

PY20-PY23



# Central Region Workforce Development Board Local Plan

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STRATEGIC PLAN

# STRATEGIC ELEMENTS

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## 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 Central Workforce Development Board (CWDB) strives to provide an integrated, seamless, demand-driven workforce system that identifies the employer's needs for sustaining a productive workforce and opportunities for job seekers to increase skills and attain self-sufficiency. The board serves as a strategic convener to promote and broker effective relationships between Local Elected Officials, economic, education, and workforce partners.

This supports the Governor's vision that "Missouri's WIOA partners will make economic self-sufficiency attainable for customers through high-quality services and a fully integrated workforce system" and defines the role of the board in this process.

## 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.**

### **ONE - INCREASE EMPLOYER ENGAGEMENT IN THE AREAS OF PROGRAM DESIGN, PROGRAM DELIVERY, AND RECRUITMENT AND HIRING**

Meaningful employer engagement is critical to addressing the shortage of skilled workers. Employers have the most accurate information on what the current state of their workforce is and what future demands are, including what skills are required. Employers across the region are having difficulty recruiting and maintaining a skilled workforce.

The region has had meetings with companies in the advanced manufacturing sector, distribution

operations, and related fields to discuss recruitment and training strategies. This collaboration will continue and take place within other in-demand sectors.

To meet the demand for skilled workers, the region will work with industry, education, and other partners to increase the number of individuals who have a marketable and industry-recognized credential or degree and the number of high school graduates and high school drop-outs who are prepared for postsecondary education, apprenticeship programs, and/or a career. Workforce partners will be engaged in the effort to reach out to employers.

Special emphasis will be on the unemployed, underemployed, low-skilled, low-income, veterans, disabled individuals, justice involved individuals and other at-risks populations.

**TWO - REDUCE BARRIERS TO EMPLOYMENT AND ASSIST JOB SEEKERS THROUGH TRAINING AND SKILL DEVELOPMENT, INDUSTRY AND OCCUPATIONAL KNOWLEDGE, AND DEVELOPMENT OF A CAREER PATH.**

There are employment barriers that affect many job seekers, making the attainment of gainful employment difficult. Individuals

with barriers to employment in the region include, but are not limited to, displaced homemakers, low-income individuals, individuals with disabilities, older individuals, justice-involved individuals, homeless individuals, veterans, English language learners, those dealing with substance abuse, and individuals with low levels of literacy. Lack of transportation is also a barrier to employment for many individuals.

The substance abuse problem is critical; some employers have stated that 70% of job applicants cannot pass a drug test. Many workers are employed at a wage that is not enough to support a family. Efforts will be made to engage this population and provide opportunities for skill development so they can advance and earn a wage that leads to self-sufficiency.

**THREE - IMPROVE THE COORDINATION BETWEEN CWDB AND WORKFORCE PARTNERS TO MEET THE NEEDS OF EMPLOYERS, WORKERS, AND JOB SEEKERS.**

The CWDB will improve on its role as a strategic leader and convener of local workforce development board partners by engaging employers, educators, and other partners in developing strategies to improve the regional workforce

development system, particularly in addressing the shortage of workers and the skills gap.

The region is working closer with workforce partners and will build upon this to increase the number of participants in short-term training, apprenticeships, and other work experience activities.

### **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.**

##### **•BUSINESS NEEDS•**

The region believes that the workforce system must be driven by the needs of businesses, and uses various resources to determine and address those needs. The Business Services Team guides outreach and services to businesses. The team is made up of workforce system staff whose goal is to connect employers to a skilled workforce. Job Center staff, Local Veterans Employment Representatives, Vocational Rehabilitation Business Outreach Specialists, and other partner staff serve on the Business Services Team.

The needs of businesses are determined through direct contact with employers, surveys, labor market information, attending

chamber of commerce and regional planning meetings, and the input from board members who represent business. Analysis of the skills and education gaps that employers have identified is a critical step in determining the training needs that must be addressed. The region's Employer Engagement/Sector Strategies Committee, which is made up of representatives of business, organized labor, economic development and regional planning organizations will be instrumental in guiding the efforts to engage businesses and determine their needs.

