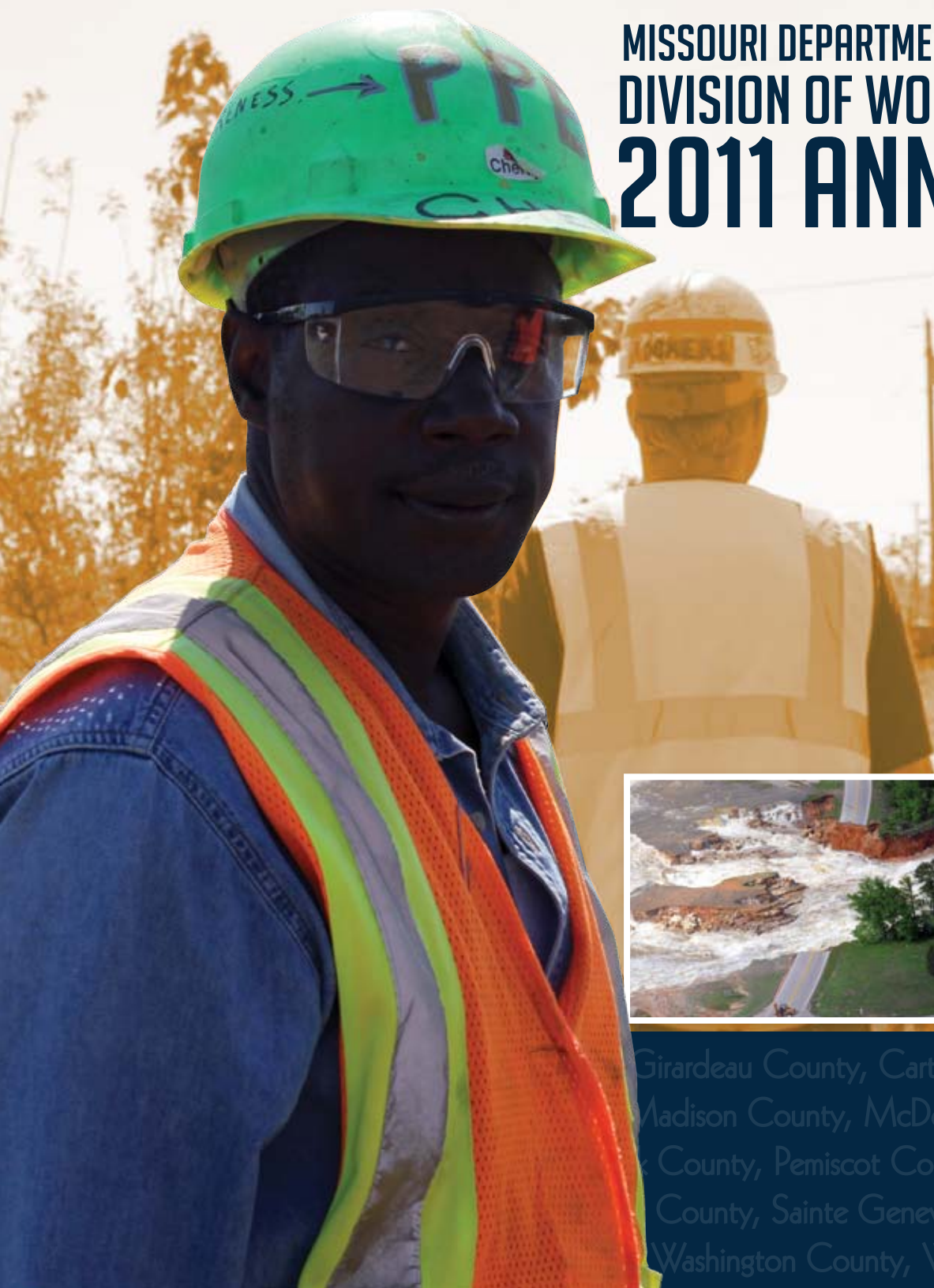
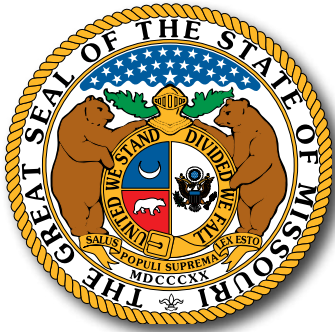


# MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT DIVISION OF WORKFORCE DEVELOPMENT 2011 ANNUAL REPORT



Girardeau County, Carter County, Christian County, Douglas County, Dunklin  
Madison County, McDonald County, Miller County, Mississippi County, New  
County, Pemiscot County, Perry County, Pettis County, Polk County, Reynold  
County, Sainte Genevieve County, Scott County, Shannon County, Stoddard  
Washington County, Wayne County, Webster County, and Wright County





Fellow Missourians:

Our state's workforce is second to none, a source of Show-Me State pride, and a solid asset for Missouri as we fight every day, for every job, to continue to move our economy forward.

Missouri's economy continued to turn the corner this past year, with employers creating new jobs as our state emerged from the national recession. To help ensure that our companies have the skilled workers they need as our economy continues to grow and because our workforce needs are crucial to our state's prosperity, I increased job training funding by 52 percent in 2011. This increase in funding will help enhance our state's strong skill development programs, such as those provided by Missouri's Career Center system administered by the Division of Workforce Development.

The professionals of Missouri's workforce system are to be commended for their efforts in serving job seekers and businesses every day across our state. I congratulate them on another successful year, and wish them well in their outstanding efforts toward transforming our economy for the coming decades.

Sincerely,

Jeremiah W. (Jay) Nixon  
Governor





Fellow Missourians,

It gives me great pride to present our 2011 Annual Report for the Missouri Division of Workforce Development, documenting the accomplishments of a division of the Department of Economic Development which is critical to our top priority of creating new jobs and increasing capital investment in Missouri.

The strong rebound of Missouri's economy that began during 2010 has been highlighted by the state adding new jobs for the first time in three years. This positive momentum, fueled by more businesses choosing to invest in Missouri, has placed added importance of having a trained and highly skilled workforce. We are fortunate to have the exceptional efforts of the Division of Workforce Development and its partners leading our efforts in this area, connecting our outstanding Missouri workers with new careers and continuing to build their skills through bold, innovative career assistance services.

Under Governor Nixon's leadership, we work tirelessly to fight for every job, every day, in every region of our state. To continue to move our state economy forward, the work of our career-assistance professionals with DWD will be crucial. I proudly present their successes in assisting Missourians with building skills and obtaining career-supporting employment over the past year.

Sincerely,

A handwritten signature in black ink that reads "David D Kerr".

David Kerr  
Director  
Missouri Department of Economic Development



Dear Workforce System professionals,

I think we can agree this past year brought some of the toughest challenges any of us has faced in our careers serving those who seek greater lives. We were all heartbroken by the destruction from the Joplin tornado and other disasters—which hit close to home in many ways—but were then inspired by the integrity that it brought out in our state's citizens and our own workforce system.

Similarly, debilitating cuts in federal workforce funds confronted us with difficult choices, and taxed us to come up with joint solutions that minimized disruption of essential services. Yet during this same year, our Governor honored our system's professionals with a special proclamation and time after time showcased our programs as examples of government at its most helpful.

While Dickens' "best of times/worst of times" quote is a bit worn, it does certainly seem to capture 2011 for Missouri and its workforce system.

Please allow me to thank you for your unwavering diligence that epitomized Missourians' tenacity and pioneer spirit in this momentous year. Your efforts inspire us all and will always be remembered with great pride.

Sincerely,

A handwritten signature in black ink that reads "Julie Gibson".

Julie Gibson  
Director,  
Division of Workforce Development





# ANNUAL REPORT



*In this report we chronicle the Missouri workforce system's extraordinary restorative actions after devastating natural disasters, while radically enhancing services that advance our state's workforce.*

The Missouri Division of Workforce Development (DWD)—in partnership with Local Workforce Investment Boards (LWIBs)—provides a robust menu of vital reemployment services, including:

- access to skill-building training, national certification and career connections for job seekers,
- targeted programs for veterans, youth and the unemployed, and
- cost-saving human resources assistance and financial incentives for businesses.

