing the needs of individuals with disabilities. One Stop Centers in the local area are encouraged to reach out and attend meetings with other area resources and other agencies for opportunities to inform employees of multiple agencies about the resources in the area. Equal Opportunity Topics can include the demonstrating or purpose of ADA equipment, promising practices providing services to individuals with disabilities, and resources like Leadership Exchange in Arts and Disability (LEAD) and Job Accommodation Network (JAN).

Please see Accessibility Policy and LEP policy for more information.

17. Assessment of One-Stop Program and Partners

a. Describe how the Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants.

The WDB ensures continuous improvement of eligible providers of services by working closely with these agencies and organizations on a regular and continuing basis. WDB staff are the WIOA service providers, having no subcontractor. Services like On-the-Job Training and/or Work Experience require Case Manager Interaction throughout the employment period. The Case Manager visits the site for Midpoint and End-point monitoring as well as bi-weekly to collect the participant Timesheets for their payroll. Work Experience and OJT outcomes are tracked by the Quality Assurance Manager to ensure successful outcomes and placements. Any trends of unsuccessful outcomes are investigated. OJT contracts include a requirement that the participant is retained by the OJT employer for a minimum of six months after the OJT has ended, unless there are grounds for termination or the participant quits; staff make monthly contact with the participants to verify any changes in employment, which allows us to ensure the employment needs are being met. Working with repeat employers allows us to assist with meeting the state Repeat Customer Performance Measure and allows us to build relationships with the employers so that we have an open line of communication for any issues that could arise. Eligible Training Providers are expected to meet the Governor's criteria for preliminary performance information per program, which includes: Institutional Credential Attainment Rate, Employment Six and Twelve Months after Exit, and Median Earning Six Months after Exit. In the Southeast Region we have determined that if the state finds these expected performance levels to be acceptable, the Southeast Region will deem them as acceptable as well. The Southeast Region will also honor any waiver for Performance levels by an institution if it has been approved by the state. The WDB also works closely with AEL, as two of our WIOA Case Managers are certified AEL teachers and provide classes to our participants.

All participants put through a fundable training or employment service must have the Training Appropriateness Questions answered in the Case Management System. These questions include linking the job placement and/or training program with the employment opportunities in the local area. Each service is a little different in considering what meets the definition for linking the employment opportunities in the local area and could have some extenuating circumstances that would allow for an approval outside of the In-Demand need as reported by MERIC.

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

The Southeast Region will take action to retain a high-performance WDB. As felt across the state, WIOA funding changes mandates that the Southeast Board continues to work on refining processes, building partnerships, and reviewing consolidations as necessary - to ensure that we can continue on a path of growth for the Southeast Region. Actions to specifically improve local WIOA Performance Rates include but are not limited to:

- Continuous monitoring reviews being completed by the case manager, program staff, quality assurance staff, and compliance department. These monitoring target the case management entries for validity.
- To ensure compliance in every grant program the Southeast WDB operates, monitoring will include a statistically valid sample of participants as deemed appropriate by the OWD Sub-State Issuance and/or the Southeast Workforce Development President/COO. If 100% of the files are not monitored, a random sampling technique will be used to identify the selection of files to be monitored.

Monitoring will align with federal, state, local, and grant specific monitoring elements that includes a review of eligibility and documentation, complaint and grievance procedures, compliance to the grant terms, assessments provided, employment planning, training plans, complaint and grievance procedures, supportive services and the appropriateness of participant payments, outcome and performance.

- The Southeast Workforce Development Board will conduct quarterly data validation reviews to verify that performance data elements reported by the Southeast WDB are valid, accurate, reliable, and integrity of the performance outcomes. The number of sample records to review will be dependent upon the number of records that exited the prior program year and will be selected by using random sampling techniques on exited files.
- The Southeast Compliance Manager tracks negative performance outcomes for the region through the MoPerforms Database System. This system allows us to see who is and will be coming up in performance measures and allows us to investigate accounts showing a negative outcome to ensure all necessary information was put into the system. Monitoring the performance outcomes on at least a quarterly basis has allowed us to change some participants from negative status to a positive status and so far, allows us to meet all negotiated performance levels.
- See the SE WDB Sub-State Compliance and Monitoring Policy for more information on Monitoring, Compliance, and Performance strategies.

Local Administration

18. Chief Elected Official (CEO)

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

See Attachment 5

19. CEO Consortium Agreement and Bylaws

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

See Attachment 5

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

20. Local Workforce Development Board (LWDB) Membership

Please list the **LWDB members in Attachment 6**. Identify the members of the Board, the organization or business they represent, and the category (i.e., business, labor, adult education

and literacy, vocational rehabilitation, Wagner-Peyser/OWD, higher education, economic development, TANF, Other) The LWDB Certification Form may be used.

See OWD Issuance 11-2020 Local Workforce Development Board Membership Requirements and Recertification Procedures under the Workforce Innovation and Opportunity Act.

a. **LWDB Standing Committees -** List of all standing committees on a separate page in **Attachment 6**.

b. **LWDB Certification Letter (2021)** Include in **Attachment 6** a copy of the current LWDB certification letter

See Attachment 6

21. LWDB Bylaws

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

See Attachment 7

22. Conflict of Interest Policy

Include the **Conflict of Interest Policy as Attachment 8** for Board members, staff, and contracted staff to follow. This should be the full COI policy that they sign, not just an attestation. See OWD Issuance 19-2016 Ethical Requirements for Chief Elected Officials and Local Workforce Development Boards.

See Attachment 8

Local Planning & Fiscal Oversight

23. Local Fiscal Agent

Identify the **Local Fiscal Agent**. Include contact information. Include the information as **Attachment 9**. See OWD Issuance 22-2015 Policy on Designation of a Local Fiscal Agent by the Chief Elected Official.

See Attachment 9

Designation of Local Fiscal Agent: see Attachment 5, under Agreement for Caucus of Local Elected Officials Southeast Region of Missouri, Section 7.

24. Competitive Procurement

Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under Title I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include the information on the following processes: advertisement/notification to prospective bidders, time

period bidders have to respond to the solicitation, evaluation and award/non-award notification. This may include those pages from the Board's procurement guidelines that describe the competitive-procurement process and the process to procure Youth training providers. Include the **Financial Procurement Policy as Attachment 10.**

See Attachment 10

25. Duplicative Costs and Services

a. **Eliminating Duplicative Administrative Costs -** Describe how the Board is working toward eliminating duplicative administrative costs to enable increased training investments.

July 1, 2018 the WDB took the WIOA Youth program in-house. This allowed for the removal of an entire layer of administrative costs incurred by a sub-contractor. On October 1, 2019 the WDB took the WIOA AD/DW programs in-house. This allowed for the removal of an entire layer of administrative costs incurred by a sub-contractor. Both of these actions allow for more participant funds to be utilized for training and related costs, ensuring a better chance of successful career pathways for our participants.

Internal Controls have been strengthened and expanded. Bringing programs under the WDB has created a need for additional controls between Admin and Program duties. Manager of Programs and Manager of Quality Assurance has incorporated new policies and procedures to make sure no duplication of costs and services are spent. Every supportive service and paid training request is double checked before any money is spent.

b. **Eliminating Duplicative Services -** Identify how the Board ensures that services are not duplicated.

Having the ability to operate these programs, with a firewall between board and program, not only allowed for elimination of duplicative administration costs but has also allowed for the cross-training of AD/DW, Youth and SkillUp staff to provide successful services in a plethora of manner without duplication.

26. Planning Budget Summaries (PBSs)

Include the Planning Budget Summaries for Program Year 2021 and Fiscal Year 2022 in **Attachment 11** to the Plan. (Updates or Instruction for this planning item will be updated after the PY 2022 budgets and locally negotiated performance goals are finalized.)