Some employer's needs are well known. Businesses in the region have difficulty finding dependable, qualified workers; this is the greatest challenge facing employers. They report deficiencies in basic qualifications, including: unwillingness to accept personal responsibility; lack of positive work ethic; limited or no soft skills, and the lack of job related transferrable skills. Many applicants and workers lack critical thinking, interpersonal, and problem solving skills. Some workers have chemical addictions, behavior disorders, and significant personal problems, which affect job performance. These issues, coupled with low academic skills (math and science), place increased burdens on employers and negatively impact business performance. The region will address these needs by utilizing partner collaboration and resources, and input from employers. Job Developers will make contact with local employers to survey business needs and for referral of job seekers to assist with recruitment.



## **BUSINESS NEEDS ARE DETERMINED THROUGH:**

- Private sector board members – board meeting discussions
- Economic Development partners
- Business Team partners
- OWD Workforce Coordinator
- Missouri Information and Resource Center
- Statewide Business Services Survey Initiative results
- Nexus business partner meetings
- Business customer communication with job center staff
- Job Developer contacts with local employers to survey business needs and for referral of job seekers to assist with recruitment.

## **•JOB SEEKER & WORKER NEEDS•**

All first time job seekers, including those who have not received Job Center services within the previous twelve months and the majority of return job seekers (those who have received service within previous 12 months) receive basic skills assessment to evaluate basic skills. This process ensures that the majority of all job seekers know their current basic skill level and are

provided access to services to build upon their existing skills. The Central Region offers “Skill Enhancement” services to assist job seekers in developing new skills and increasing current skills to meet employment qualifications. The region’s “Products and Services” includes adult education and skills development to increase academic ability; standardized job search assistance, computer skills development at basic and intermediate levels, financial aid to access post-secondary education and employer based On-the- Job Training. The region’s economic growth potential increases as more job seekers participate in services to increase skills offering new employers a qualified workforce.

Job seekers and workers need ongoing training and skill development resources that are affordable and flexible. Some individuals need training in basic skills, such as reading, writing, math, critical thinking, and customer service. There is also a need for specific occupational skills. On-the-job training, apprenticeships, and internships/work experience are used to provide occupational training. Partnerships between employers and technical education providers are being utilized to develop other training tools.

Sector strategy initiatives will integrate education, training, support services, and other resources to assist job seekers and incumbent workers. Career pathways will provide individuals with a clear training strategy to achieve success in the workplace.

## **JOB SEEKER NEEDS ARE DETERMINED BY:**

- Seated Interviews or Virtual Interviews will be provided with each customer to identify occupational interests, barriers to employment and transferrable skills.
- Completion of Objective Assessment to evaluate employability, transferrable skills, Support Service needs, current skills and skills needed to secure long-term employment in sustainable occupation will be conducted, as well as a basic skills assessment to evaluate basic skills and competencies. Financial Needs Assessment (monthly) are also conducted to determine if Support Services are needed to ensure successful completion of training or job retention.
- Review of MO Scores to identify and select approved training providers to access needed training.
- Job Development with local businesses to identify business needs and match job seekers to employers offering training or training related employment.
- On going case management to support training and employment, including identification of non-WIOA resources to assist with Support Services when assessed to be necessary.
- Dual enrollment with other partner agencies to provide additional assistance beyond what WIOA can provide.
- Job Seeker Survey Initiative - Satisfaction Survey
- Referrals and communication from workforce partners

## • STRENGTHENING THE WORKFORCE •

A well trained supply of workers is one of the greatest workforce challenges in the region.

Employers have trouble finding qualified workers, and many job seekers don't have the skills that are in demand. Finding job applicants who can pass a drug test has become a challenge in many cases.

Regional partnerships will coordinate efforts and resources to make education and training accessible to individuals so they will have the real world skills needed by employers. Collaboration between training institutions, workforce development staff, and employers will continue to address the skills gap so employers will have the skilled workforce they need and workers will have jobs that lead to self- sufficiency.

Job seekers who have barriers to finding employment are a priority, and will benefit from the combined efforts and resources of workforce partners. Justice involved individuals who are soon to be released are receiving training so they can be added to the workforce. Regional partners are committed to making resources and services more accessible for all customers.