These services are provided through a statewide network of Missouri Career Centers and —coming soon— Jobs.mo.gov— an innovative new approach to making online workforce services more holistic and consumer-focused for job seekers and employers. In partnership with the Department of Economic Development (DED) and local education agencies, DWD also provides state-funded Industry Training Programs that provide funding to assist eligible companies in training their workers for the purpose of creating or retaining jobs in Missouri.

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# Show-Me Spirit Triumphs Over **NATURAL DISASTERS**

After the city of Joplin was devastated by the historic EF-5 tornado on May 22, 2011, Missouri's Division of Workforce Development and Local Workforce Investment Boards responded with the Disaster Recovery Jobs Program. "We are determined to rebuild our communities and help our neighbors recover," Governor Jay Nixon said. "Putting folks back to work is a crucial part of that process."



**HELP JOPLIN REBUILD**  
**INFORMATION SESSIONS EVERY DAY**  
**8am - 11am - 1:30pm**

Visit the Joplin Career Center at 730 S. Wall, and attend a session today! Learn how you can help rebuild Joplin, earn a paycheck and move our community forward.

Visit [www.workforcezone.org](http://www.workforcezone.org) or call (417) 629-3000 for more information.

Must be unemployed to qualify. Drug and physical screening required prior to employment.

This large-scale deployment of requested federal resources and multi-governmental partnerships rapidly trained and employed more than 1,000 unemployed workers to provide disaster-

related cleanup and humanitarian aid. Within weeks of the Joplin tornado, this program grew to include an **additional 37 counties across the state** impacted by flooding, storms and other tornado-related devastation.

Through this remarkable coordinated effort, Disaster Recovery Jobs Program (DRJP) workers are restoring and

revitalizing communities throughout the southern and eastern parts of Missouri. The program serves desperate people in need. It helps them build skills and reemployment prospects in the process. DWD and the LWIBs in participating regions provide vital workforce development guidance, overseeing the application, recruitment and placement process through local Missouri Career

Centers. Prior to beginning work on the DRJP work sites, each worker in debris clean-up receives safety instruction and equipment, as well as vaccinations or other preventive medical procedures necessary to work in the disaster area. Program wages are based on wages of other employees at

the work site, so participants earn a much-needed paycheck and they reinvigorate the local economy.

Harnessing the resources of multiple public, private and not-for-profit agencies, the Disaster Recovery Jobs Program was made possible by an initial **\$5.8 million National Emergency Grant (NEG)** awarded by the U.S. Department of Labor (USDOL)





# JOBS

## MISSOURI DISASTER RECOVERY JOBS PROGRAM

to fund recovery efforts in Joplin and Duquesne. Within weeks of this event, and as property tolls mounted elsewhere around the state, DWD and the LWIBs quickly acted to expand the program, acquiring a **supplemental NEG award of almost \$14 million**. The funds created hundreds more temporary jobs to assist

in recovery efforts in the flood- and storm-ravaged areas with more than 33 percent of Missouri's 114 counties declared for public assistance by the Federal Emergency Management Agency (FEMA). A grant request for an additional 11 counties in Northern Missouri was then made due to the devastation caused by the worst flooding in 60 years; also,

an additional grant request was sent to the USDOL to provide temporary labor and equipment needs.

Beyond funding and program specifics, the disaster response was about neighbor helping neighbor. The Joplin Career Center staff—many of whom lost their homes and loved ones in the tornado—pulled together to maintain center services, even working weekends and extended hours during the initial crisis. Throughout the affected communities, workforce system staffers informed the public about the DRJP as a valuable new resource, hosting Career Center open houses and local job fairs and reaching out over the radio, newspapers, and social media. National Guard and Reservists were and continue to be working shoulder-to-shoulder with all program partners.

As the program continues, the scope of accomplishment and need continues to be vast—currently there are **1,000 trained and employed DRJP workers** throughout the state, with 800 of these in debris removal and 200 in humanitarian positions. The temporary workers assist with additional disaster-related efforts, as workers assist families with basic needs, “operate” the rakes and shovels on the tedious job of debris clean-up, patch up playgrounds, fences and gates at state parks and restore hundreds of miles of damaged roads. The total costs of these unprecedented disasters are just being realized, but the Show-Me State is already demonstrating to the nation what its dedicated citizens and agencies will accomplish.



**HELP SOUTHERN MISSOURI REBUILD**

Contact the Cape Girardeau Career Center now to learn how you can help your community recover from this spring's devastating flooding. Rebuild, earn a paycheck, and move your community forward.

**Call toll free (855) 620-8825 for more information.**

Must be unemployed to qualify. Drug and physical screening required prior to employment.



*As did many throughout the state, DWD central office employees donated food, clothing and other needed supplies for disaster victims.*

# Next Generation Career Center Services **FLOURISH**

*In 2011 Missouri's workforce system saw dramatic results from its Next Generation Career Center model initiative, implemented in July 2010. The extensively planned and designed model breaks down siloed program barriers to provide a significantly higher volume of customers a much wider array of valuable skill development and training services.*

Through integrated, functional Welcome, Skills, and Jobs teams at each center—and an automatic, streamlined enrollment process—every customer has access to a robust “product box” of services that includes Specialized Workshops, Skills Assessments, National Career Readiness Certificate, Job Search Assistance, Resume Writing and Access to Training. With soaring outcomes (Missouri is now **second in the nation** in number of workforce customers served), the Show-Me State has redefined reemployment services.



## *Specifics: How we do it*

Under the Next Generation Career Center

(NGCC) paradigm, all Career Center customers are provided the opportunity to know their skills, improve their skills, and get the best job possible with their skills. Making this possible throughout the statewide career center system takes a series of new approaches:

- **Streamlined eligibility:** DWD designed an innovative streamlined, paperless eligibility process that removes unnecessary intake steps and reduces duplicative documentation and reporting. The method was approved by the USDOL as a pilot for a two-year time frame (July 1, 2010–June 30, 2012).
- **Improved policy and communication:** DWD rescinded over 125 outdated policies that inhibited integrated service delivery and introduced six



issuances that provided clarification on roles and minimum service expectations for the NGCC model.

- **Go with the flow:** In the new computer-based intake process, customers flow through “Membership” screens designed to respond to *their* employment needs, not program requirements.
- **Better ingredients, better services:** DWD invested in improved career assistance products to raise the bar on workforce service excellence. Every career center customer receives a





first-visit, standardized

initial skills assessment using the nationally-recognized WIN or Key Train products. Job seekers can improve their employment opportunities with credentialing products like ACT's National Career Readiness Certificate. DWD also procured cutting-edge online products like Optimal Resume and MissouriConnections for more advanced career exploration.

- **Team effort:** A cost-sharing method was established between the State and the LWIBs to fund the new model in a collaborative approach. This new joint funding system, coupled with the integration of staff into functional teams, has **saved approximately \$370,000** statewide in operating costs. Not only did the savings allow



Customer at St. Louis County-Deer Creek Career Center. Nashua Telegraph © 2011 (Mark Buckner/MCT)

for more resources to be applied toward customer services, they provided a way for Missouri to respond to an unexpected and significant reduction in federal workforce funds.

### *Next Steps in Next Generation Services*

As mentioned, Missouri's Career Centers are serving never-before-seen levels of customers—from July 9, 2010 through June 30, 2011, **more than 400,000 people** have accessed and used Missouri's expanded workforce products. And as economic factors continue to drive demand for workforce services, workforce system officials project this rate will continue.

To maintain this unprecedented pace, while also responding to changing

workforce needs, DWD and LWIBs are expanding the NGCC model over this next year. Business services will be integrated beyond listing jobs and making referrals, to better align with economic development priorities. Business Representatives coordinate with state and local economic development partners to ensure a system that will help Missouri businesses reach their full potential.

The workforce system will emphasize assisting existing Missouri businesses to access advanced workforce development and training services, such as on-the-job training, pre-employment, and apprenticeship programs. Also, a renewed emphasis will be to develop sector strategies that target high-growth industries including green industries, healthcare, life sciences, emerging technologies and advanced manufacturing.

