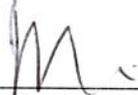


**Annual Performance Report
Program Year 2013**

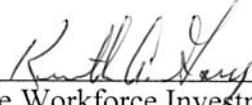
The State of Missouri Workforce Agency Administrator and the Workforce Investment Board Chair have reviewed and approved the *Economic and Workforce Information Performance Report for Program Year 2013* as required by the Training and Employment Guidance Letter 23-13 for Workforce Information Grants to States Application Instructions.



State Workforce Agency
Administrator

9-3-14

Date



State Workforce Investment Board
Chair

9/3/14

Date



Economic and Workforce Information Performance Report Program Year 2013

Purpose

The purpose of this report is to describe the core workforce information products and services that were provided to our customers in support of the State of Missouri's overall economic and workforce development plans in Program Year (PY) 2013.

Plan Period

July 1, 2013 through June 30, 2014

Plan Narrative

- SECTION I: Performance Highlights
- SECTION II: Review of Deliverables
- SECTION III: Customer Feedback
- SECTION IV: Product Links

SECTION I

Performance Highlights

The Missouri Economic Research and Information Center (MERIC) delivered a variety of targeted products and services to stakeholders in PY 2013. These outputs addressed a range of economic and workforce issues identified in the DOL-ETA Workforce Information Grant (WIG) Core Products and Services Plan. In that plan, MERIC completed 27 deliverables across 5 core product groups. Some highlights include:

Employment Projections

[Industry](#) and [Occupational](#) projections for states and WIA regions are critical information tools to assist in career planning and training development. Short-term (2013-2015) and long-term (2012-2022) projections provide a comprehensive look at current and future workforce needs.

Economic Indicator/LMI E-Learning Webinars

[Economic Indicator/ LMI training webinar modules and exercises](#) were extensively reviewed and updated this year. The four modules include eight webinars on LMI fundamentals, skill assessment and career planning, using data in economic and workforce strategies, and assisting businesses with LMI data. Webinars are self-paced and include study guides and quizzes so users can test their knowledge.

Labor Supply and Demand Reports

A [Labor Supply and Demand Analysis](#) of Missouri's workforce regions explored the mismatch between the jobs people are seeking (supply) and the jobs employers are hiring for (demand). The analysis identified gaps, particularly in STEM, Healthcare, and Business occupations, where high demand was met by few job seekers looking for those opportunities. The follow-up [Closing the Gap](#) report highlighted the top in-demand regional jobs where gaps were the largest. Jobs were broken out by short-, moderate-, and long-term skilled positions to assist with career planning.

2014 Missouri Economic Report

The [Missouri Economic Report](#) reviews the economic trends over the past year to include broad indicators such as GDP, unemployment, employment, and income as well as top job postings. Regional analysis of unemployment rates, wage and employment growth, and new business formations provided further details on economic vitality.

Wage Explorer Web Tool

The award-winning [Wage Explorer](#) displays the entry-level wages, industries, and work regions of recent Missouri graduates by programs of study. This leveraged product lets students, job-seekers, educators, and policy-makers explore the connections between training choices and work outcomes in a dynamic web format with information that can be viewed and downloaded.

SECTION II

Review of Deliverables

Core Product 1 - Workforce Information Database

1.1 Description

Populate, update, and maintain a database to include important workforce-related data elements such as employment projections, wages, educational programs, employers, and occupational licenses. The Workforce Information Database (WID) is used by the state to provide regional economic and workforce information and to feed data to ETA's national career information website.

1.2 Principal Customers

The WID database provides data to job seekers, workforce professionals, employers, economic developers, education and training professionals, the media, and researchers.

1.3 Support of State Economic and Workforce Development Plans

The Workforce Information Database will be the main data source for populating MERIC's web services. WID improves economic and workforce information delivery by allowing access by a wide array of customers. The Workforce Information Database supports a demand-driven information system by allowing customized data queries based on user needs.