See Attachment 11

27. Complaint and Grievance Policy / EEO Policy

Establish and define the local policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA. Both policies should be incorporated into the MOU and disseminated throughout the LWDA for all workforce development professionals to understand and implement. This should adhere to federal and state complaint and grievance guidance and policy. Include either a statement that the Board will

follow the state policy or develop a local policy and include a copy as **Attachment 12** to the Plan. (Also see the State of Missouri Non-Discrimination Plan)
https://jobs.mo.gov/sites/jobs/files/2021_missouri_nondiscrimination_plan.pdf

See Attachment 12

28. Planning Process and Partners

The expectation is that the Board will involve business, organized labor, local public officials, community-based organizations, WIOA service providers, and other stakeholders in the development and review of this Plan. Describe the local plan development process, including how input for the Local Plan was obtained by all the partners involved in the MOU. Also, see **Attachment 33 - Statement of Assurances.**

See Attachment 33

29. Performance Negotiations

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

Program Year 2021 Performance Negotiations.

Performance Negotiations for Program Year 2022 have not yet begun.

	Adult	Dislocated Worker	Youth	Wagner Peyser
Employment Rate Q2	70.5%	75%	67%	67%
Employment Rate Q4	68.5%	73%	68.5%	67%
Median Earning	$ $5,300	$ 7,400	$3,000	$ 4,950
Credential Attainment	77.5%	71%	60.5%	N/A
Measurable Skill Gain	55%	48%	34%	N/A

(PY 22 Performance Measurers will be updated when completed.)

30. Public Comment

Describe the process used by the Board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the Plan, prior to submission of the Plan. Provide an affidavit of proof of this public announcement for comment. See **Attachment 33 - Statement of Assurances**

The plan templet has been shared with a number of partners, for input and information. Our One Stop Operator (OSO) has convened the WIOA partners and input was gleamed at those meetings. Sections of the plan were emailed to partners for their input and clarification. Through the process of writing the local plan we have had the opportunity to conduct research and update the services provided throughout our region.

The plan is shared, prior to the January 10, 2020 WDB meeting, via a link to our website. Each member will have the opportunity to review and prepare questions, before or at the full WDB meeting. After, the board votes to approve, the plan including all attachments will be posted on

WDB website, for 30 days. After WDB has approved the plan and it's posted on our website, President/COO will send out an announcement to our partners, chambers, staff, and WDB members to notify them of the public comment period.

See Attachment 33

31. Assurances

Complete and sign the **"Statement of Assurances Certification" form** located in this guidance and include this as **Attachment 33** to the Plan.

See Attachment 33

POLICIES

Local Policies and Requirements

32. Supportive Services Policy

Please include the Board's policy for **Supportive Services as Attachment 13** to enable individuals to participate in Title I activities. This policy must address the requirements in OWD Issuance 13-2017 Statewide Supportive Services Policy.

See Attachment 13

33. Adult - Priority of Service

Please include the Board's policy for **Adult Priority of Service as Attachment 14**. Describe the process by which any priority will be applied by the One-Stop Operator as stated under WIOA sections133(b)(2) or (b)(3). The LWDB should explain its Adult Priority of Service to provide WIOA career services for jobseekers who are not low-income.

See Attachment 14

34. Adult / Dislocated Worker - Training Expenditure Rate / Local Criteria for Training Recipients

Provide your Board's proposed training expenditure rates for both the Adult and Dislocated Worker regular formula fund allocations. In addition, describe the local process for determining who will receive training. Please include the **Training Expenditure Rates and Criteria Policy for Adults and Dislocated Workers as Attachment 15.**

See Attachment 15

35. Youth – Eligibility

Please provide the **Youth Barriers Eligibility Policy (OSY/ISY additional assistance barrier) as Attachment 16.**

See Attachment 16

36. Youth- Out of School Youth (OSY)

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

Out of School Youth:

- Parent (s) Incarcerated or Deceased
- Migrant Youth
- Poor or no work history
  - Defined as not being able to hold a job for longer than a couple months, job-hopping, little work experience, or no previous work history. This would be determined by the objective assessment and also shown through the resume.
- Lacks Employability Skills
  - Defined as basic skills that prepare an individual for any job; these can include but are not limited to: Communication Skills, Listening Skills, Understanding & Following Directions, Dependability, Time Management, Comprehension Skills, Teamwork, Problem-solving, Lack of Technology Skills, Adaptability, Organizational Skills, etc. To qualify with this category under the Needs Additional Assistance Barrier, a youth must lack 6 or more of these skills as determined with the Objective Assessment with a plan to address these needs in the Individual Employment Plan.

When skills are lacking it is difficult for youth to obtain and retain employment. Lack of experience may not only pertain to a specific job but a lack of essential skills as well. These circumstances are difficult due to economic times and counties with considerable rural communities providing few employment and educational opportunities. Youth also find themselves competing with more mature and experienced workers for the same opportunities.

Often youth are lacking guidance and direction to pursue or succeed in completing education, securing employment or holding employment. WIOA youth services are provided by the local service provider with a multitude of available WIOA services. Previous efforts for youth who meet this criterion must be documented to assess and verify their need.

The signed WIOA Attestation will verify the employment component. And the Objective Assessment will be used to determine lack of work history or employability skills.

37. Youth- In School Youth (ISY)

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

The WDB has defined needs additional assistance for youth who are low income and meet one of the following criteria:

In School Youth:

- Youth has poor school attendance
  - (Persistent Absence is defined by a 90% attendance rate. At 90% a student has missed 20 whole days of school, by the time a student has an attendance rate of 85% they have missed 6 weeks of school. To qualify under this category for the Needs Additional Assistance Barrier, a participant must have an attendance rate of 90% or lower as determined by the school and through school records)
- Attending Alternative School
- Parent (s) Incarcerated or Deceased
- Migrant Youth

The signed WIOA Attestation will verify the attested component. School assessment records or testing documents will verify the educational component.

38. Youth - 14 Data Elements

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

14 Required Elements	Who Provides Service	Describe Services Provided
1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery.	WDB Youth Case Managers in coordination with AEL and local High Schools	All staff provide individual tutoring, supervised on-line HSE and in 2 locations our Case Management staff are also certified AEL instructors providing AEL/HSE in our offices. Staff works with HS counselors to re-engage youth in HS when possible.
2. Alternative secondary school offerings or dropout recovery services.	Adult Education, WDB Youth Case Managers	We do not operate Alternative Ed.; however, we directly provide AEL/ HSE services in 2 offices. We work with all the established Alt. Ed programs. Staff works with HS counselors to re-engage youth in HS when possible.

3.Work Experience	WDB Youth Case Managers place youth with local employers or partners with AEL to place youth in Scholars@Work	Twenty percent of WIOA budget goes towards paid work experience. We operate a Scholars@Work program that employs youth the work of studying for their HSE. Additionally, youth can participate as appropriate in unpaid work experience and job shadowing as well as paid and unpaid internships and OJT
4. Occupational Skills	WDB Youth Case Managers partner with Eligible Training Providers to place youth in Occupational Skills Training	After completing a series of career exploration exercises, we assist all youth in applying for available financial aid. If the

		Program of study is non-Pell eligible then we can look at paying for short-term training expenses. Often, we provide supportive services to assist youth in getting started with schooling. We pay expenses like application and testing fees, deposits, etc. Periodic visits to area Higher Education and Vocational Ed campuses including Job Corp are arranged as the need arises.
5.Education-Workforce preparation, specific to occupation cluster	WDB Youth Case Managers	We assist in all education-based programs for the youth. If the program of study is non-Pell eligible then the program may be used to pay for some short-term training expenses. Youth will be referred to WIOA Adult services as appropriate. Most often we provide supportive services to assist the youth in getting started with schooling. We pay expenses like application and testing fees, deposits, etc. Occupational education for recognized post-secondary credentials aligned with in demand industry will follow in the same manner as any other educational training program.