## 4. LOCAL WORKFORCE DEVELOPMENT BOARD'S STRATEGIES

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**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:**

### **A. CAREER PATHWAYS**

Career pathways are intended to encourage and expand the number of students, jobseekers, and workers who earn industry-recognized, postsecondary credentials that correspond to the skill needs of employers in high-demand industry sectors. The CWDB is in the process of engaging employers and other stakeholders in:

- Identifying the skills that are needed by high-demand employers
- Determining how to measure the skills of students in these areas
- Identifying the credentials that employers value in making hiring decisions
- Providing work-based learning opportunities for students

The Board is using On-the-Job training as one method of providing work based learning opportunities and is working to develop apprenticeship opportunities.



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## **B. EMPLOYER ENGAGEMENT**

Employer engagement is conducted through the coordinated efforts of the Business Services Team, Job Center staff, and the NEXUS group. The Employer Engagement/Sector Strategies committee is also a key part of directing efforts to engage employers. Board members representing advanced manufacturing, healthcare, and other high-growth sectors bring a wealth of knowledge concerning the needs of business. The Board recognizes the need to engage with employers and is discussing the most effective methods to facilitate communication and to determine their needs. Job Center staff are active in various Chambers of Commerce and regional planning organizations. Job fairs, work-site tours, and employer surveys are utilized to facilitate engagement with employers.

## **C. BUSINESS NEEDS ASSESSMENT**

Labor market information, surveys, and direct contact with employers are used to determine the needs of businesses. Working closely with chambers of commerce, economic developers, and regional planning commissions are valuable sources of information. Private sector board members provide valuable insight into the needs of businesses.

Job Center staff attend economic development meetings, chamber meetings, and conduct outreach to businesses, determining needs and promoting Job Center services.

## **D. ALIGNMENT & COORDINATION OF CORE PROGRAM SERVICES**

WIOA partners recognize the need to improve the alignment and coordination of core programs. Partners strive to eliminate the duplication of services and to reduce the number of doors participants must go through to obtain services. Efforts are made to communicate and align services, realizing that partner agencies are in many cases, working with the same customer. Better coordination will streamline the process for customers, eliminating multiple assessments, and allow for more efficient braiding of services. Partners have discussed the need for more effective partner meetings where information is shared.



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## **E. COORDINATION WITH ECONOMIC DEVELOPMENT**

The Board recognizes the need to strengthen the coordination with economic development and will be increasing engagement with the regional planning commissions in the year ahead. CWDB staff did participate in Comprehensive Economic Development Strategy (CEDS) planning with one of the planning commissions and the region's planning commissions will be included in the review of this local plan. Regional Planning Commission directors and directors of regional economic development agencies will be invited to board meetings moving forward.

## **F. OUTREACH TO JOBSEEKERS & BUSINESSES**

Outreach to businesses is conducted primarily through attendance at chamber meetings, economic development meetings, and direct contact by Job Center staff. The region's Nexus meetings are also very effective in engaging the business community. Placing job orders, conducting job fairs, and planning meetings with employers are other methods of connecting with the business community. Several job fairs were conducted in the past year, either at the employer site, a Job Center, or an off-site facility. As businesses continue to have difficulty finding workers, coordination with the CWDB and Job Center has increased. Reverse Job Fairs have been held for individuals with disabilities, and this concept will be utilized for other populations, such as veterans, spouses of veterans and displaced homemakers.

Traffic in the Job Centers has declined, so new methods of outreach to job seekers is always being explored. Job Center staff are mobile and will meet customers at convenient locations, as well as homeless shelters, correctional facilities, schools, and other facilities. The Veterans staff at the Job Centers play a very important role in serving Veteran customers as well as conducting outreach in the community.