1.4 Deliverables

1.4.1 Maintain and update WID to most current version

- COMPLETED Version 2.5

1.4.2 Maintain and update WID version license files

- COMPLETED License files updated minimum of every two years

1.4.2 Update lookup and crosswalk tables

- COMPLETED NAICS, SOC, CIP crosswalks
- COMPLETED O*NET

1.4.3 Populate employment projections

- COMPLETED 2013-2015 Short-term Projections
- COMPLETED 2012-2022 Long-term Projections

1.4.4 Populate core and non-core tables

- COMPLETED As information becomes available

1.4.5 Populate Bureau of Labor Statistics data

- COMPLETED Current Employment Statistics (CES)
- COMPLETED Local Area Unemployment Statistics (LAUS)

- COMPLETED Quarterly Census of Employment and Wages (QCEW)
- COMPLETED Occupational Employment Statistics (OES)

1.4.6 Deliverables Support Activities

- COMPLETED Server-side database maintenance and management
- COMPLETED Recovery and back-up maintenance
- COMPLETED Establish and manage production database

1.4.7 Provide ad hoc WID database technical and policy support to main customer groups

- COMPLETED Provide as needed. Additional tables added:
 - Demographics: ACS 1, 3, 5-year population estimates by U.S. Census Bureau
 - Taxable Sales: Missouri Taxable sales by County (MO Dept of Revenue)
 - STEM Occupations
 - NCRC Ratings and Workkeys skills and attributes table
 - Now, Next, and Later Occupations
 - Quarterly Workforce Indicators
 - Median Household Income

Core Product 2 - Employment Projections

2.1 Description

Produce employment projections, which include industry and occupational datasets, as this information is highly valued for career guidance, employment, education and training, economic development programs, and other uses. Projections must follow methodology, software, and guidelines specified by the Projections Managing Partnership.

2.2 Principal Customers

Employment projections are useful to job seekers, workforce developers, workforce investment boards, education and training providers, and economic developers. Customers use this data to make informed career choices and to direct policies towards specific occupations and industries.

2.3 Support of State Economic and Workforce Development Plans

This product group supports improved economic and workforce information products by providing the foundation for a whole series of forward-looking career and industry analyses. Projections data supports identifying targeted occupations and industries.

2.4 Deliverables

2.4.1 Produce industry and occupation employment projections

- COMPLETED Long-term 2012-2022 Industry Projections (Statewide and Sub-state Regions)
- COMPLETED Long-term 2012-2022 Occup. Projections (Statewide and Sub-state Regions)
- COMPLETED Short-term 2013-2015 Industry Projections (Statewide and 2 Sub-state Regions)
- COMPLETED Short-term 2013-2015 Occup. Projections (Statewide and 2 Sub-state Regions)

2.4.2 Provide ad hoc technical and policy support to main customer groups
COMPLETED Provide as needed

Core Product 3 -Economic Analysis and Special Studies

3.1 Description

Develop accurate and actionable economic and labor market research that enables customers to make informed decisions about services, training, and career paths and supports the development of data-driven strategies by policy makers.

3.2 Principal Customers

Principal customers targeted for this core product group include the governor's office, workforce investment boards, workforce and economic developers, regional planning organizations, current and prospective businesses, educational and training providers, and other state-level policy makers.

3.3 Support of State Economic and Workforce Development Plans

This product supports improved economic and workforce information delivery by coupling value-added, responsive research with customer-focused presentation. Research is leveraged when possible to meet the goals of various stakeholders.

3.4 Deliverable Examples Include:

3.4.1 Produce Annual Economic Analysis Report

- COMPLETED Develop and post an economic report that includes the analysis of Gross Domestic Product, employment, unemployment, occupations, critical industries, and skills needs of employers.

3.4.2 Produce and Disseminate Economic Indicators

- COMPLETED Release monthly, quarterly, and yearly economic indicators on population, cost of living, PMI, inflation, incomes, etc. that assist customers in a better understanding of current trends.

3.4.3 Produce Employment Projections Products

- COMPLETED Short-Term Education and Training Outlook 2012-2014 - updated to 2012-2022
- COMPLETED Short-Term Top Growing/Most Openings Career Briefs 2012-2014 - updated to 2013-2015

3.4.4 Update Job Seeker and Workforce Developer Regional Summary Pages

- COMPLETED Update summary pages targeting regional career center staff and job seekers with new projections data, relevant information links, average wage, and top employer information.

3.4.5 Produce Target Industry Briefs

- COMPLETED Develop industry briefs that show the employment numbers, location quotient analysis, and top occupations for target industries. The briefs assist developers

with a better understanding of the largest employers and concentrations in Missouri as well as the top occupations those industries need.