6. Leadership Development	WDB Youth Case Managers	Case Management staff provides leadership development through exposure to postsecondary education, community projects, etc. Workshops are also offered throughout the year to youth on a rotating basis that can include topics such as empowerment strategies, financial and credit management, buying or renting homes, social networking, the value of volunteering, community services, and top jobs.
7. Supportive Services	WDB Youth Case Managers utilize local vendors, training providers, and other resources to provide supportive services	It is the responsibility of the Case Manager to coordinate these services with applicable community agencies. See attached supportive service and Incentive policy. Incentive money is earned through earning credentials, training and skill gains.
8. Adult Mentoring	WDB Youth Case Managers	All workplace placements require youth to be assigned an adult workplace mentor to work directly with the youth focusing on appropriate workplace habits and behaviors. Mentoring activities may include: Job shadowing and guidance provided by an adult to assist the youth to increase his/her academic performance; goalsetting; support meetings to increase youth motivation; career exploration assistance; world ethics and social skills improvement.

9. Follow-up Services	WDB Youth Case Managers	Follow-up services are offered for at least twelve months after exit. This may include Regular contact with a participant's employer, including assistance in addressing work-related problems that arise; assistance in securing better paying jobs, career development and further education; work-related peer support groups; mentoring; tracking the progress and earnings of participants in employment after training; and credential attainment post program.
10. Comprehensive Guidance & Counseling	WDB Youth Case Managers	Case management staff provide a large amount of individual, group guidance and counseling related to career exploration, personal counseling, counseling, financial counseling, and goal setting as needed.
11. Financial Literacy Education	WDB Youth Case Managers	Case Management staff provides training through the Financial Literacy module and outside training from financial resources to create budgets, initiate checking and savings accounts and learn how to effectively manage spending, credit and debt, teach the significance of credit reports and scores to include identity theft awareness and training. Additionally, The Missouri Extension office is working in partnership with local Job Centers to offer financial workshops, and we promote this to our youth population when available.

12. Entrepreneurial Skills Training	WDB Youth Case Managers	Case Management provides training including a DVD presentation titled, Entrepreneurship: Be Your Own Boss" to teach the basics of starting and operating a small business. Case Managers will track and offer Entrepreneurial training opportunities as they become available.
13. Services Provided for Labor Market and Employment Information	WDB Youth Case Managers	Case management provides training throughout the modules provided in the Work Readiness workshops as well as workshops provided by other outside resources such as the Missouri Job Center and the Missouri Extension Center, etc.
14. Transition to Post-Secondary Education and Training	WDB Youth Case Managers	Case Management provides extensive career development activities during work readiness, including reviewing and selecting an appropriate school, and applying for student aid. One on one guidance and counseling as well as leadership development workshops are incorporated in the training provided. Youth will be given the opportunity to participate in the workshop that will help them identify their learning style and identify reasons for staying in school.

39. Youth- Incentive Payment Policy

Describe the LWDAs youth incentive payment policy. Youth incentives must be tied to recognition of achievement related to work experiences, training, or education. Please include the **Youth Incentive Payment Policy as Attachment 17.**

See Attachment 17

40. Veterans – Priority of Service

Describe how veteran's priority, as required by Public Law 107-288, will be incorporated into all programs. Please include the **Veterans Priority of Service Policy as Attachment 18.** See OWD Issuance 10-2016 Priority of Service for Veterans and Eligible Spouses.

See Attachment 18

41. Basic Skills Assessment (Testing) Policy

Describe the basic skills assessments for the LWDA. Include the **Basic Skills Assessments (Testing) Policy as Attachment 19**. See OWD Issuance 14-2016 Determining Basic Skills Deficiencies for Workforce Innovation and Opportunity Act Applicants/Participants.

See Attachment 19

42. Individual Training Accounts (ITAs)

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

The Missouri Department of Higher Education requested a waiver of 20 CFR 681.550 to allow WIOA individual training accounts (ITAs) for in-school youth (ISY). This request was approved by the US Department of Labor–Employment & Training Administration effective through June 30, 2022. As a result, the State and local areas may use ITAs for ISY, ages 16–21. The Southeast Local Region will be utilizing this waiver approval to assist with helping tuition and training costs for Youth who were enrolled with an In-School status. All In-School Youth ITA's will be under the same policy guidelines as listed in the local policies for all other programs operated by the Southeast Workforce Development Board. Approval of this waiver does not impede the State or Local efforts to prioritize Out-of-School Youth (OSY), Approval of this waiver and other notes can be seen in OWD Issuance 13-2019 and the additional attachment, Frequently Asked Questions.

See Attachment 20

43. Individuals with Disabilities

Describe how the Board will ensure that the full array of One-Stop services is available and fully accessible to all individuals with disabilities. In particular, identify those resources that are available to assist in the provision of these services. Include the **Accessibility Policy for Persons with Disabilities as Attachment 21.** See OWD Issuance 12-2017 Minimum Standards for Assistive Technologies in Missouri Job Centers.

See Attachment 21

44. Limited English Proficiency (LEP) – One-stop Services

Describe how the Board will ensure that the full array of One-Stop services is available to all individuals with limited English proficiency. In particular, identify those resources that are available to assist in the provision of these services. Include the **Accessibility Policy for Persons with Limited English Proficiency as Attachment 22.** See OWD Issuance 04-2021 Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy

See Attachment 22

45. Co-enrollment

Describe how the Board promotes integration of services through co-enrollment processes. Please include your **Integration of Services Policy (Co-enrollment Policy) as Attachment 23**. See OWD Issuance 08-2021 Co-enrollment and Provision of Services by Workforce Staff Policy.

See Attachment 23

46. Title II: Adult Education and Literacy (AEL)

Provide a description of how the Board will coordinate workforce development activities with the Missouri Department of Elementary and Secondary Education (DESE) Title II provider(s) of AEL in the LWDA. Include a description of the alignment-review process for DESE Title II applications as required by WIOA section 108(b) (13). Please include the **Adult Education and Literacy Policy (AEL Policy) as Attachment 24.** See OWD Issuance 26-2015 Adult Education Classes to Prepare Workforce Customers to Achieve a High School Equivalency.

See Attachment 24

47. Title IV: Vocational Rehabilitation / Rehabilitation Services for the Blind (VR/RSB)

Title IV of the Rehabilitation Act includes both VR/RSB programs. Describe how the Board will coordinate workforce development activities with these programs. The boards are encouraged to develop a subcommittee on disability services. If the Board has a subcommittee, please describe it and the partnership activities with VR & RSB. Please include the **VR/RSB Coordination Policy as Attachment 25.**

See Attachment 25

48. Registered Apprenticeship / ETPS

Describe how the Board will identify and reach out to the Registered Apprenticeship training program sponsors within its LWDA. Boards must verify that the program is a Registered Apprenticeship sponsor with the DOL Office of Apprenticeship. Eligible Training Provider System guidance requires that Registered Apprenticeship training programs be contained in the state's system. Describe the strategy the LWDA will use for addressing the apprenticeship program and monitoring progress. See OWD Issuance 03-2020 Statewide On-the-Job Training Policy and Guidelines. Please include the **Youth Apprenticeships Policy as Attachment 26.**

See Attachment 26

49. Eligible Training Provider System (ETPS)

A description of how the Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants. Include the local workforce development board policy on selecting training providers from the State approved list for use by the local board; and include **Eligible Training Provider List (ETPL) Policy Attachment 27.** See OWD Issuance 22-2019 Local Eligible Training Provider Selection Policy.