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## **OUTREACH TO JOBSITEERS AND BUSINESSES WILL BE IMPROVED THROUGH:**

- Increased emphasis of referrals between all workforce partners;
- Closer partnerships with employers in order to establishment training programs centered on career pathway models;
- Improved collaboration and team work for co-enrolled customers;
- Improved collaboration with core partners to facilitate the development of career pathways as a strategy to assist individuals with barriers to employment including those with disabilities to complete the education and training they need to obtain industry recognized credentials and to meet the skills needs of businesses and employers throughout the area;
- Promote the integration of adult education with occupational education and training that increase an individual's ability to transition to postsecondary education and obtain employment;
- Increase the use of technology in providing education, training and case management services, including distance learning, social media, telephone, instant messaging and video meetings or video meetings. The region is developing a new website that will serve as a portal for the region, not just the CWDB;
- Representatives from Vocational Rehabilitation and Rehabilitation Services for the Blind have been added to the Youth Council, which will improve outreach to individuals with barriers to employment;
- WIOA core partners will be added to the business services team;
- Job development staff will collaborate efforts with the business services team;
- Ensure collaboration with Veteran services staff for outreach and recruitment, employment plans and training services for veterans leading to a career pathway.
- Ensure collaboration with AEL program partners and improve upon referrals and braided services;
- Communicate with CEOs, libraries, and other parties in rural communities to create more effective outreach and service delivery in outlying communities;
- Review the level of coordination and outreach between Community Action Agencies, AEL providers, TANF programs, Vocational Rehabilitation, and other partners.



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## **G. ACCESS - IMPROVEMENTS TO PHYSICAL & PROGRAMMATIC ACCESSIBILITY**

The Board evaluates the Job Center facilities to ensure they provide both physical and programmatic accessibility. In the next year the Board will work closely with Rehabilitation Services for the Blind and the Department of Vocational Rehabilitation who will perform assessments of the Job Centers. Reviews will include physical accessibility, signage, assistive technology and customer service. Representatives of Vocational Rehabilitation and Rehabilitation Services for the Blind will serve on the Board's Disability subcommittee.

## **H. CUSTOMER SERVICE TRAINING**

The Board will provide front-line staff with periodic customer service training, either through State-sponsored seminars or through the use of procured trainers. Staff meetings will be used to reinforce the importance of outstanding customer service to all customers.

## **I. ASSESSMENT**

ACT WorkKeys and the resulting National Career Readiness Certificate (NCRC) are currently an integral part of Missouri Government's Training and Certification programs through Missouri Job Centers. The NCRC is the credential utilized by Missouri Work Ready Missouri. It is a recognized assessment for verifying basic skills for WIOA by the MoJobs system. WorkKeys assessment results crosswalk with the NRS Educational Functioning Levels (EFL).

The TABE 11&12 assessment by DRC Insight is another recognized assessment for verifying basic skills for WIOA by the MoJobs system. TABE 11&12 meets requirements of NRS Educational Functioning Levels (EFL). It also has the benefit of being the default assessment used by partner AEL providers, and has the added benefit of allowing for remote testing, developed during the COVID-19 pandemic.

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## **J. SUPPORT SERVICES**

Supportive Services are services necessary to enable and individual to participate in activities authorized by WIOA. WIOA Supportive Services are the last resort; all other sources of funding must be sought first. All attempts to find other support services funding and the reasons for needing WIOA funding must be documented in MoJobs service notes.

The local policy is attached as Attachment 13.

## **K. OUTCOME MEASURES ASSESSMENT, MONITORING & MANAGEMENT**

The board and the CLEO will be informed of progress toward performance goals, budget status, and any other relevant matter at board meetings. A fiscal report is provided by the fiscal officer and the program manager provides an update on progress, activities, etc. The executive director of Central Ozarks Private Industry Council, the regional service provider, attends board meetings and provides a detailed fiscal and program report.

Monitoring is conducted by the compliance manager according to the attached substate monitoring policy.



## 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> Other information deemed relevant to stakeholders may be included, such as a report on operations for manufacturing.

The information in this section is from Missouri Economic Research and Information Center (MERIC) and other sources. Sources will be noted.







## 6. ECONOMIC ANALYSIS

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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 LEVEL

## PERSONAL INCOME

In the Central Region, all counties are below the state average of \$44,978 for per capita personal income. Two counties are just below the average, Boone (\$44,797) and Cole (\$44,783). The per capita personal income in 5 of the 19 counties is below \$35,000.