3.4.6 Produce Rapid Response Labor Availability Briefs

- **COMPLETED** Provide as requested for business expansion or prospect needs to highlight available workers in a customized area. Briefs include occupational employment statistics on number employed and wages, active job seekers looking for work in selected occupations, and number of students graduating from area colleges in selected programs of study.

3.4.7 Produce Rapid Response Labor Layoff Analysis Briefs

- **COMPLETED** Provide as requested for larger layoffs to summarize impacted worker locations and demographics. Brief also designed to give workforce professionals a simple document to highlight available job seekers to existing businesses by highlighting willingness to commute, job titles, etc. Briefs based off DWD common-worker surveys.

3.4.8 Leveraged Product Releases

- **COMPLETED** **Real-Time Labor Market Summaries developed for State and WIA regions** using the Burning Glass Labor/Insight tool, leveraged to provide job seekers, Career Center workforce staff, training providers, and planners with real-time, local labor demand information.
- **COMPLETED** **Real-Time Target Industry Labor Analysis** briefs show the top in-demand occupations and employers for selected targeted industries. Top ten occupations broken out by typical education/experience requirements. Also shows top basic and specialized skills needed and certificates demanded.
- **COMPLETED** **Healthcare Occupation Career Pathway Summaries** produced quarterly at state and WIA regions to highlight demand for selected jobs, top employers, and wages using Real-Time Labor Analysis and OES data.
- **COMPLETED** **Advanced Manufacturing Occupation Career Pathway Summaries** produced quarterly at state and WIA regions to highlight demand for selected jobs and wages using Real-Time Labor Analysis and OES data.
- **COMPLETED** **Healthcare Occupation Summaries** produced twice a year to provide detailed business demand analysis for selected jobs to include skills and certifications needed.
- **COMPLETED** **Advanced Manufacturing Occupation Summaries** produced twice a year to provide detailed business demand analysis for selected jobs to include skills and certifications needed.
- **COMPLETED** **Workforce Data Quality Initiative Research Reports** to include analysis of workforce training, field of study, and teacher training outcomes.

3.4.9 Provide Ad Hoc Research Products

- **COMPLETED** Provide as requested. Examples include
 - Missouri Labor Supply and Demand Analysis
 - Closing the Labor Supply and Demand Gap
 - Real-Time STEM Occupation Demand
 - Information Technology Careers
 - High Demand Computer Programming Languages
 - Manufacturing Industries Brief

Core Product 4 - Web Accessible Information

4.1 Description

Post grant-funded workforce information products on the Internet and disseminate deliverables through other electronic media and means of distribution when feasible to facilitate additional use by the core customer groups and stakeholders.

4.2 Principal Customers

Mass availability of information via the Internet and targeted distribution by other electronic media formats permits accessibility of workforce and economic information to the general public, customer groups, and policy makers.

4.3 Support for Economic and Workforce Development Plans

4.3.1 Public availability of economic and workforce research and data through a website and weekly newsletter helps customer groups make better, data-driven decisions.

4.3.2 MERIC will continue efforts to redevelop the website to improve dynamic data delivery of economic and workforce information. MERIC staff is working with the Missouri Office of Administration - Information Technology Services Division (OA-ITSD) to use the WID and leveraged Workforce Data Quality Initiative grants to fund major site improvements that include interactive charts and mapping, easily downloadable data, and support for mobile platforms. MERIC staff will be heavily involved in the design process to ensure that the resulting website is customer-focused.

4.4 Deliverables

- COMPLETED The Missouri Economic Research and Information Center (MERIC) operates, in cooperation with the Missouri Office of Administration’s Information Technology Services Division, a website located at <http://www.missourieconomy.org>.

The MERIC website received more than 232,900 visits this past program year and is prominently inter-linked with other related public sites.
- COMPLETED MERIC actively participates in the development of the Missouri Focus e-newsletter, the Department of Economic Development’s (DED) flagship communications piece delivered weekly to over 2,600 subscribers. MERIC contributes two articles weekly on topics of economic and workforce conditions, new products and tools, and helpful information sources.
- COMPLETED MERIC continues to partner with the DED communications team for distribution of economic conditions releases on a regularly scheduled basis to state media outlets.

- COMPLETED MERIC partners with the DWD jobs.mo.gov website to deliver a Career Explorer Tool that provides interactive occupational and training provider information to job seekers.