See Attachment 27

50. Follow-up Policy

Follow-Up Career Services must be available to all adult program and Dislocated Worker program participants for as long as 12 months after the first day of unsubsidized employment. Provide a description of the local strategy for follow-up services. See OWD Issuance 08-2021 Statewide Exit and Enrollment Policy and 13-2019 Statewide Youth Program Framework and Design

The Southeast Region has a Follow-Up Services Policy that covers AD, DW and Youth which states:

The Workforce Innovation and Opportunities Act (WIOA) follow-up services must be made available to all participants enrolled in the AD, DW, and Youth programs up to the end of the 4th quarter after the exit quarter. Additional services may be available to participants beyond this period with LWDB approval. The types and duration of these services must be based on the needs of the individual. Follow-up services provide support and guidance after exit to facilitate sustained employment and educational achievement, advancement along a job and/or educational ladder, and personal development. Examples of follow-up services include:

- Career development and education planning
- Leadership development
- Adult mentoring
- Work related peer support groups
- Supportive service (available only to Youth during the follow-up period)

If these services are provided they should be documented on the participant's Individual Employment Plan (IEP). Follow-up services are not contacts or attempted contacts for the purpose of securing documentation for the case file in order to report a performance outcome, though all contacts or attempted contacts must be documented in case notes. Follow-up services are provided to ensure the participant is able to retain employment, achieve wage increases, and facilitate career progression. While a region must have follow-up services available to all participants, every adult, dislocated worker, and youth will not need or want these services. It is not a requirement that local staff provide follow-up services to all participants unless these services are determined to be necessary. Program staff must document requests for WIOA follow-up services in the OWD information management system case notes; and document all WIOA follow-up services provided as well as performance measure outcomes in the OWD information management system.

Staff will no longer contact participants who do not want follow-up services and request that contact attempts cease. Case notes will document the participant's request and staff will refrain from making any further contact.

PROGRAM ELEMENTS

The WIOA Core Program Partners in Missouri are:

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

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

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

Service Delivery

51. One-Stop Service Delivery

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

Utilizing MERIC information, WorkKeys scores, and other assessments, the Job Center staff recognizes in-demand occupations and provides opportunities for consumer-choice training accordingly. The State determines eligibility of training providers and WDB adheres to that. Job Center Workshops, MoScores, ACT Career Ready and offering Talify assists staff in guiding customers to make informed choices.

Adult and Dislocated Workers

52. Title I - Employment and Training Products and Services

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

AD and DW re-employment services will be accomplished through immediately engaging clients through career and training level services as eligibility, appropriateness, and funding allows. It is the goal of each Missouri Job Center staff is to ensure customers leave the Job Center a better job applicant than when they walked in. To this end, staff-assisted services will be emphasized and Missouri Job Center services will be continuously promoted. Available employment and training activities include: eligibility determination; outreach, intake, and orientation to the information and services available through the one-stop delivery system; initial and specialized assessments including literacy, numeracy, English Language proficiency, aptitudes, abilities and supportive service needs; labor exchange services, job search and placement assistance; workshops, employment statistics information; performance information and program cost per eligible providers of training; local performance information; provision of information regarding filing claims for unemployment compensation; development of an individualized employment plan;

short term pre-vocational services; adult work experience, occupational skills training; on-the-job training; skill enhancement services; adult education and literacy activities; retention assistance; and follow-up.

53. Unemployment Insurance Claimant Services (UI)

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

Assistance with Unemployment Insurance is an important Missouri Job Center service to many of the visitors that come to a Center. When a customer comes to the Job Center for job search, the following will be checked:

- Job Center staff will explain how to apply for unemployment and give the customer information on unemployment.
- If a customer needs significate assistance OWD staff assist the customer filling their claim on the UInteract website.
- When a customer has questions about their unemployment, they will be referred to the UI telephone bank to talk to a Regional Claims Center staff person.
- The RJS and RESEA activity (s) focus on identifying customers receiving UI benefits that may be expected to exhaust these benefits without skill development and job search assistance. This activity also has several direct links to UI services, since participation for identified customers is mandatory and UI benefits can be jeopardized if participation does not occur. As such, this activity will be managed by OWD staff to ensure that these critical UI linkages are maintained.
- Request RJS and RESEA Selection: The UI automated system will select worker profilers to be scheduled through the Missouri Job Center. In this letter, these customers will be informed of the specific services that they will receive from Missouri Job Center as part of the RJS and RESEA activity (s) as well as the specific date and time that they must attend an information session at the Missouri Job Center.
- RJS and RESEA enrollments: All customers that enroll in the program will have the following information entered into the MoJobs system (if it is not already entered): (1) their demographics, and (2) a career service. During enrollment customers will be given information that is required by the RJS and RESEA programs as well as job search advice and direction. Of critical importance, however, these customers will also be highly encouraged to participate in the services offered within the Missouri Job Center and these services will be described in some detail.

54. On-the-Job Training (OJT)

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

The WDB has a strong network of ties in its community. The Business Outreach/Marketing Specialist & Outreach Trainer together with the local Business Services Team, works with employers, community agencies and education institutions in order to promote the comprehensive programs that are available. The Business Services Team enhances the

region's economic stability and prosperity by focusing on the demands and needs of the region. The team tackles the regular disparities in the local market by assisting businesses and jobseekers alike. The goal is to connect the jobseeker with employment opportunities and employers with a skilled labor force. The WDB team has networked with local employers to identify the skill demands for the local region. The WDB Business Services Team, WDB staff and the Missouri Job Center Staff work together as one unit, collaborating with each other to identify current underlying issues in the local workforce. The staff focuses on community outreach to local businesses and to the citizens. The goal is to provide the programs to the people and businesses it serves. The Job Center staff evaluates the skills, knowledge and barriers of the job seekers while the Business Services Team coordinates with local employers to collaborate on the obstacles and hurdles they face when hiring employees. By working in a partnership, the WDB is working towards developing the talent pipeline that is in demand while creating a bright career path for individuals/families.

Please see the Southeast Region Local On-The-Job-Training Policy and OWD Issuance 03-2020 for more service requirements and needs.

55. Credential Attainment / WorkKeys Assessment

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

WorkKeys Assessments are promoted to the job seeker as a valuable credential to be utilized in their job search and as an identifier of their abilities. WorkKeys is promoted to employers as a tool to assist in identifying foundational skills needed. Job Center staff encourages employers to include NCRC preferred when posting job orders. Introducing WorkKeys to students 18 and over, by proctoring on-site, allows for an increase in training achievements. WorkKeys are highly encouraged but due to some accommodation limitations through ACT requirements, WorkKeys cannot be required. Utilizing WorkKeys in this fashion is the first step to identifying abilities and interests that lead to a fulfilling career pathway for our customers.

Newly adopted Missouri Industrial Recognized Credentials (MIRCs) will also be integrated into the Southeast Region of credential attainment. Information on these MIRCs. More information and a list of these approved MIRCs can be found at the Missouri's Department of Workforce Development and Higher Educations website:
https://dhewd.mo.gov/WorkforceDevelopment/MIRC.php

Once a career pathway is recognized, the Job Center staff, and partners, jointly assist in the attainment of needed credentials, degrees or training.

When needed, participants sign a Release of Information that allows us to contact the schools to get information on attendance and progress as well as the authorization to release required

documents that needed for performance related documentation. Not all schools require this and some work really well with our case managers which increases our relationship with the school and the ability to get documentation needed based on the outcomes of training services.

In the WIOA Youth Program, we have Case Managers who are half-time WIOA Case Managers and half-time AEL Teachers. Being able to have a staff member cross-trained with both programs gives us a better opportunity to serve and assist the youth. With the Case Manager fulfilling both job roles, we are also to split the cost of employee pay with the other agency. These AEL Teachers and WIOA Case Managers are able to complete TABE testing as needed for some youth enrollments and gives Case Managers access to more individuals who could be eligible and in need of WIOA Youth services.

Partnerships with AEL, Career & Technology Centers, as well as Community Colleges allow for referrals, shared proctoring, and space.