The statewide poverty rate of working age persons, or those 18-64 years, is 14.1 percent. In the Central Region, the poverty rate was lower than the state average in 7 counties. The county with the lowest poverty rate is Osage (7 percent) followed by Moniteau (10.1 percent).

Counties with the highest poverty rates are Morgan (25.3 percent) and Phelps (22.7 percent).

County	Average Annual Wage	Average Hourly Wage
Audrain	\$36,336	\$17.47
Boone	\$39,186	\$18.84
Callaway	\$45,239	\$21.75
Camden	\$33,179	\$15.95
Cole	\$41,270	\$19.84
Cooper	\$32,779	\$15.76
Crawford	\$37,082	\$17.83
Dent	\$28,606	\$13.75
Gasconade	\$29,687	\$14.27
Howard	\$31,757	\$15.27
Laclede	\$34,328	\$16.50
Maries	\$32,009	\$15.39
Miller	\$31,513	\$15.15
Moniteau	\$35,203	\$16.92
Morgan	\$28,551	\$13.73
Osage	\$36,821	\$17.70
Phelps	\$36,040	\$17.33
Pulaski	\$28,066	\$13.49
Washington	\$26,605	\$12.79
Region Average	\$33, 908	\$16.30
MERIC, 2018		

## **B.**

### **NUMBER AND PERCENT OF WORKING-AGE POPULATION LIVING AT OR BELOW POVERTY LEVEL**

	<b>2017 Per Capita Personal Income</b>	<b>Working Age Population living at or below poverty level</b>	
		<b>Number</b>	<b>Percentage</b>
Missouri	\$44,978	508,894	14.1
Audrain	\$38,228	2,040	14.9
Boone	\$44,797	24,389	21.8
Callaway	\$36,418	2,791	11.2
Camden	\$35,598	4,367	17.7
Cole	\$44,783	5,284	12.1
Cooper	\$36,872	1,083	11.4
Crawford	\$35,282	2,748	19.4
Dent	\$31,454	1,784	20.5
Gasconade	\$37,472	924	11
Howard	\$37,470	816	14.6
Laclede	\$34,317	3,396	16.5
Maries	\$31,955	950	18
Miller	\$34,635	2,335	16.1
Moniteau	\$35,375	832	10.1
Morgan	\$39,893	2,747	25.3
Osage	\$42,816	565	7
Phelps	\$37,422	5,940	22.7
Pulaski	\$39,542	3,125	11.2
Washington	\$28,139	2,761	19.2

*Sources:*

*Per Capita Personal Income - Bureau of Economic Analysis 2017*

*Poverty Level - American Community Survey 5 year data (2013-2017)*

## C. NUMBER AND PERCENT OF WORKING AGE POPULATION DETERMINED TO HAVE A BARRIER TO EMPLOYMENT;

Statewide, 14.7 percent of working age Missourians report a barrier to employment. In 13 of the 19 counties in the Central Region, the percentage of persons with barriers to employment is higher than the state average with Dent County as the highest at 26.8 percent.

Barriers to employment can be homelessness, disabilities, and limited proficiency with the English language. In the Central Region, the percentage population with disabilities is above the state average of 12.7 percent in all but four counties, with the highest percentage in Dent County (25.8 percent). The percentage of the population with some difficulty with the English language in Missouri is 1.4 percent. Three counties report numbers over the state average, Phelps (2.6 percent), Moniteau (2.5 percent), and Boone (1.6 percent).