# Technology and Social Media Boost **WORKFORCE OUTREACH**

Throughout 2011, Missouri's workforce system employed new technology to enrich customers' Next Generation Career Center experience. DWD purchased and installed Consumer Information Centers— computer-driven large screen TVs—in over thirty centers across the state.

The Consumer Information Centers (CICs) simultaneously display current local job openings, and region-specific and statewide workforce service information. DWD's media coordinator works with each center representative to manage the daily operation and updating of information being displayed for career center customers, shown here. These have unlimited potential for informing and assisting customers, and have already spawned innovative uses throughout the workforce system. Local 'aspiring directors' use their new digital video cameras to film customers describing inspiring career successes made possible by their career center services or showcase their remodeled center facilities in action. These videos are displayed for all on DWD's new YouTube channel, which currently houses 18 videos.

"With the new CICs, we are making a significant investment in fostering

improved communication with NGCC customers," said DWD Director Julie Gibson.

Continuing the creative use of contemporary resources, DWD launched an aggressive social media presence in 2011 to convey vital workforce information to internal and external customers. Missouri's Facebook and Twitter pages share customer success stories/testimonials, job fairs, career tips, and up-to-the-minute workforce news with anyone with internet access, while the hundreds of 'fans' and 'followers' can comment and provide feedback that creates an invaluable customer community. Local Career Centers have created their own Facebook pages to report local center

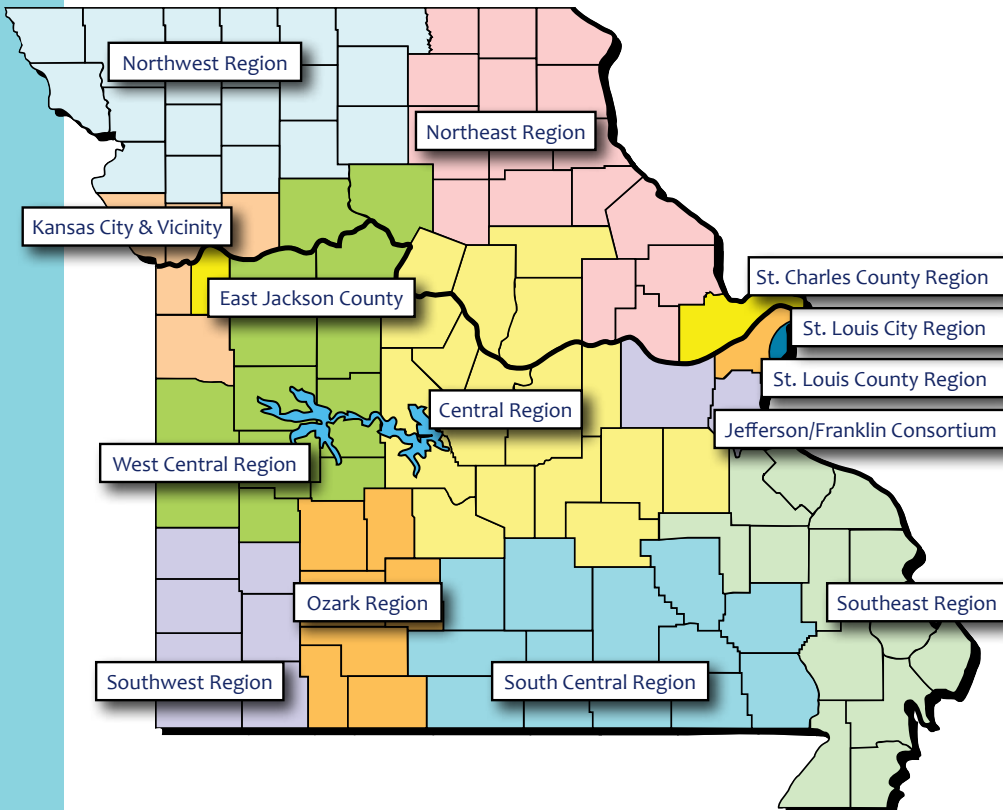
events and services, such as job search workshops. The integrated, strategic use of technology and modern media are enabling Missouri's workforce system to reach the public as never before.



The Missouri Workforce Investment Board (MoWIB) sets workforce policy for Missouri's local workforce areas and strengthens ties among state workforce, education and economic-development agencies. MoWIB advises Missouri's workforce partners in implementing innovative strategies to ensure a prepared workforce for the new economy. Formerly the Missouri Training and Employment Council, MoWIB is currently a 34-member board, a majority of which represents high-level management representatives from Missouri's most progressive and successful companies. The Board meets quarterly and engages the Directors and Commissioners of six state agencies to meet the objective of strengthening Missouri's workforce system.



MoWIB Executive Director Nia Ray



MoWIB provides updates from the workforce system's partner agencies in the 'MoWIB in the Know' newsletter, published each quarter.

Missouri is subdivided into 14 local workforce regions, each governed by a Local Workforce Investment Board. The LWIBs provide policy guidance and leadership to develop their regions' workforce programs. These services are funded primarily through two federal job training programs—the Workforce Investment Act (WIA) and Wagner-Peyser Act. In addition, industry training programs for businesses to train workers are funded through state general revenue dollars.

# Workforce Solutions Give Missouri **BUSINESS THE EDGE**

*Missouri's businesses are critical to the success of a long-term healthy economy and Missouri's workforce system assists them through various training programs, financial incentives, hiring assistance and other business services. These solutions are provided through a cohesive partnership within the workforce system that includes the DWD, Missouri Career Centers, the Workforce Investment Boards, the Missouri Community Colleges, and the Department of Economic Development.*

Missouri's Industry Training Programs offer flexible, responsive and customized training specifically tailored for a company's needs. In Missouri, industry training is comprised of the following three programs: the Missouri Customized Training Program, the Community College New Jobs Training Program and the Community College Job Retention Training Program. The three programs are all state-funded and designed to help eligible companies create or retain jobs in the state. They lower the cost of locating a new facility or maintaining a facility in Missouri by assisting with funding for training services. Training assistance is available for training new hires, preemployment training, incumbent worker training, technical skill training, and soft skills training. Participating businesses range

in size, depending on the program, and include various types of industries.

The Missouri Customized Training Program is operated by local educational agencies, and the Community College New Jobs Training and Job Retention Training Programs are operated exclusively by the community colleges. The community colleges are important partners and critical to the success of these programs. Missouri hosts a strong community college network that excels at merging economic development with workforce development.

The ***Work Opportunity Tax Credit Program (WOTC)*** unit received over 63,000 certification requests in Program Year 2010 (PY10). This is another record

number of requests received and is up five percent from PY09. The WOTC program can reduce a business' Federal tax liability through the hiring of applicants from 10 targeted groups facing barriers to employment. There is no limit on the number of qualifying new hires per business or total amount of tax credits distributed per year, making WOTC a very popular program.





### *Recruitment Assistance:*

Missouri Career Centers offer personalized recruitment assistance to help businesses meet their labor needs. A network of local Business Representatives are dedicated to help companies access assistance with recruiting, screening and hiring potential employees at no cost to the business. The Business Representatives provide one-on-one service to connect companies with Missouri Career Centers and their professional staff that assist with writing effective job listings, advertising the job opportunities on [missouricareersource.com](http://missouricareersource.com), accepting applications on the employers behalf, pre-screening of applicants based on specific hiring criteria, and assessing applicants on their skills and abilities with aptitude tests in several areas including math and reading. Business Representatives add the personal touch in customer service and

customize recruitment efforts specific to each company's needs.

*On-the-Job Training:* Missouri has begun the third year of aggressively emphasizing On-the-Job Training (OJT) as a tool to assist Next Generation Career Center members re-enter the workforce. This emphasis has earned the state national recognition as a leader in OJT programs by USDOL. The OJT program—offered through Missouri's workforce system—helps businesses save training costs while providing training to eligible new hires in vital jobs. The OJT program provides a cost savings to businesses by reimbursing 50 percent or more of the wages of workers hired through this program and provides

skilled labor to the businesses. More than 1,170 have participated in OJT since July 1, 2009.