56. ETT Services / Layoff Aversion

Describe how the Board coordinates with the LWDA's Employment Transition Team Coordinators to ensure that information and services are delivered in a seamless fashion, including how pre-layoff services are coordinated and provided. In addition, please provide a description of the proactive measures that are taken to identify potential layoffs in the LWDA, how information is shared with LWDA's Employment Transition Team Coordinators and how layoff aversion strategies are coordinated. See OWD Issuance 08-2020 Statewide Employment Transition Team Policy. **Include as <u>Attachment 28</u>**

See Attachment 28

Youth

57. Youth Standing Committee Requirements

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

The Southeast WDB has established a Youth Action Network, The Network provides information and assists with planning, operation, and oversight of the provision of services to youth in the Southeast region.

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

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

The Southeast region's Youth Action Network contains representation of AEL, local apprenticeship, Department of Social Services, judicial system, and private sector WDB members with interest in serving to make a difference in the youth of our region.

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

The Youth Action Network reviews the services offered, enrollment numbers and activities and performance. Plans are then put into place, with their input, regarding how best to service the WIOA youth population of the southeast region.

c. Provide an explanation of the YSC role in the procurement of Youth service providers, and recommending eligible Youth providers to the Board, ensuring the 14 elements are a part of the services planned and conducting oversight with respect to eligible Youth providers of Youth activities and the procurement of Youth service providers. See OWD Issuance 16-2014 WIOA Standing Youth Committees Requirements.

Request for Proposal (RFP) is reviewed, discussed, possibly revised, and approved by the Youth Action Network. The Youth Action Network then recommends the RFP to the full board. Notification is produced via email, social media, website, etc. of the request for bids. A pre-bid orientation is required for those who intend to bid. The Youth Action Network reviews the received proposals, scores them, and makes a recommendation to the board. Once a provider has been voted on and approved by the full board, the awarded bidder gets a phone call or personal visit within 24 hours from the President/COO to confirm acceptance of the contract. All other bidders get a letter within 3-5 business days notifying them of the decision. The awarded bidder is published on our website.

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

The Youth Action Network meets quarterly prior to the Board Meeting. Additional meetings may be scheduled should the need arise. The agenda varies, but most often includes any updates related to budgets, enrollments, and performance.

59. Youth Activities

Provide a description and assessment of the types and availability of Youth activities in the LWDA, including an identification of successful providers of such activities. This description should include:

a. How the Youth activities in the LWDA are developed to ensure the 14 program elements are available within the LWDA;

All program elements are provided by WDB Case Managers, in addition to Adult Education, as appropriate. We provide and/or coordinate services for the 14 elements in-house. If an element requires coordination with another entity, procurement procedures will be followed and a MOU will be developed identifying the roles of each entity.

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;

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery: All staff provide individual tutoring, supervised on-line HSE and in 3 locations our Case Management staff are also certified AEL instructors providing AE/HSE in our offices. Staff work with HS counselors to re-engage youth in HS when possible.

- Alternative secondary school offerings or dropout recovery services: We do not operate Alternative Ed.; however, we provide AEL/HSE services directly in 3 offices. We work with all the established Alt. Ed programs. Staff work with HS counselors to re-engage youth in HS when possible.

- Work Experience: 20% of WIOA budget goes towards paid work experience. We also operate a Scholars@Work program, which employs youth the work of studying for their HSE. Additionally, youth can participate, as appropriate, in unpaid work experience and job shadowing as well as paid and unpaid internships and OJT.

- Occupational Skills Training: After completing a series of career exploration activities as a part of our work readiness curriculum, we assist youth in applying for available financial aid. If the chosen program of study is not Pell eligible, we have the option to pay for some short-term training expenses. Most often we provide supportive services to assist the youth in getting started with schooling. We pay expenses such as application and testing fees. Periodic visits to the area Higher Ed and Vocational Ed campuses including Job Corp are arranged as the need arises.

- Education-Workforce preparation, specific to occupation or occupational cluster: We assist in all education-based programs for the youth. If the program of study is non-Pell eligible then the program may be used to pay for some short-term training expenses. Youth will be referred to WIOA Adult services as appropriate. Most often we provide supportive services to assist the youth in getting started with schooling. We pay expenses such as application and testing fees, deposits etc. Occupational education for recognized post- secondary credentials aligned with in-demand industry will follow in the same manner as any other educational training program.

- Leadership Development: Case Management staff provides leadership development through exposure to postsecondary education, community projects, etc. Workshops are also offered throughout the year to youth on a rotating basis that can include topics such as empowerment strategies, financial and credit management, buying or renting homes, social networking, the value of volunteering, community services, and top jobs.

- Supportive Services and Incentives: It is the responsibility of the Case Manager to coordinate these services with applicable community agencies. See attached supportive service and Incentive policy. Incentive money is earned through earning credentials, training and skill gains.

- Adult mentoring: All workplace placements require youth be assigned an adult workplace mentor to work directly with the youth focusing on appropriate workplace habits and behaviors. Mentoring activities may include: Job shadowing and guidance provided by an adult to assist the youth to increase his/her academic performance; goal-setting; support meetings to increase youth motivation; career exploration assistance; world ethics and social skills improvement.

- Follow-Up Services: Follow-up services are offered for at least twelve months after exit. This may include Regular contact with a participant's employer, including assistance in addressing work-related problems that arise; assistance in securing better paying jobs, career development and further education; work-related peer support groups; mentoring; tracking the progress and earnings of participants in employment after training; and credential attainment post-program.

- Comprehensive Guidance and Counseling: Case Management staff provides a large amount of individual and group guidance and counseling related to career exploration, personal counseling, counseling, financial counseling, and goal setting as needed.

- Financial Literacy Education: Case Management staff provides training through Financial Literacy module and outside training from financial resources to create budges, initiate checking and savings accounts and learn how to effectively manage spending, credit and debt, teach the significance of credit reports and scores to include identity theft awareness and training. Additionally, The Missouri Extension office is working in partnership with local career centers to offer financial workshops, and we will promote this to our youth population when available.

- Entrepreneurial Skills Training: Case Management provides training including DVD presentation titled, "Entrepreneurship: Be Your Own Boss" to teach the basics of starting and operating a small business. Case Managers will track and offer Entrepreneurial training opportunities as they become available.

- Services Provided for Labor Market and Employment Information: Case Management provides training through the modules provided in Work Readiness workshops as well as workshops provided by other resources such as the Missouri Job Centers, Missouri Extension, etc.

c. The process for identification of Youth service providers;

Request for Proposal (RFP) is reviewed, discussed, possibly revised, and approved by the Youth Action Network. The Youth Action Network then recommends RFP to the full board. Notification is produced via email, social media, website, etc. of the request for bids. A pre-bid orientation is required for those who intend to bid. The Youth Action Network reviews the received proposals, scores them, and makes a recommendation to the board. Once a provider has been voted on and approved by the full board, the awarded bidder gets a phone call or personal visit within 24 hours from the President/COO to confirm acceptance of the contract. All other bidders get a letter within 3-5 business days notifying them of the decision. The awarded bidder is published on our website.

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

WDB staff work at the direction of the WDB President/COO, and the board itself, to verify that the Workforce Innovation and Opportunity Act (WIOA) regulations are being upheld and the subcontractor or service provider are performing according to proposals submitted and contracts signed. WDB staff will monitor a percentage of all new WIOA past career enrollments per program (funding source-AD, DW, Youth) during the Program Year Quarters of each contract year based on the direction of the WDB President/COO and the Board. WDB staff will also monitor appropriation programs during program operation to reduce compliance issues. A review of all files or a random selection technique based on OWD Issuance 11-2021 Sub-State Monitoring Policy will be used to identify the files for that quarterly monitoring. All forms for eligibility documentation, services rendered, and payments are compared to MoJobs for data entry accuracy. Process for and findings of the monitoring process are presented to the full board and more information on the comments and findings is available upon request. Participant files are reviewed for WIOA eligibility, priority of services, complaint and grievance procedures, employment plans, need for services past career, On-the-Job Training contracts, training plans, supportive services, assessments provided, outcome attainment, supplemental data and the appropriateness of participant payments.