County	Barriers to Employment							
	Emergency and transitional shelters for people experiencing homelessness	Population 18 to 64 years with a Disability	Percentage Population 18 to 64 years with a Disability	Population with Some Difficulty with English	Percentage Population with Some Difficulty with English	Total Working Age Population with a Barrier to Employment	Total Population age 18-64	% of Working Age Population with a Barrier to Employment
Missouri	2,609	463,456	12.7%	49,514	1.4%	537,757	3,658,653	14.7%
Audrain	0	1,768	12.9%	75	0.5%	1,885	13,673	13.6%
Boone	93	11,459	9.6%	1,951	1.6%	13,982	119,329	11.5%
Callaway	9	3,394	12.9%	149	0.6%	3,675	26,237	13.9%
Camden	16	3,710	15.1%	38	0.2%	3,871	24,643	15.5%
Cole	13	5,617	12.6%	225	0.5%	6,092	44,495	13.5%
Cooper	2	1,234	13.0%	18	0.2%	1,319	9,495	13.7%
Crawford	0	2,896	20.5%	43	0.3%	2,939	14,140	20.7%
Dent	7	2,243	25.8%	0	0.0%	2,347	8,691	26.8%
Gasconade	0	1,301	15.5%	0	0.0%	1,322	8,416	15.7%
Howard	0	885	14.4%	8	0.1%	960	6,131	15.6%
Laclede	0	3,763	18.3%	18	0.1%	3,972	20,595	19.1%
Maries	0	1,055	20.2%	17	0.3%	1,132	5,230	21.6%
Miller	0	2,092	14.5%	32	0.2%	2,356	14,477	15.9%
Moniteau	0	932	11.3%	208	2.5%	1,230	8,238	14.9%
Morgan	0	1,827	16.8%	89	0.8%	2,021	10,872	18.5%
Osage	4	1,009	12.4%	36	0.4%	1,112	8,170	13.5%
Phelps	0	4,050	14.4%	736	2.6%	5,057	28,170	17.8%
Pulaski	0	4,968	20.7%	298	1.2%	5,788	24,014	23.9%
Washington	0	3,702	25.8%	10	0.1%	3,856	14,376	26.8%

Sources: 2013-2017 American Community Survey 5-Year Estimates  
Homeless Data: U.S. Census Bureau, 2010 Census, table PCT20

## D. EMPLOYMENT RATES FOR THE LAST 5 YEARS

The unemployment rate in the Central Region has declined steadily from 2015-2018, with a slight uptick in the first 9 months of 2019. The unemployment rate for 2019 through September is below the state average of 3.4 percent in 8 of the 19 counties. Two counties share the lowest unemployment rate of 2.5 percent, Boone and Osage. The highest unemployment rate is in Laclede County at 5.9 percent.

Unemployment by County - Central Region					
Year	2015	2016	2017	2018	2019 thru Sept
Missouri	5.0	4.6	3.8	3.2	3.4
Audrain	4.6	4.2	3.5	3.0	3.5
Boone	3.5	3.2	2.6	2.0	2.5
Callaway	4.7	4.1	3.5	2.0	3.1
Camden	6.5	5.7	4.8	4.2	4.4
Cole	4.0	3.6	2.9	2.0	2.7
Cooper	5.8	4.9	3.6	3.0	4.0
Crawford	6.0	5.3	4.6	3.0	3.8
Dent	5.8	5.4	4.2	3.0	3.6
Gasconade	4.2	4.3	3.8	2.0	3.2
Howard	4.9	4.4	3.8	2.0	3.3
Laclede	6.3	5.5	4.8	3.0	5.9
Maries	5.3	5.0	4.3	3.0	3.6
Miller	6.0	5.2	4.4	3.0	3.8
Moniteau	4.9	4.3	3.6	3.0	3.2
Morgan	6.7	5.8	4.9	4.0	4.4
Osage	3.7	3.4	3.0	2.0	2.5
Phelps	5.3	4.7	3.7	3.0	3.3
Pulaski	5.8	5.4	4.3	3.0	4.0
Washington	6.7	6.3	5.4	4.0	4.6

Source: Local Area Unemployment Statistics



# E. MAJOR LAYOFF EVENTS OVER THE PAST 3 YEARS AND ANY ANTICIPATED LAYOFFS

Layoffs and closures affecting more than 30 employees are listed.

Layoff or Closing Date	Company Name	Location	Number Affected
1/1/19 closure	Gerbes	Columbia	100
2/8/19 closure	Boyce & Bynum	Columbia	177
5/3/19 layoff	Watlow Electric Mfg.	Columbia	41
8/31/19 closure	Charming Charlie	St.Louis and Columbia	36
7/27/19 closure	Woods Supermarket	Osage Beach	30
9/30/19 closure	Iguana Watersports	Lake Ozark, Osage Beach	56
4/3/20*closure 11/4/19 notice given	Teva Pharmaceuticals	Mexico	47
7/30/18 closure	C&R	Centralia	42
10/29/18 closure	Brookstone Company, Inc.	Mexico	84
9/22/17 closing	Fulton Medical Center	Fulton	158
12/29/17 layoff	Amtcor Rigid Plastics	Jefferson City	72