*WorkReadyMissouri* is an innovative program aimed at providing short term, on-site occupational training to individuals receiving Unemployment Insurance (UI) benefits. This program provides a new way not only for the unemployed to gain new occupational skills and maintain a connection to the workforce; it is also an opportunity for businesses to train potential employees prior to hiring. PY10 was the first year for the *WorkReadyMissouri* program. A total of 353 job seekers were enrolled and received training, with 78 of those trainees being offered employment at their training work site.

# Programs for TARGETED POPULATIONS

*In an environment of limited resources this means that veterans will have first shot at services designed to improve their prospects for employment.*

**TAKE THE PLEDGE. HIRE A VET.**  
[showmeheroes.mo.gov](http://showmeheroes.mo.gov)



DWD continues to promote Governor Nixon's goal of enhancing employment opportunities for military veterans. The Show-Me Heroes initiative launched by the Governor in 2010 now has 1,413 Missouri businesses who have pledged to give consideration to veterans when hiring. Already, 275 veterans have been reported hired by Show-Me Heroes employers. In addition to the special certificate and window decal, Show-Me

Heroes employers will receive a "Flag of Freedom" plaque when they hire a veteran.

The Missouri workforce system provides "priority of service" to veterans. Veterans receive services before non-veterans. In an environment of limited resources this means that veterans will have first shot at services designed to improve their prospects for employment. Veterans can also receive the services of Disabled Veteran Outreach Program (DVOP) staff and Local Veteran Employment Representatives (LVER). DVOPs and LVERs provide intensive employment assistance to veterans and are located throughout the Missouri Career Center system. In addition, LVERs conduct outreach to businesses, veterans organizations and other service providers to create employment and training opportunities for veterans.



*Tom McLean, Local Veterans Representative presents Bob Pollard, veteran and City Administrator of Willow Springs with the Flag of Freedom Award.*



### *Jobs for Missouri Graduates*

**(JMG)** is Missouri’s award-winning drop-out prevention and workforce preparation program for at-risk youth, modeled after Jobs for America’s Graduates (JAG). Delivered in the classroom through the support of school and business partnerships, JMG teaches skills in 37 core competencies, preparing students for the workplace, the military or post-secondary education. During school year 2010–2011, the program served approximately 325 participants, including 191 high school seniors with a graduation rate of 88.48 percent, a deviation of 1.52 percent. The national standard is 90 percent. JMG has been awarded the highest Accreditation Status, and in 2011 received awards for “5 of 5” High Performance Club; “5 of 5” High Performance Regions; 2011 Outstanding

served more than 4,000 students since its inception in 2005 and is being offered at five schools during the 2011–2012 school year serving approximately 376 participants, including 191 graduates who will receive 12 months of follow-up service.

### *Missouri Employment and Training Program (METP)*

is made available through a contract between the Missouri Family Support Division (FSD) and DWD to provide workforce services to individuals receiving food stamp benefits through the Supplemental Nutrition Assistance Program. Food stamp recipients ages 16-60, who are determined by FSD to be in need of workforce services, register for work with DWD and participate in eight weeks of individual job search and/or job

Specialist Award; and JAG Performance Champion Award for serving at-risk youth at the JAG National Training Seminars in New Orleans, Louisiana. JMG has

readiness training activities. Staff provide METP services at all full service Missouri Career Centers. In PY10, 47,542 individuals were enrolled in METP, 34,252 participants were referred to a job and 7,308 entered employment.

### *Reemployment and Eligibility Assessments (REA)*

In September, 2010, the workforce system began the new REA interview process to connect unemployment insurance (UI) claimants to Missouri Career Centers for reemployment services and assess claimants’ eligibility for continued UI benefits. In this partnership, the Missouri Division of Employment Security (DES) selects and refers UI recipients to career centers, where staff assist with work-search plan development, referral to reemployment services, UI eligibility issue detection and other services that are designed to reduce UI duration and speed the process to new employment. During PY10 5,964 interviews were conducted, identifying 3,422 potential UI eligibility issues.

# Managing to Optimize Workforce SYSTEM PERFORMANCE

*Missouri's workforce leaders know that achieving excellent outcomes is of vital importance. DWD is required to report outcomes obtained by customers of its Workforce Investment Act and Wagner-Peyser Act programs (shown in the following tables). Effectively managing the workforce system's performance is made possible by several innovative products.*



The workforce system utilizes a decision support tool called **Missouri Performs (MoPerforms)**, designed specifically for Missouri. MoPerforms provides an extensive ability to view and analyze data by workforce program as well as state and local region. Other features allow further analysis and data verification/validation.

Over the past year, DWD has refined the process by which state and local JobStat performance representatives use MoPerforms to identify improvement opportunities and best practices.

Throughout PY10, DWD has been relying more on the data management system for the **Continuous Improvement Review (CIR)** program oversight process. Program monitors are able to glean much of the required information from the web-based data

management system as opposed to relying on a review of hard copy files.

The CIR team is now able to access the state Social Services, Employment Security and Department of Revenue databases in order to strengthen this ability to streamline validation of data. This has reduced the amount of time spent in the field and allowed the monitors to expand the scope of CIRs.

This new process allowed the State to receive an approval of a two-year pilot project—as part of the Next Generation Career Center initiative—to test the feasibility of a paperless streamlined eligibility documentation process. This integrated, holistic, review process will foster and support the NGCC skills-based service delivery.



The following narrative provides a response from the State of Missouri to requirements established by USDOL to provide an Annual Report on the activities funded and implemented by the Workforce Investment Act (WIA), Public Law 105-220. This section and subsequent performance reports were prepared by DWD's Performance and Research Unit.

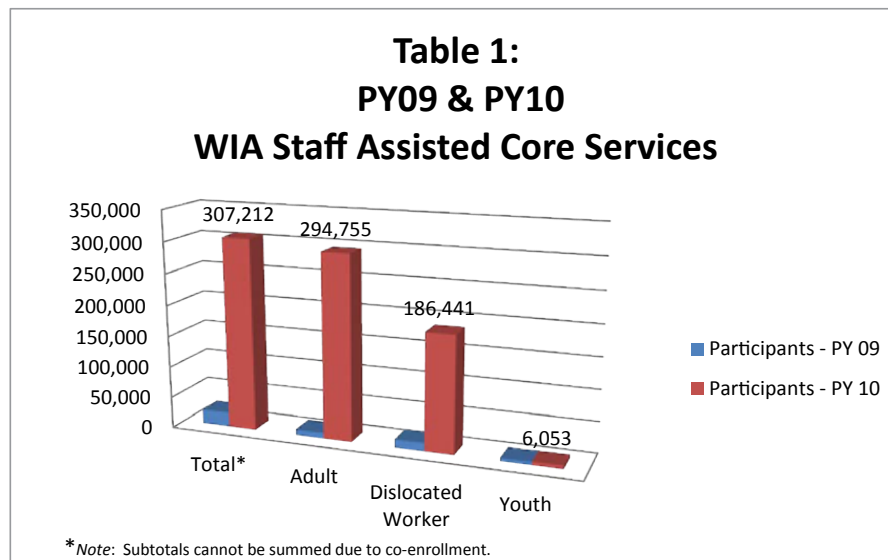
In Missouri, the enterprise computer software system that enables overall customer registration, tracking, case management and data base development is called Toolbox2.0. To provide all federal reports and a wide range of internal decision-based management reports, the state is associated with a contract vendor named FutureWork Systems, Inc. which, in turn, provides the MoPerforms decision support reporting software.

Missouri embarked upon one of its most significant program innovations during PY10 with implementation of the Next Generation Career Center service delivery model and the policy changes used to enhance this model. The Next Generation model serves to broaden the availability of core services, virtually to anyone willing to access them, and establishes a far more practical method of customer registration. With the implementation of Missouri Policy Issuance 29-2009, all Adult customers began to be automatically co-enrolled in WIA, whether eligible as a Dislocated Worker or for the Wagner-Peyser

program. This means all customer registrations, for the first time, are fully accounted for as having been provided a service. Instead of accounting for customers in each funded program, all begin as registrants for core services.