4.4.1 Examples of Product Releases

- COMPLETED
 - Two (2) Focus Economic and Workforce Newsletter Articles each week
 - Updated website continuously with new information
 - Update regional job market website summary pages for state and regions
 - Updated 8 LMI training webinar modules to include LMI fundamentals, skill assessment and career planning, using data in economic and workforce strategies, and guiding business with LMI data.
 - Developed Wage Explorer web tool with leveraged funds

Core Product 5 - WIB Partnership and Consultation with Key Stakeholders

5.1 Description

Partner and consult with key customer groups to augment resources, improve program outcomes, and help labor market and workforce data influence planning and program decisions.

5.2 Principal Customers

Key customer groups include workforce investment boards, employers, education providers, economic and workforce developers, and related state agencies, such as the Departments of Higher Education (DHE), Elementary and Secondary Education (DESE), Labor (DOLIR), Transportation (DOT), and Social Services (DSS).

MERIC will continue to collaborate and consult with key customer groups to leverage and improve outputs:

- 5.3.1 MERIC maintains regional staff liaisons for Workforce Investment Areas so that Career Center staff and other local customers have a direct contact to assist with labor market and workforce questions.
- 5.3.2 Researchers maintain close working relationships with staff in the Divisions of Business and Community Services and Workforce Development to ensure open communications and quick responsiveness to information needs.
- 5.3.3 MERIC staff present LMI and workforce data to key customers, such as Career Center professionals, to inform customers, maintain relationships, and receive feedback.
- 5.3.4 Continue to work with DWD, DESE, DHE, DOLIR, DSS, and the University of Missouri to develop longitudinal education-to-workforce information through the Workforce Data Quality Initiative (WDQI) Grant. Using these leveraged funds, MERIC and DWD have contracted with University of Missouri to produce five research reports using data from WDQI to study workforce, college, and teacher training outcomes. In addition, a web-based regional training

outcomes tool is under development to show customers what average wages are by industry and region for a selected training programs.

- 5.3.5 MERIC continues to work with the Missouri Community College Association's 13-school consortium to leverage Trade Act Adjustment funds to deliver a variety of real-time occupational analysis products, such a monthly job advertisement reports, and specific career research related to health care and advanced manufacturing. MERIC uses real-time job information and occupational analysis to assist the colleges in building better industry-driven curriculums.
- 5.3.6 MERIC will continue to partner with University of Missouri economic development organizations, such as the Business Research and Information Development Group (BRIDG), to leverage products were feasible and valuable to key customer groups.
- 5.3.7 MERIC is a partner in Missouri Connections, a workgroup providing career planning information to students and job-seekers. This public outreach project includes the DED, DESE, DHE, and the Missouri Chamber of Commerce.
- 5.3.8 MERIC will collaborate with the St. Louis Community College to produce a leveraged report that surveys local employers about the workforce environment is Missouri's largest metropolitan area. This is our 5th year of working together to produce this valued survey, report, and presentation.

5.4 Deliverables

5.4.1 Workforce Investment Area Regional Liaisons

- COMPLETED Continue Point of Service (POS) regional support for WIA areas.

5.4.2 Technical and Policy Support to WIBs, Partners, and Customer Interest Groups

- COMPLETED Conduct a LMI training session for workforce and economic developers during the annual Governor's Conference on Economic Development.
- COMPLETED Staff toll-free helpdesk line for communicating workforce and economic information.
- COMPLETED Maintain and answer MERICData e-mail inquiries from the MERIC website.
- COMPLETED Develop and conduct presentations for workforce partners using either on-site or webinars as requested.
 - 18 customer trainings or presentations to over 550 attendees.

5.4.3 MERIC Customer Needs and Satisfaction Surveys

- COMPLETED Customer log of calls to hot line to gauge stakeholder needs
- COMPLETED Maintain MERIC web-based survey to receive broader customer input

5.4.4 Provide ad hoc technical and policy support to main customer groups

- COMPLETED Provide as requested
 - 303 technical assistance activities logged
 - Assisted with survey analysis, research, writing and presenting the 2013 State of St. Louis Workforce Report

SECTION III

Customer Feedback

MERIC researchers used a project tracking system to document 602 research and information products and 303 customer inquiries and technical assistance outputs in PY 2013. Products were developed by incorporating customer feedback from past activities and from requests for new information.