WDB staff also monitors for compliance with WIOA, Fair Labor Standards Act, and Americans with Disabilities Act, Child Labor Laws, and any other contracted grant requirements. Any findings from these reviews will be reviewed and reported to the board during the annual Sub-State Monitoring Report.

Data Element Validation Monitoring is also required Quarterly. OWD Issuance 07-2020 Statewide Data Element Validation Policy outlines the process and requirements for downloading the selected files from the Missouri Case Management System. All findings are Pass or Fail. Corrections are made when possible but if a record or element has already been reported federally, it must take a fail and be case noted as the only correction option allowed.

Equal Opportunity Staffing Data Analysis reviews Employment Practices for the Southeast Board and any Sub-Contractor or One-Stop Operator broken down by demographics. The Equal Opportunity Program Data Analysis reviews the programs and services offered in the

SEWDB 4/22/2022 Section 59, Youth Activities Part E: and Service Providers Part F: Year Round Services Part G: Flow of Services

area broken down by demographics. The Staffing Analysis is completed in October of each year and the Program Analysis is completed each January so that performance information has been reported at the time of the review. These reports are included in the annually required Sub-State Monitoring Report.

Sub-Contractor and/or One-Stop Operators are also evaluated annually to ensure compliance with Job Description, Federal and State Requirements, Contract Requirements, and general direction of the way the programs are being ran and operated. This report is also included in the annually required Sub-State Monitoring Report.

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

The Southeast Workforce Development Board is the service provider for youth in the 13 counties of the region. Through referrals and partnerships, we are able to effectively connect our participants to training and employers. We offer all 14 Youth elements as previously described in Section 38 and 59.

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

Each county has an established Case Manager. Each of the four Job Centers has a Case Manager integrated into the Center, these centers are located in Cape Girardeau, Scott, Dunklin, and St. Francois Counties. Permanent offices are set in Pemiscot, Madison, New Madrid, and Ste. Genevieve Counties. All other counties have Case Managers assigned to the county and they have the ability to be mobile in the county and use space in those counties for meetings and enrollments. The case managers are mobile in the remaining four counties, working from various locations. Workshops, activities, and meetings are conducted year-round. Outreach to schools, and other locations youth frequent, are intensified as summer draws closer to promote WIOA youth services to in and out of school youth year-round. For the past few years case managers have also had the privilege of promoting the Jobs Program through the Family Support Division , which offers summer employment opportunities for eligible youth, both in and out-of-school. Summer Jobs provides short-term employment in a field the youth has expressed interest in, to provide the youth with work experience and soft skills. This has been a successful partnership with our local employers and has given much needed summer employment opportunities to rural youth.

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.)

All youth enrollments require an assessment before enrollment. The determination on the enrollment status of In-School or Out-of-School is made by what the youth is doing at the time they come in for enrollment/services. Based on that status determination the appropriate assessment is completed, please see the local Determining Basic Skills Deficiency Policy, Attachment 19 for more information. Additionally, participants must complete Aptitude and Interest Testing prior to enrollment. The results of those tests as well as the Labor Market

Information for their chosen or top career path helps to develop the WIOA Services that are needed and create the Employment Plan for a map of how they will get to the long-term goal of self-sufficiency. Youth participants have many different options available to them through the 14 youth program elements and the combination of services, barriers, and needs. All these options are used to provide the best assistance we can provide. Co-Enrollment in other grants, depending on the participants' eligibility, are also considered as possible options to maximize their participation and outcome. Once a participant has gone 90 days without a countable service, based on completing the program or making the decision to not participate in the program their record will exit. Upon exiting the program, a youth participant is put into Follow-Up status which opens the availability to additional follow-up services including supportive services if justified and appropriate to assist the participant as they work towards all their ultimate employment goals.

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

The Southeast area local agency partners, with many local agencies, address all at-risk youth through referrals and partnerships of committee involvement and community connections. This ensures that all areas of concern are addressed as available, and includes the youth that are most in need. For services needed and not provided under WIOA, youth are referred to appropriate partner agencies.

Youth who are subject to the juvenile or adult justice system-after needs are determined, services needed and provided through WIOA are administered.

Youth who are disabled- after needs are determined, services needed and provided through WIOA are administered.

Youth who are homeless- after needs are determined, services needed and provided through WIOA are administered.

Youth who are pregnant or parenting- after needs are determined, services needed and provided through WIOA are administered.

Youth who have dropped out of high school- after needs are determined, services needed and provided through WIOA are administered. .

Youth who are in the Foster Care Placement System are able to enroll into the WIOA Youth Program for services and assistance. When youth who are in the Foster Care System turn 18 many of those need additional resources to continue on their training and/or employment path. Working with area Foster Care organizations provides us with the ability to engage them in the program.

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

For outreach with Jobseekers, the job center staff, youth staff, and SE WDB staff have each made it a priority to get out into the communities and help to spread the word about the job centers, services, and openings. Through this targeted outreach, we have been able to connect with county and city resource organizations. This outreach can include setting up booths at events, collaborating through meetings and taskforces, sharing and gathering information, co-enrollment for braiding of resources, and offering services off-site.

Working with other partners and agencies to assist with coordination of services and/or braiding funds, when appropriate, ensures the maximum benefit to the participant and to the funds of the Southeast Workforce Development Grants. A list of local partnerships and agencies that the Board works with includes but is not limited to:

Chaffee Foster Care, Presbyterian Church and Home Services, Uplift Center for St Francois County, City Chamber of Commerce's, Fresh Start Self-Improvement, Tailor Institute and Center for Advancing Policy on Employment for Youth (CAPE-Youth), Post-Secondary Universities, Colleges, and Career Centers, Multiple School Districts including Alternative Education, JAG Programs throughout the region, AEL Programs, Bootheel Babies, County Juvenile, Probation, Prison, and Parole Officers, Board of Special Education, Missouri Bootheel Regional Consortium, Department of Social Services, Hope International, Counseling Services, SEMO Health Network, Food Pantries and Banks, DAEOC, NMCO Diaper and Family Resource Center, Community Resource Coalition, First Call for Help, Pemiscot Initiative Network, Community Partnership, EMAA Agencies, United Way, Job Corp, West County Hope Center, Perryville Disability Alliance, Bowden Outreach Center, UMOS, Show me Hope, Public Libraries, Catholic Charities of Southeast Missouri, Shared Blessings Homeless Shelter, Life Center for Independent Living, Safe Harbor, 180 Healthcare, Pregnancy Resource Center, Birthright, AmeriCorps, Project Homeless Connect, Health Career Pathways, Project Cape, Safe House for Women, Caring Counsels, Helping Hands, Break Through Recovery Group, and E.D.G.E. Programs.

A larger list is available in the most recent copy of the Equal Opportunity Program Staffing Analysis.

All of these agencies assist with resources, referrals, and the ability to coordinate services to best assist participants in our programs and in other programs.

60. Innovative Service-Delivery Projects for OSY

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

The Board oversees the Scholars@Work program, a program that allows part-time employment for out of school youth whose education has been interrupted and who have an adult responsibility. It is employment that demands responsible, focused, hard work. Obtaining their diploma is about 80% for the youth and going to the "next step" is the other

20%. The "next step" part focuses on the daily learning/working out the soft skills employers expect (punctuality and attendance, appropriate appearance, focus, following instructions, personal motivation and attitude, inter-personal communication skills, and personal adaptability); as well as a thoughtful, introspective, comprehensive work readiness course. This program is funded by WIOA Youth and is based on youth allocations.