**Broadened Core Services:** The impact of the Next Generation model has been dramatic in a wide variety of areas but certainly unmistakably in the real number of customers who have been registered and served in a truly integrated system. Instead of customers separately accounted for in one WIA program, each customer is enrolled in every program for which they are eligible; Wagner-Peyser, WIA Adult, WIA Dislocated Worker, etc. The impact on recipients of staff-assisted core services is seen in Table 1. The total number of customers receiving staff-assisted services during PY10 was 307,212. This is more than 13 times the number served reported last year (PY09). Likewise, within this

total, the number of Adults increased over 30 times from 9,715 to 294,755. Dislocated Workers within this customer base increased from 13,990 last year to more than 13 times to 186,441. Missouri also benefitted by use of several Youth programs to the effect that this customer group also increased from 5,805 to 6,053.



	Total*	Adult	Dislocated Worker	Youth
Participants - PY 09	23,507	9,715	13,990	5,805
Participants - PY 10	307,212	294,755	186,441	6,053

### **Customer Satisfaction in Workforce**

**Programs:** Missouri is one of several states that is in compliance with USDOL policy in reporting the Common Measures. As such it does not report out an overall customer satisfaction process or measure. Many local workforce investment regional areas conduct customer satisfaction surveys but these are used for local management and planning.

The impact on the Next Generation Career Center model for services to customers, however, has been positive in their feedback.

### **The Costs of Workforce Investment Relative to the Performance of Participants:**

The impact seen in Missouri from expansion of the customer base shows a quantum level of improvement when viewed from the perspective of costs in workforce investment.

When the true customer base is used to calculate the investment per service and per client, all programs benefit as shown in Table 2.

Missouri has shown that with an accurate accounting of its customer base, the average cost per service in the Adult program decreased from \$555 last year to \$3. Cost or investment per client changed from \$2,260 to \$36. Similar

Sample feedback from a job seeker customer, an employer, program staff and our partner agency:

*"The workshops and services at the Career Center in Rolla helped me go from unemployed to a new career in four days. If it weren't for the staff, the programs and the opportunities you have here, I wouldn't be [at my new company]; I'd still be stomping the streets looking for a job. Thank you so very much." Jack Magnon (job seeker)*

*"I would absolutely recommend the Missouri Career Center. They have a lot of things to offer employers: they can be of great assistance pre-screening and searching for the right person for you, giving you a lot of viable options. And they have many, many programs that can assist you with writing your requirements, with interviewing, with so many aspects of the hiring process. Yes, I would definitely recommend them." Candy Curtis, WB Industries, O'Fallon, MO*

*"Although we received many favorable comments during our first week of NGCC implementation, along the lines of 'I never knew there was so much assistance available here for finding a new job' or 'everyone is so helpful' or 'the energy and enthusiasm are contagious,' my favorite was a tongue-in-cheek comment about 'this is certainly not your Dad's old unemployment office! I don't know what you have done, but keep doing it!' My kudos go to our deserving staff (new and seasoned) for what continues to be a great effort with great results for our customers." Suzanne Richards, Director of Field Services, West Central Workforce Development Board*

*"We know these services work—thousands have stopped filing for unemployment benefits because they found full-time work through the assistance of the career centers. We are encouraging everyone who is without work to take advantage of these valuable services, regardless of their benefit status." Larry Rebman, Missouri Department of Labor and Industrial Relations Director*

positive impacts were seen in the Dislocated Worker and Youth programs. Cost per service for Dislocated Workers fell from \$547 per service to \$5, and from \$1,945 per Dislocated Worker client to \$78. For the Youth program, cost per service fell from \$1,978 to \$518 and for cost per client from \$2,520 per each Youth to \$1,287.

These are dramatic impacts and more accurately depict the value of the system as a whole to Missourians and to the economy.

**Return on Investment:**

In calculating Missouri’s performance measures during PY10, DWD used the Internal Rate of Return (IRR) offered by USDOL as an optional measure in determining the efficiency of the state’s workforce system. Both USDOL and DWD have a long-term interest in improving program efficiency so that both taxpayers and customers can be better served. In this analysis DWD

discovered an increase in exiter earnings of 300 percent, compared to last year’s 55 percent, meaning that for every dollar invested, **a three dollar (\$3.00) gain was generated.** By using the IRR method for the return on investment, DWD could take into account the cost efficiency and benefits provided by the Next Generation Career Center initiative.

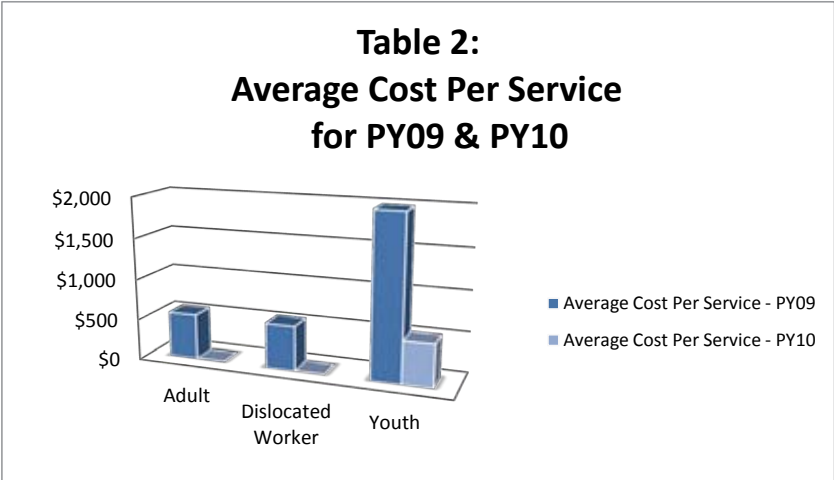
**Assurance of Uniform Reporting:**

Verification and validation of Missouri’s workforce program data consists of many steps in two major phases: 1) error detection and correction of selected characteristics of data files for

the monthly upload to MoPerforms, ETA quarterly and annual reporting, and ARRA-related reporting; and, 2) re-calculation of the performance measure rates and participant counts generated by federal reporting software and those displayed on MoPerforms after upload. Use of the

federal reporting software alone, the Data Reporting and Validation Software (DRVS), is a key factor assuring the USDOL of uniform reporting among and between Missouri and all other states.

Statistical management programs using software such as SAS® are also developed by staff and used to check for completeness of the data file and for a range of critical data errors (e.g., extraneous characters, out-of-range values, incorrect exit dates, errors preventing data readability, missing values, and anomalous frequency distributions). Building the data check



	Adult	Dislocated Worker	Youth
Average Cost Per Service - PY09	\$555	\$547	\$1,978
Average Cost Per Service - PY10	\$3	\$5	\$518

process has been an iterative process; checks are regularly added based on examinations of new data files or on newly discovered problems uncovered by staff and data users over time.

The verification of performance measure outcomes involves staff using different statistical and query software to calculate each of the WIA and Wagner-Peyser common performance measures, after which discrepancies are investigated and resolved. Accuracy of data on the monthly ARRA report is also verified by staff members using different programming to produce the report, and detecting and resolving the sources of discrepancies. DWD Information Technology staff produce corrections as necessary. DWD has also developed its own error-checking programs to identify necessary corrections and omissions in the data and, in cooperation with Information Technology staff, have monitored and corrected those data elements for successful and timely file submissions.

### **State Evaluation of Workforce Investment**

**Activities:** Over the last program year, Missouri began building the capacity to participate in the USDOL's formal study of the WIA Adult and Dislocated Worker programs called the Gold Standard Evaluation. This study provides the

workforce investment system an opportunity to document the importance of WIA-funded services to citizens. Specifically, the study will enable ETA to 1) gauge the effects of WIA intensive and training services on educational, employment, earnings and self-sufficiency outcomes; 2) assess whether those effects vary by population subgroup and type of service delivery model; and, 3) measure the cost/benefit relationship of WIA services. DWD has reviewed the study Data Use Agreement with legal counsel and concluded negotiations with the study's contractor (Mathematica Policy Research, Inc.). DWD is awaiting final execution of the Data Use Agreement by the study contractor. The study is expected to run for all program years from July 1, 2011 through June 30, 2014. During that time DWD will provide participant administrative data to the researchers according to the study time schedule specified in the Data Use Agreement. The evaluation contractors will produce a final report according to federal contracting guidelines.