MERIC assigns a WIA liaison to each region so that customers can quickly reach a research professional with questions and comments concerning LMI data. MERIC also has a telephone and e-mail hotline so that inquiries can be directed to subject-matter experts for a response. An average of 1.2 customer assistance activities per working day was recorded this year.

Another indicator of customer demand comes from click-through analysis of MERIC articles that are part of the department's weekly newsletter. Click-throughs are the number of times a user clicks on a hyperlink to get additional information. MERIC news articles were included in every DED newsletter from July 2013 to April 2014, when the department went to a new news delivery platform. Over that time period MERIC articles were selected 1,571 times with the top 5 most popular information pieces being: U.S. Census demographics and tools (29%), occupational/real-time jobs analysis (26%), economic indicators (14%), industry analysis (11%), and other government/private data and tools (8%).

MERIC staff provided training at the annual Governor's Conference on Economic Development, to Career Centers, and at other events throughout the year. In PY13 MERIC staff held 18 presentations providing information to over 550 people and gaining valuable insight into current customer needs. In the coming year the vacant MERIC Workforce Manager position will be filled which should help expand our overall outreach efforts.

Again this year MERIC responded to customer demand for rapid response labor supply and demand analysis by dedicating staff and tools to assist in these efforts. Staff responded to 4 requests for labor supply analyses as businesses looked to locate or expand in Missouri. When large layoffs or closings occurred, MERIC researchers worked with DWD in 33 projects to develop customized workforce and job posting analyses to assist impacted workers. Both products have been very well received as MERIC dedicates significant time to ensuring this information is of the highest quality.

The redevelopment of the MERIC website is still in need but will likely require significant investment to modernize and improve information delivery. Progress has been slower than desired given the limited information technology resources available to meet overall department needs. However, in the months of May and June, three grant applications were submitted that included requests for funding website improvements.

MERIC developed a wide range of products and services this past planning year to assist in state workforce and economic development goals. The flexibility of the ETA Workforce Information grant to tailor products to state needs continues to be an outstanding feature of this program. MERIC looks forward to the on-going partnerships it has developed with ETA, DWD, and other stakeholders to advance the use and knowledge of labor market and workforce information to drive better decisions.

SECTION IV

Product Links

Employment Projections

Industry Projections: http://www.missourieconomy.org/industry/ind_proj.stm

Statewide Industry Projections:

Long-Term (2012-2022)

http://www.missourieconomy.org/xls/mo_industry_projections_2012-2022.xls

Short-Term (2013-2015)

http://www.missourieconomy.org/xls/missouri_industrial_projections_2013-2015.xls

Regional Industry Projections:

Long-Term (2012-2022)

http://www.missourieconomy.org/xls/wia_industry_projections_2012-2022.xls

Short-Term (2013-2015)

http://www.missourieconomy.org/xls/wia_industrial_projections_2013-2015.xls

Occupational Projections: http://www.missourieconomy.org/occupations/occ_proj.stm

Statewide Occupational Projections:

Long-Term (2012-2022)

http://www.missourieconomy.org/xls/mo_occupational_projections_2012_2022.xls

Short-Term (2013-2015)

http://www.missourieconomy.org/xls/mo_occupational_projections_2013-2015.xls

Regional Occupational Projections:

Long-Term (2012-2022)

http://www.missourieconomy.org/xls/wia_occupational_projections_2012-2022.xls

Short-Term (2013-2015)

http://www.missourieconomy.org/xls/wia_occupational_projections_2013-2015.xls

Economic and Workforce Studies

State and Regional Labor Market and Real-Time Jobs Summaries:
<http://www.missourieconomy.org/customer/statewide.stm>

Target Industry Briefs:

Advanced Manufacturing http://www.missourieconomy.org/pdfs/ti_mfg_2014.pdf
BioScience http://www.missourieconomy.org/pdfs/ti_bio2014.pdf
Energy Solutions http://www.missourieconomy.org/pdfs/ti_energy2014.pdf
Financial and Prof. Services http://www.missourieconomy.org/pdfs/ti_finance_2014.pdf
Health Science and Services http://www.missourieconomy.org/pdfs/ti_health2014.pdf
Information Technology http://www.missourieconomy.org/pdfs/ti_it2014.pdf
Transportation and Logistics http://www.missourieconomy.org/pdfs/ti_logistics2014.pdf