Agricultural Employment Services (AES)

61. Migrant and Seasonal Farmworkers / Agricultural Employment Services

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

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

Business Services

62. Employer Engagement

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

Southeast Regional Employment Services Manager, Job Center Leads, OWD Job Center Supervisors and the Veteran Representatives (DVOP/LIVER) bring the team/process together. This team collaborates to share information so that all businesses may be served, targeting the WDB identified in-demand sectors. MoJobs.mo.gov is utilizes to track all business services being provided to employers. Nexus meetings are held within the region, giving the local team insight into local employer needs.

Business services offered may include; OJT, job posting, LMI, Incumbent Worker program, tax credits, bonding, etc. When the opportunity presents itself WDB staff agrees to speak at engagements about services available through Job Centers. Economic Developers are at the table, meeting with companies as well as participating WDB meetings, Sector Strategy exercises, and other projects throughout the region.

63. Services to Meet the Workforce Needs of Employers

Describe how the Board coordinates and provides comprehensive and integrated workforce system services to businesses, including the development and delivery of innovative Missouri Job Center Jobs Teams to facilitate recruitment and meet business demand.

The services of the Job Centers are not only for Job Seekers but also for Employers, Organizations, and Community Partners as well. Education and agency partnerships are major factors in meeting the needs of both job seekers and employers. WDB continues strong partnerships with our two community colleges, our university and with our many votech schools. We need their expertise to develop curriculum to educate our workforce. Working together with both education and agency partners is not only the best use of the funding, but also our best option for meeting the needs of both job seekers and employers.

Outreach to businesses is conducted through WDB and Job Center involvement with regional chambers of commerce, and economic development departments, as well as by contact from the Regional Employment Services Manager. The Southeast Region's outreach plan for businesses is designed to increase the awareness of available services to increase the number of businesses that use the Missouri Job Center products and services.

- Gather business intelligence to identify current economy
- Work with local and regional economic development professionals
- Provided one-on-one assistance to employers with job matching system
- Encourage entrepreneurship with economic developers

By providing and promoting On-The-Job (OJT) training and Work Experience, the Southeast WDB is able to assist employers with their need for more workers informs the local Job Centers of the OJT Agreements as they are sanctioned by the Compliance Department. The Business Outreach/Marketing Specialist & Outreach Trainers combs the regional Job Center job postings in the regional Job Centers to coordinate strategies to reach out to attempt to inform those businesses of our various services that are available to them. As a service to the businesses utilizing our OJT program, the WDB created a “self-referral” letter with their companies’ business card logo for prospective employees that could be legitimate OJT candidates to take with them to their local Job Centers. By working with the Youth Case Managers, the Business Outreach/Marketing Specialist & Outreach Trainers reaches out to offer OJT to those companies who employ our Youth in our “Work Experience” program. These Youth work for said companies to develop an understanding of that particular industry, and if it is a fit for both the Youth and company, an OJT Agreement provides more financial benefit to the company that retains that Youth.

64. Economic Development

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

The Southeast Region sits within two Regional Planning, Bootheel Regional Planning Commission and
SEMO Regional Planning Commission. The Regional Planning completed their Compressive Economic Development Strategy reports early this year. The WDB is involved with the writing, sharing resources and reviewing of both plans. Both Regional Planning Commissions are the award of our Job Center opportunities for business and job seekers. Economic Development leads the regional groups, working to bring growth, grant opportunities and an excellent resource for local information. The WDB has two Business/Marketing Specialist & Outreach Trainer employees that work directly with businesses in our region, customizing agreements to fit their needs. The WDB works in two ways: coordinating the disbursement of the Job Centers information to businesses and in turn relays business needs to the Job Center. The Southeast Region offers Incumbent Worker funds, On-Job-Training and Work Experience to our businesses.

The WDB works with local businesses and coordinates the implementation of its Incumbent Worker Training (IWT) program, which provides matching funds up to $5,000 for those businesses who choose to train and upgrade the skills of its existing employees with the agreement that those so trained will be given raises in the near future. The WDB reviews IWT applications for appropriateness and then submits it to its internal WDB committee, The Workforce Systems Network for review and then a vote on its approval. Upon receiving the IWT proposal, the WDB takes the responsibility to make the paperwork associated with the proposal as minimal as possible. The Business Outreach/Marketing Specialist & Outreach Trainer staff, along with Job Center staff, attends local Company sponsored the Hiring Events to facilitate the recruitment of individuals for those companies participating in the Hiring Event and promote their services available.

65. Sector Strategy Initiative / Career Pathways

Describe the Board's sector-strategy initiative. Describe how the Board will be collaborating and aligning resources of all partners, public and private, toward developing a talent pipeline, and how that alignment will create meaningful career pathways for workers possessing skill levels serving important regional industries. Indicate how system services will be framed by industry sectors that are data driven, regionally designed, and guided by employers and how these strategies will be sustained. Include the methods the Board will be using to inform and engage key public and private stakeholders in the development of sector strategies and career pathways.

In 2020 the Southeast WDB will begin trial programs with local Job Centers that train recruits for specific job responsibilities. Both the Southeast WDB Business Outreach staff and the local Job Centers will reach out to local businesses that could utilize such recruits once their training is completed, to perhaps conduct a Hiring Event at the local Job Center. The Business Outreach/Marketing Specialist & Outreach Trainer staff will offer services such as OJT to those companies that can participate in OJT and the Job Center staff prepares the recruits for those job opportunities. Also, towards developing a talent pipeline, the Cape Girardeau WDB hosts a quarterly meeting of our 13 county Health Care professionals aptly named "Health Care Pathways Initiative Meeting". In addition to those meetings are monthly or quarterly two local NEXUS meetings, a collaboration of employees and our Job providers (Job Centers, Vocational Rehab, Ex-offender reps, Disability advocates, College representatives) and, in the bootheel of Missouri, is the Bootheel Regional Training Group (BRTG), which also is collaboration of the aforementioned groups.

66. Business Services Plan

Boards shall maintain a Business Services Plan, outlining team members, including WIOA core and combined partners, and the marketing and outreach roles and expectations of team members. The Business Services Plan also should outline the team's purpose, goals, and policies and procedures to ensure seamless delivery of services, avoid duplication, and ensure feedback to the Board's Job centers. The plan should explain how the services provided by business service staff will be recorded in the client case management system for the calculation of two types of Effectiveness in Serving Employers Measure. (1-number of businesses served and 2-market penetration of businesses in the area). Include the **Business Services Plan as Attachment 29**.

Business Service Plan – Part about Effectiveness in Serving Employers:

There are two Employer Performance Measures for Missouri. These two measures are:

1. Repeat Business Customers - the number of employer establishments that have used core program employer services during the current reporting period (current program year) that also have used core program employer services one or more times during the previous three program years. This can indicate whether employers who receive services from the core programs are satisfied with those services and become repeat customers. It also indicates the ability to develop and maintain strong relationships with employers over time.
2. Employer Penetration Rate - a percentage of employers using services out of all employers in the State. This tracks the percentage of employers who are using the core program services out of all the employers in the State. The number of employer establishments served within a program year will be compared to the aggregate total of State employers. That total will be based on the Bureau of Labor Statistics Quarterly Census of Employment and Wages.

All staff in the Southeast Region that provide employer services must accurately record those services in the statewide electronic case management system (Currently MoJobs). To "Record" a service means to select the appropriate activity code for the service(s) provided to each business. Staff must record all applicable services for each employer at the time the service was provided. The OWD has published Issuance 04-2018 which includes the Participant Activity Codes, Durations, and Definitions provides policy guidelines and instructions. The Attachment for the Activity Code Policy lists activities and their definitions that identify those activities as a staff-assisted service to an employer. Staff are required to use this as a reference to determine which term is the best fit for the services provided to the employer. The Employer Services recorded in the system are monitored by the WDB Compliance Department. Training is provided on an as needed basis based on program requests, issues/concerns, or lack of recorded services.

Attachment 29: Southeast WDB Business Service Plan

Innovative Service Delivery Strategies

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

Describe how the LWDB will support the Missouri re-entry process / ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.