In addition to ETA's quarterly WIA and Wagner-Peyser performance reporting through the Common Measures and DRVS, DWD takes an extra step of using the MoPerforms web-based reporting tool, and this effectively serves as on-

site monthly program evaluations on a small scale. To ensure that performance information received by ETA and available through MoPerforms is of optimal accuracy, DWD research staff continues to use a comprehensive and standardized procedure of reviewing and checking participant data and performance measure rates using MoPerforms preliminary results as well as the previously described evaluation tools.

### **Leadership in Performance Innovation:**

Missouri aggressively pursued and was awarded a Workforce Data Quality Initiative grant in this program year. The project officially began January 1, 2011. The permanent system changes as a result of this grant will further enhance the ability to evaluate workforce factors such as service mix, demographic make-up, employment trends, educational inputs and overall output/outcome data. This will lead to a significant in-depth evaluation of the entire workforce system in Missouri. The creation of a Statewide Longitudinal Data System entails linking workforce participant data with wage and education data from a number of state agencies and long-term cooperation and partnership among those agencies. Currently, these include the Departments of Labor and Industrial Relations, Elementary and Secondary

Education, and Higher Education, and the Divisions of Workforce Development, Employment Security, and Family Support. Currently, the milestones attained from this grant include the formation of four implementation work groups composed of interagency staff for data governance, legal issues, privacy and data security, Information Technology design and a fifth work group supporting an interagency Data Sharing Memorandum of Understanding. The Data Sharing MOU has been submitted to all agency Cabinet-level Directors at the writing of this report.

As stated earlier, Missouri implemented the Next Generation Career Center model. The model generated consideration of a new performance and incentives policy. The local Workforce Investment Areas have been challenged to show that they have embraced the Next Generation model by the consistent (and incremental increase in) use of all products, use of Welcome/Registration screens, fully functioning teams in all service locations, and staff involvement in Next Generation training

sessions. The use of Toolbox 2.0 and the MoPerforms decision support tool have been significant evaluation functions that enabled DWD to determine where corrective actions are needed, established baselines, and documented goals within program areas and created a wide array of management reporting elements that supplement and help define performance questions that go beyond the Common Measures.

**The Impact of Program Waivers:** The Secretary of Labor has the authority to grant states limited statutory and regulatory waivers of WIA and the Wagner-Peyser Act, providing additional flexibility when needed for operating programs. Missouri had six waivers approved by the USDOL for PY10, and they were: 1) Common Measures; 2) On-the-Job Training; 3) Individual Training Accounts for Youth; 4) Transfer between Adult and Dislocated Worker, and two summer youth waivers: 1) Waiver of performance measures for youth participants in summer youth employment activities while co-enrolled in TANF or WIA programs, and 2) Waiver of certain provisions under WIA section

129 and 20 CFR 664 to provide program design flexibility in serving the above co-enrolled youth. However, during PY10, only two waivers were utilized: 1) the Common Measures waiver, which continues to be fully implemented statewide each program year in Missouri; and 2) the On-the-Job Training (OJT) Reimbursement waiver, which helps businesses increase their workforce by providing assistance with training costs when hiring new WIA participants.

Regions reported 64 businesses utilized the higher reimbursement rate for the OJT training agreements while serving 102 participants. The higher reimbursement rate did, in some occurrences, favorably impact the smaller companies for the extraordinary costs of training new employees and the corresponding decreased production of training staff. However, in broad spectrum, using the waiver did not produce a greater program success rate in comparison to the standard flat rate of 50 percent. The state will continue to request waivers from the USDOL that are seen as potentially needed in supporting the workforce system.

# Workforce System PERFORMANCE DATA

Performance measurement as a tool of public management has a long history. Its primary goal has always been accountability—to legislative bodies, taxpayers, and program stakeholders. Missouri has chosen to be a leader in its workforce system early on with the adoption of a performance measures strategy known as Common Measures. The Common Measures include metric areas surrounding basic service categories for Adults, Dislocated Workers and Youth customers. For each group there are placement, retention and earnings measures, resulting in the nine Common Measures.

Missouri has met its statewide planned achievement goals because it met or exceeded each projected measure by at least 80 percent of goal or better. The workforce investment regions, geographic components of Missouri’s whole, did experience some decline in achieving their planned performance measures in PY10. The detailed outcomes and percentages are displayed in the accompanying tables.

Generally, not serving enough participants is the most significant and common reason for failing to meet any of these measures. System practices and policies over time to manage the outcomes are often barriers to the gain that could be achieved by serving simply a larger pool of customers. Above all philosophical solutions, the Next Generation Career Center model directly addresses this matter by vastly increasing the number of individuals being served and conceivably drawing a larger pool of participants for all measures. Next, populations exhibiting disproportionately higher groups of low income, limited English proficiency, minorities, and low literacy functioning individuals have

difficulty meeting perceived measurement goals. This is borne out across the entire country, and metropolitan areas in Missouri are no exception.

As in all previous years, in the case of any missed measure, DWD continues to deploy teams of resource experts to determine the underlying causes of regional performance decline and providing appropriate technical assistance to bring about corrective actions.

State of Missouri

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	54.47%	65.00%	83.8%	17,636	32,375
WIA Dislocated	66.50%	65.00%	102.3%	11,388	17,126
Wagner Peyser	58.54%	65.00%	90.1%	143,447	245,032
Trade Act	72.34%	73.00%	99.1%	1,747	2,415
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	82.21%	83.00%	99.0%	1,941	2,361
WIA Dislocated	84.39%	89.00%	94.8%	2,173	2,575
Wagner Peyser	79.60%	81.00%	98.3%	141,952	178,328
Trade Act	77.65%	91.00%	85.3%	1,143	1,472
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$11,568	\$11,000	106.1%	21,247,107	1,821
WIA Dislocated	\$15,732	\$12,000	131.1%	32,392,051	2,059
Wagner Peyser	\$12,013	\$10,143	118.4%	1,704,902,392	141,919
Trade Act	\$19,584	\$14,050	140.1%	21,809,333	1,108
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	70.44%	62.00%	113.6%	1,108	1,573
Attainment of Degree or Certificate	66.03%	43.00%	153.6%	861	1,304
Literacy and Numeracy Gains	47.94%	35.00%	137.0%	303	632

Central Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	57.61%	65.00%	88.6%	1,299	2,255
WIA Dislocated	70.16%	62.00%	113.2%	1,110	1,582
Wagner Peyser	62.02%	66.00%	94.0%	30,268	48,800
Trade Act	78.87%	73.00%	108.0%	362	459
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	87.22%	81.00%	107.7%	157	180
WIA Dislocated	92.91%	90.00%	103.2%	275	296
Wagner Peyser	81.32%	80.00%	101.6%	32,570	40,054
Trade Act	75.43%	91.00%	82.9%	218	289
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$11,493	\$11,321	101.5%	1,746,969	152
WIA Dislocated	\$12,140	\$10,039	120.9%	3,132,237	258
Wagner Peyser	\$12,893	\$9,291	138.8%	419,762,812	32,558
Trade Act	\$16,218	\$14,050	115.4%	3,373,260	208
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	82.47%	62.00%	133.0%	127	154
Attainment of Degree or Certificate	76.33%	43.00%	177.5%	129	169
Literacy and Numeracy Gains	0.00%	35.00%	0.0%	0	15