Target Industry Real-Time Labor Briefs:

Advanced Manufacturing http://www.missourieconomy.org/pdfs/mo_mfg2014.pdf
BioScience http://www.missourieconomy.org/pdfs/mo_bio2014.pdf
Energy Solutions http://www.missourieconomy.org/pdfs/mo_energy2014.pdf
Financial and Prof. Services http://www.missourieconomy.org/pdfs/mo_finance_2014.pdf
Health Science and Services http://www.missourieconomy.org/pdfs/mo_health2014.pdf
Information Technology http://www.missourieconomy.org/pdfs/mo_it2014.pdf
Transportation and Logistics http://www.missourieconomy.org/pdfs/mo_logistics2014.pdf

Part I: Missouri Labor Supply and Demand Analysis:

http://www.missourieconomy.org/pdfs/statewide_labor_supply_n_demand_analysis.pdf

Part II: Closing the Labor Supply and Demand Gap:

http://www.missourieconomy.org/pdfs/closing_the_gap_jun14.pdf

Missouri County Commuting:

http://www.missourieconomy.org/newsletter/travel_5yravg_2012.html

Education Pays:

http://www.missourieconomy.org/occupations/education_pays.html

2012 Manufacturing Industries Brief:

http://www.missourieconomy.org/pdfs/2012_manufacturing_brief.pdf

2013 County Average Wage:

<http://www.missourieconomy.org/indicators/countywage.stm>

2013 Industry Concentrations Brief:

http://www.missourieconomy.org/pdfs/industry_concentration_2013.pdf

2013 Business Formations:

http://www.missourieconomy.org/pdfs/new_business_formation_2013.pdf

WIA County Demographics:

http://www.missourieconomy.org/xls/civillian_labor_force_data.xls

WIA City Demographics:

<http://www.missourieconomy.org/demographics/Default.aspx>

Women in Missouri's Workforce:

http://www.missourieconomy.org/pdfs/women_in_workforce_2012.pdf

Leveraged State of 2013 St. Louis Workforce report (Overview):

<http://www.stlcc.edu/Workforce-Solutions/St-Louis-Workforce/Reports/2013-Report-to-the-Region.pdf>

Leveraged Real-Time Healthcare and Manufacturing Career Pathway Reports:
http://www.missourieconomy.org/occupations/rt_career_pathway_reports.stm

Leveraged Agriculture Prevailing Wage Survey and Report:
http://www.missourieconomy.org/pdfs/final_ag_report_2013.pdf

Leveraged Wage Explorer
http://www.missourieconomy.org/occupations/wage_explorer.stm

Economic Indicators and Reporting

2014 Missouri Economic Report:
http://www.missourieconomy.org/pdfs/2014_mo_economic_report.pdf

Economic Indicators:
<http://www.missourieconomy.org/indicators/index.stm>

Cost of Living:
http://www.missourieconomy.org/indicators/cost_of_living/index.stm

Economic Share by County:
<http://www.missourieconomy.org/indicators/share/share.stm>

Missouri Exports
<http://www.missourieconomy.org/indicators/international/index.stm>

Metro Exports:
http://www.missourieconomy.org/indicators/international/metropolitan_exports.stm

Missouri Gross Domestic Product:
<http://www.missourieconomy.org/indicators/gsp/index.stm>

Metro Gross Domestic Product:
http://www.missourieconomy.org/indicators/gsp/gsp_metro.stm

Income Measures:
<http://www.missourieconomy.org/indicators/income/index.stm>

Inflation Measures:
<http://www.missourieconomy.org/indicators/inflation/index.stm>

Purchasing Managers' Index:
<http://www.missourieconomy.org/indicators/pmi/index.stm>

Taxable Sales:
http://www.missourieconomy.org/indicators/taxable_sales/index.stm

Employment and Unemployment Measures and Maps:
<http://www.missourieconomy.org/indicators/unemp/index.stm>

Economic Diversity Brief:
http://www.missourieconomy.org/pdfs/edi2012_brief.pdf

E-Learning Webinars:
http://www.missourieconomy.org/e_learning/index.stm

Economic Indicators Guide:
http://www.missourieconomy.org/pdfs/economic_indicator_guide.pdf

Weekly Focus News Articles:
<http://www.missourieconomy.org/newsletter/newsindex.stm>

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