Southeast WDB supports the Missouri Re-entry Process ex-offender initiative by closely partnering with Probation & Parole. They are included on One-Stop Leadership Teams and provide strategic input on making services viable and available to ex-offenders. Southeast WDB also supports Bikers 4 Re-entry, an event that raises money for services WIOA cannot provide. WDB Business Outreach talks one-on-one with employers, promoting the talents of justice involved individuals.

The Job Centers continue to work with justice involved individuals, exposing them to all services available. Staff encourage assessments, WorkKeys testing, attendance in workshops, education/training and job placement.

Over the past three years the Southeast WDB has been the sponsor for MoRap Apprenticeship grant. The partners involved are Southeast WDB, Mid-America Food Hub and Training Center, LLC, Missouri Department of Corrections in Charleston, and OWD. The justice involved individuals are enrolled into the Horticultural Registered Apprenticeship program. This has been a tremendously successful program with many heartwarming stories of hope. The second grant will end spring 2020 and we are unable to project the continuation at this time.

68. Work-based Learning / Transitional Jobs

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

The WDB's strategy for promoting and increasing enrollments in the work-based learning programs is to partner closely with OWD Regional Workforce Coordinator, OWD Job Center Supervisors and the local Business Services team. This partnership is accomplished by including them in the One-Stop Leadership Team meetings, the NEXUS meetings, as well as meetings to discuss appropriate businesses to target and ensure contact with businesses are coordinated so as not to duplicate visits, but to build relationships that will encourage participation with employers throughout the region.

The Southeast Region has encouraged Incumbent Worker trainer for several years. The local Business Services Team shares this program with companies' face-to-face, deliveries of program information to small and large groups of business groups, and WDB members. On-Job-Training is promoted at these same meetings, included in newsletters and shared at County Commission events.

Including all partners in discussions about local companies gives insight to local needs, example, if a company is expanding their business, our team will target that company for assistance. The team will offer hosting hiring events, virtual interviewing, OJT, job postings, etc. If a company is laying off, our team will target the employees, offering Job Center services, workshops, posting resume, assisting with job search, paid training, etc. When the team works together with innovative ideas, coming together with a common goal to serve employers within the region, the outcome will be more successful.

69. Certified Work Ready Communities Initiative (CWRC)

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

The Southeast Region has thirteen counties with all counties certified, except two, Pemiscot County at 88% and Stoddard County at 91%, which continue to move forward. The other eleven counties are certified and maintaining, they are as follows:

- Dunklin County certified January 2016 and maintaining,
- New Madrid County certified December 2019 and maintaining,
- Mississippi County certified July 2019 and maintaining,
- Scott County certified May 2017 and maintaining,
- Cape Girardeau County certified January 2015 and maintaining,
- Bollinger County certified March 2018 and maintaining,
- Madison County certified January 2016 and maintaining,
- Iron County certified January 2012 and maintaining,
- St Francois County certified July 2014 and maintaining,
- Ste. Genevieve County certified May 2016 and maintaining,
- Perry County certified May 2016 and maintaining

The Southeast WDB continue to encourage the NCRC county committee leads as well as the Job Center Leads to continue to providing WorkKeys testing. However, budget and staffing constraints present a challenge to outreach of this service.

70. Trade Adjustment Assistance

Describe the Board's strategies for ensuring customers are aware of the Trade Adjustment Assistance (TAA) program and are co-enrolled into both WIOA Dislocated Worker and TAA, except in extenuating circumstances?

(**Integration of Services or Co-enrollment Policy should be Attachment 23**)
Extenuating Circumstances for co-enrollment into both WIOA DW and Trade

The Southeast Workforce Development Region will make every attempt to co-enroll all eligible Trade Act Participants into the WIOA Dislocated Worker Program. Enrolling an individual into every program for which they are eligible is to maximize the options available to them to overcome barriers and successfully obtain self-sufficient employment. The Trade Act Staff Members and WIOA Staff Members in each comprehensive Job Center work together closely with participants that are eligible for both programs to ensure we are meeting co-enrollment requirements and offering the activities necessary to assist the participant with

employment and training needs they are eligible to access. Participants enrolled into a program because of the OWD Co-Enrollment Policy are not given any special priority over other program participants. At times, there are extenuating circumstances that would not allow us to co-enroll a participant into both programs. These extenuating circumstances can include but are not limited to:

- If the participant does not live in the Southeast Region, we would not enroll them into WIOA DW just because of the Trade Enrollment – Local policy states that because our funding is partially determined by the population of a region, we use the Southeast Region funds for participants and businesses that live/located in the Southeast Region Counties.
- If the Trade Participant has elected to go to a training program not approved by the Missouri State Eligible Training Provider System.
- If a participant was previously enrolled in the Trade Adjustment Act Program before the Co-Enrollment Policy went into effect on 7/29/2019, they were not co-enrolled unless it was requested/needed for the progress of the individual participant.
- If a participant is deemed ineligible for the WIOA DW Program based on information added to the Case Management System Application. (MoJobs WIOA Application)

Please see OWD Issuance 08-2021 FAQ for more information and OWD responses to extenuating circumstance concerns.

71. Missouri Community Colleges

Describe how the Board will coordinate with the local community colleges. Please describe in depth the referral process of participants between the Community Colleges and Job Centers. Please include the **MOU (cooperative agreement) between the Board and Community Colleges** if your LWDA has any as **Attachment 30** to the Plan.

New MOUs outlining infrastructure costs sharing and referral systems are currently being created in collaboration with Community College partners while existing MOU creates mutual effort to ensure strong partnership/referrals continue.

72. Incumbent Worker Policy

If the LWDB has an **Incumbent Worker Policy**, please include it as **Attachment 31**. If not please include a statement that the LWDB does not have an Incumbent Worker Policy.

See Attachment 31

Strategies for Faith-based and Community-based Organizations

73. Faith-based Strategies

Describe those activities to be undertaken to:

(1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop Delivery System; and

In the Southeast Region the Job Center staff, as well as the WDB staff, work on special projects such as Project Homeless Connect, and serve on committees through community-based

organization, United Way, Probation & Parole, Community Partnership, and many community churches and organizations.

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

Strong partnerships are being built through the Job Center Leadership Teams. Most community-based organizations and many faith-based organizations are present and collaborating with other members to plan outreach and educate regarding the Workforce Development System in their respective areas.

REGIONAL PLANS

Regional Planning Guidance

74. Regional Plans

Missouri has designated 14 Local Workforce Development Areas (LWDAs). In accordance with WIOA sec. 106(c) (2), each of the LWDAs establish a Plan; however, collaboration must exist among the Kansas City and St. Louis Economic Regions for the creation of Regional Plans composed of the following:

1) For the Kansas City Region, one Regional Plan for the local planning areas of Kansas City and Vicinity Region and the East Jackson County Region; and

2) For the St. Louis Region, one Regional Plan for the local planning areas of: The City of St. Louis Region, the County of Saint Louis Region, the County of St. Charles Region, and the Jefferson/Franklin County Consortium Region.

While this establishes 14 Boards that are encouraged to collaborate, cooperate, and plan across common needs, they will not explicitly submit a Regional Plan. This establishes two Boards within the Kansas City Region that must contribute to a Regional Economic Plan for the Kansas City regional economy and four Boards within the St. Louis Region that must contribute to a Regional Economic Plan for the St. Louis regional economy.

Boards within the Kansas City and St. Louis regional economic planning areas must complete a regional planning requirement by including within each original LWDB Plan a Regional Economic Plan that is identically shared by all Boards in each economic region.

Include the **Regional Plan as Attachment 32**. Copies of Local Plans from other LWDAs in the region are not required for your Local Plan. Please submit the combined portion of the Regional Plan with signatures of the CEOs, Chairs and LWDB Directors.

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

No Regional Plan required by Southeast Region.