East Jackson County

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	67.62%	65.00%	104.0%	497	735
WIA Dislocated	77.29%	65.00%	118.9%	262	339
Wagner Peyser	55.95%	60.00%	93.2%	1,896	3,389
Trade Act	100.00%	73.00%	137.0%	2	2
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	92.31%	81.00%	114.0%	60	65
WIA Dislocated	90.91%	83.00%	109.5%	60	66
Wagner Peyser	76.76%	78.00%	98.4%	1,998	2,603
Trade Act	100.00%	91.00%	109.9%	2	2
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$14,829	\$10,960	135.3%	711,815	48
WIA Dislocated	\$16,777	\$12,984	129.2%	855,634	51
Wagner Peyser	\$11,075	\$11,250	98.4%	22,128,421	1,998
Trade Act	\$26,741	\$14,050	190.3%	0	0
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	65.22%	62.00%	105.2%	30	46
Attainment of Degree or Certificate	79.31%	43.00%	184.4%	23	29
Literacy and Numeracy Gains	50.00%	35.00%	142.9%	4	8

Jefferson/Franklin Consortium

Entered Employment	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	65.78%	65.00%	101.2%	↑	667	1,014
WIA Dislocated	76.93%	65.00%	118.4%	↑	537	698
Wagner Peyser	59.58%	67.00%	88.9%	↓	2,606	4,374
Trade Act	74.24%	73.00%	101.7%	↑	219	295
Employment Retention	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	85.30%	85.00%	101.5%	↑	63	73
WIA Dislocated	87.67%	88.00%	99.6%	↓	64	73
Wagner Peyser	78.13%	84.00%	93.0%	↓	2,659	3,416
Trade Act	82.05%	91.00%	90.2%	↓	96	117
Average Earnings	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	\$13,054	\$12,875	101.4%	↑	770,178	59
WIA Dislocated	\$15,795	\$12,552	125.8%	↑	947,706	60
Wagner Peyser	\$11,418	\$11,494	99.3%	↓	30,475,070	2,669
Trade Act	\$24,952	\$14,050	177.6%	↑	2,370,399	95
WIA Youth	Outcome	LWIA Plan	% Achieved		num	den
Placement in Employment or Ed	83.33%	62.00%	134.4%	↑	45	54
Attainment of Degree or Certificate	79.07%	43.00%	183.9%	↑	68	86
Literacy and Numeracy Gains	88.89%	35.00%	254.0%	↑	8	9

Kansas City and Vicinity

Entered Employment	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	52.07%	63.00%	82.6%	↓	1,537	2,952
WIA Dislocated	69.12%	65.00%	106.3%	↑	761	1,101
Wagner Peyser	52.06%	55.00%	94.7%	↓	7,365	14,147
Trade Act	60.00%	73.00%	82.2%	↓	6	10
Employment Retention	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	80.58%	79.00%	102.0%	↑	469	582
WIA Dislocated	87.32%	81.00%	107.8%	↑	358	410
Wagner Peyser	75.23%	75.00%	100.3%	↑	6,980	9,278
Trade Act	77.78%	91.00%	85.5%	↓	7	9
Average Earnings	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	\$12,382	\$11,574	107.0%	↑	5,039,391	407
WIA Dislocated	\$16,135	\$11,859	136.1%	↑	5,179,250	321
Wagner Peyser	\$10,858	\$10,390	104.5%	↑	75,787,461	6,980
Trade Act	\$22,017	\$14,050	156.7%	↑	154,119	7
WIA Youth	Outcome	LWIA Plan	% Achieved		num	den
Placement in Employment or Ed	69.76%	62.00%	112.5%	↑	173	248
Attainment of Degree or Certificate	60.12%	43.00%	139.8%	↑	98	163
Literacy and Numeracy Gains	40.38%	35.00%	115.4%	↑	21	52



## Northeast Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	58.31%	65.00%	89.7%	688	1,180
WIA Dislocated	66.55%	65.00%	102.4%	561	843
Wagner Peyser	58.83%	67.00%	87.8%	3,517	5,978
Trade Act	74.58%	73.00%	102.2%	179	240
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	84.52%	86.00%	98.3%	71	84
WIA Dislocated	93.55%	87.00%	107.5%	145	155
Wagner Peyser	79.92%	79.00%	101.2%	4,429	5,542
Trade Act	90.68%	91.00%	99.6%	107	118
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$11,284	\$11,645	96.9%	801,147	71
WIA Dislocated	\$12,171	\$10,642	114.4%	1,764,777	145
Wagner Peyser	\$10,562	\$8,785	120.2%	46,778,373	4,429
Trade Act	\$12,322	\$14,050	87.7%	1,318,499	107
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	70.93%	62.00%	114.4%	61	86
Attainment of Degree or Certificate	77.17%	43.00%	179.5%	71	92
Literacy and Numeracy Gains	38.71%	35.00%	110.6%	12	31

## Northwest Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	57.82%	61.00%	94.8%	1,139	1,970
WIA Dislocated	63.70%	64.00%	99.5%	702	1,102
Wagner Peyser	60.51%	66.00%	91.7%	4,364	7,212
Trade Act	69.57%	73.00%	95.3%	16	23
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	82.69%	82.00%	100.8%	43	52
WIA Dislocated	84.69%	90.00%	94.1%	83	98
Wagner Peyser	77.16%	80.00%	96.4%	4,689	6,077
Trade Act	81.25%	91.00%	89.3%	13	16
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$12,184	\$11,356	107.3%	499,554	41
WIA Dislocated	\$15,118	\$10,951	138.0%	1,209,404	80
Wagner Peyser	\$11,066	\$9,437	117.3%	51,878,104	4,688
Trade Act	\$13,830	\$14,050	98.4%	179,789	13
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	66.67%	62.00%	107.5%	40	60
Attainment of Degree or Certificate	58.11%	43.00%	135.1%	43	74
Literacy and Numeracy Gains	7.69%	35.00%	22.0%	1	13

Ozark Region

Entered Employment	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	55.99%	65.00%	86.1%	👉	1,537	2,745
WIA Dislocated	65.17%	65.00%	100.3%	👈	872	1,338
Wagner Peyser	58.33%	69.00%	84.5%	👉	7,321	12,551
Trade Act	81.25%	73.00%	111.3%	👈	39	48
Employment Retention	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	85.33%	85.00%	101.6%	👈	120	139
WIA Dislocated	93.75%	90.00%	104.2%	👈	120	128
Wagner Peyser	78.02%	80.00%	97.5%	👉	7,665	9,824
Trade Act	94.12%	91.00%	103.4%	👈	32	34
Average Earnings	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	\$12,801	\$10,915	117.3%	👈	1,536,124	120
WIA Dislocated	\$12,944	\$10,117	127.9%	👈	1,553,232	120
Wagner Peyser	\$10,390	\$9,500	109.4%	👈	79,642,147	7,665
Trade Act	\$11,362	\$14,050	80.9%	👉	363,579	32
WIA Youth	Outcome	LWIA Plan	% Achieved		num	den
Placement in Employment or Ed	67.95%	62.00%	109.6%	👈	53	78
Attainment of Degree or Certificate	61.25%	43.00%	142.4%	👈	49	80
Literacy and Numeracy Gains	13.79%	35.00%	39.4%	👇	8	58

South Central Region

Entered Employment	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	57.03%	65.00%	87.7%	👉	990	1,736
WIA Dislocated	62.60%	67.00%	93.4%	👉	492	786
Wagner Peyser	57.43%	63.00%	91.2%	👉	3,698	6,439
Trade Act	68.00%	73.00%	93.2%	👉	85	125
Employment Retention	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	79.20%	77.00%	102.9%	👈	99	125
WIA Dislocated	85.72%	84.00%	103.2%	👈	111	128
Wagner Peyser	75.80%	77.00%	99.7%	👉	3,929	5,116
Trade Act	91.36%	91.00%	100.4%	👈	74	81
Average Earnings	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	\$11,534	\$9,345	123.4%	👈	1,061,113	92
WIA Dislocated	\$10,926	\$8,532	128.1%	👈	1,169,118	107
Wagner Peyser	\$10,093	\$8,500	118.7%	👈	39,645,244	3,928
Trade Act	\$9,797	\$14,050	69.7%	👇	695,585	71
WIA Youth	Outcome	LWIA Plan	% Achieved		num	den
Placement in Employment or Ed	54.95%	62.00%	88.6%	👉	61	111
Attainment of Degree or Certificate	60.32%	43.00%	140.3%	👈	38	63
Literacy and Numeracy Gains	26.32%	35.00%	75.2%	👇	15	57

## Southeast Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
<b>WIA Adult</b>	56.85%	59.00%	96.4%	1,987	3,495
<b>WIA Dislocated</b>	66.18%	63.00%	105.0%	1,311	1,981
<b>Wagner Peyser</b>	58.31%	61.00%	95.6%	7,225	12,391
<b>Trade Act</b>	77.04%	73.00%	105.5%	198	257
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
<b>WIA Adult</b>	84.47%	79.00%	106.9%	136	161
<b>WIA Dislocated</b>	93.53%	89.00%	105.1%	217	232
<b>Wagner Peyser</b>	78.85%	77.00%	102.4%	8,139	10,322
<b>Trade Act</b>	93.05%	91.00%	102.3%	174	187
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
<b>WIA Adult</b>	\$11,039	\$10,385	106.3%	1,302,557	118
<b>WIA Dislocated</b>	\$12,918	\$9,838	131.3%	2,570,672	199
<b>Wagner Peyser</b>	\$10,384	\$8,740	118.8%	84,484,439	8,136
<b>Trade Act</b>	\$13,064	\$14,050	93.0%	2,233,891	171
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
<b>Placement in Employment or Ed</b>	80.51%	62.00%	129.9%	95	118
<b>Attainment of Degree or Certificate</b>	77.88%	43.00%	181.1%	81	104
<b>Literacy and Numeracy Gains</b>	69.29%	35.00%	198.0%	88	127

## Southwest Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
<b>WIA Adult</b>	55.05%	63.00%	87.4%	1,563	2,839
<b>WIA Dislocated</b>	60.71%	64.00%	94.9%	757	1,247
<b>Wagner Peyser</b>	55.29%	63.00%	87.8%	2,752	4,977
<b>Trade Act</b>	73.97%	73.00%	101.3%	54	73
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
<b>WIA Adult</b>	81.58%	76.00%	107.3%	31	38
<b>WIA Dislocated</b>	88.57%	80.00%	110.7%	62	70
<b>Wagner Peyser</b>	76.14%	77.00%	98.9%	2,684	3,525
<b>Trade Act</b>	96.23%	91.00%	105.7%	51	53
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
<b>WIA Adult</b>	\$10,254	\$9,849	104.1%	307,617	30
<b>WIA Dislocated</b>	\$12,977	\$9,939	130.6%	700,769	54
<b>Wagner Peyser</b>	\$10,115	\$9,149	110.6%	27,147,942	2,684
<b>Trade Act</b>	\$12,028	\$14,050	85.6%	553,297	46
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
<b>Placement in Employment or Ed</b>	75.68%	62.00%	122.1%	56	74
<b>Attainment of Degree or Certificate</b>	91.25%	43.00%	212.2%	73	80
<b>Literacy and Numeracy Gains</b>	33.33%	35.00%	95.2%	1	3

St. Charles County

Entered Employment	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	61.63%	55.00%	112.1%	↑	551	894
WIA Dislocated	71.06%	65.00%	109.3%	↑	501	705
Wagner Peyser	60.62%	71.00%	85.4%	↓	2,591	4,274
Trade Act	62.50%	73.00%	85.6%	↓	65	104
Employment Retention	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	100.00%	81.00%	123.5%	↑	19	19
WIA Dislocated	90.29%	92.00%	98.1%	↓	93	103
Wagner Peyser	81.59%	87.00%	93.8%	↓	2,707	3,318
Trade Act	100.00%	91.00%	109.9%	↑	31	31
Average Earnings	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	\$9,812	\$14,545	67.5%	↓	176,622	18
WIA Dislocated	\$17,630	\$15,768	111.8%	↑	1,639,605	93
Wagner Peyser	\$12,102	\$13,480	89.8%	↓	32,747,851	2,706
Trade Act	\$24,562	\$14,050	174.8%	↑	761,412	31
WIA Youth	Outcome	LWIA Plan	% Achieved		num	den
Placement in Employment or Ed	44.44%	62.00%	71.7%	↓	4	9
Attainment of Degree or Certificate	44.44%	43.00%	103.4%	↑	4	9
Literacy and Numeracy Gains	80.00%	35.00%	228.6%	↑	4	5

St. Louis City

Entered Employment	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	45.34%	65.00%	69.7%	↓	2,299	5,071
WIA Dislocated	60.38%	65.00%	92.9%	↓	1,123	1,860
Wagner Peyser	52.15%	58.00%	89.9%	↓	7,536	14,451
Trade Act	54.76%	73.00%	75.0%	↓	23	42
Employment Retention	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	80.61%	82.00%	98.3%	↓	345	428
WIA Dislocated	90.28%	86.00%	105.0%	↑	65	72
Wagner Peyser	77.10%	78.00%	98.8%	↓	6,952	9,017
Trade Act	79.17%	91.00%	87.0%	↓	19	24
Average Earnings	Outcome	LWIA Plan	% Achieved		num	den
WIA Adult	\$12,712	\$10,298	123.4%	↑	4,284,035	337
WIA Dislocated	\$20,445	\$11,646	175.6%	↑	1,328,911	65
Wagner Peyser	\$9,731	\$8,850	110.0%	↑	67,604,306	6,947
Trade Act	\$20,855	\$14,050	148.4%	↑	396,253	19
WIA Youth	Outcome	LWIA Plan	% Achieved		num	den
Placement in Employment or Ed	83.74%	62.00%	135.1%	↑	206	246
Attainment of Degree or Certificate	75.32%	43.00%	175.2%	↑	119	158
Literacy and Numeracy Gains	78.81%	35.00%	225.2%	↑	93	118

St. Louis County

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	51.38%	61.00%	84.2%	1,475	2,871
WIA Dislocated	70.79%	65.00%	108.9%	1,670	2,359
Wagner Peyser	57.65%	66.00%	87.3%	9,438	16,372
Trade Act	60.64%	73.00%	83.1%	151	249
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	78.65%	82.00%	95.9%	291	370
WIA Dislocated	68.39%	89.00%	76.8%	476	695
Wagner Peyser	79.39%	83.00%	95.7%	9,412	11,855
Trade Act	87.96%	91.00%	96.7%	95	108
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$8,968	\$10,547	85.0%	2,609,801	291
WIA Dislocated	\$21,129	\$14,059	150.3%	9,761,466	462
Wagner Peyser	\$11,958	\$12,000	99.7%	112,526,771	9,410
Trade Act	\$22,836	\$14,050	162.5%	2,100,940	92
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	64.49%	62.00%	104.0%	89	138
Attainment of Degree or Certificate	47.25%	43.00%	109.9%	43	91
Literacy and Numeracy Gains	39.17%	35.00%	111.9%	47	120

West Central Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	53.74%	66.00%	81.4%	1,407	2,618
WIA Dislocated	61.52%	66.00%	93.2%	729	1,185
Wagner Peyser	57.65%	65.00%	88.7%	4,782	8,295
Trade Act	55.56%	73.00%	76.1%	25	45
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	82.22%	84.00%	97.9%	37	45
WIA Dislocated	91.67%	93.00%	98.6%	44	48
Wagner Peyser	79.43%	78.00%	101.8%	5,411	6,812
Trade Act	76.47%	91.00%	84.0%	26	34
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$10,816	\$11,425	94.7%	400,184	37
WIA Dislocated	\$13,165	\$9,939	132.5%	579,271	44
Wagner Peyser	\$10,659	\$9,614	110.9%	57,653,748	5,409
Trade Act	\$10,077	\$14,050	71.7%	262,009	26
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	45.03%	62.00%	72.6%	68	151
Attainment of Degree or Certificate	20.75%	43.00%	48.3%	22	106
Literacy and Numeracy Gains	6.25%	35.00%	17.9%	1	16



Missouri Division of Workforce Development  
Department of Economic Development

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Equal Opportunity Employer Program  
Auxiliary aids and services are available on request to individuals with disabilities.