Source: Missouri Department of Higher Education & Workforce Development

## **F. ANY OTHER FACTORS THAT MAY AFFECT LOCAL/REGIONAL ECONOMIC CONDITIONS.**

In the Central Region, a majority of the workforce commutes to a different county to work. Over half the workforce in 14 of the 19 counties in the region leaves the county where they live for employment. In contrast, only 23% of the workforce leaves the Central Region for employment. From these facts, we can conclude that most persons commute to a different county within the Central Region for employment. In addition, we can also infer that persons living in the Central Region are skilled in the industries and occupations in demand in this region.





## 7. LABOR MARKET ANALYSIS

### A. EXISTING DEMAND INDUSTRY SECTORS & OCCUPATIONS

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

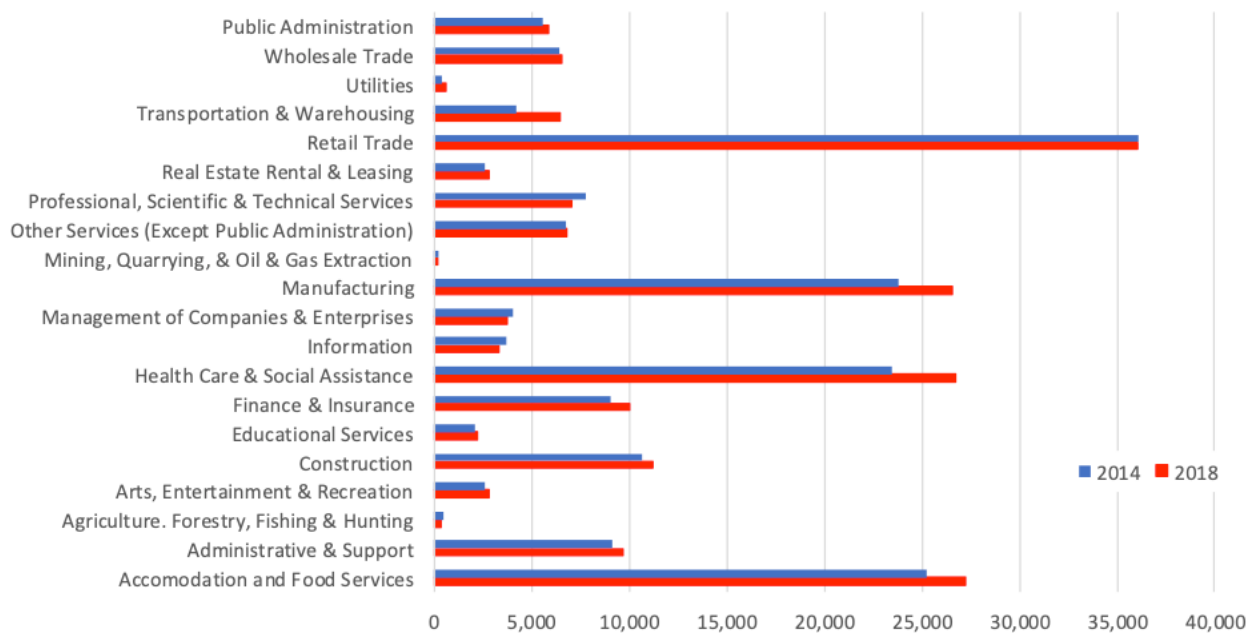
#### CURRENT INDUSTRY DEMAND

Over time, several of Central Region's industries have grown steadily. Over the past 5 years, 7 industry groups have increased employment at a pace higher than the region's average growth rate of 6.6 percent. Those industries are Health Care and Social Assistance (3,230 at 13.8 percent), Manufacturing (2,764 at 11.6 percent), Accommodation and Food Services (2,013 at 6.8 percent), Finance and Insurance (1,011 at 11.2 percent), Administrative and Support (617 at 6.8 percent), Arts, Entertainment, and Recreation (226 at 8.6 percent), and Mining, Quarrying, and Oil and Gas Extraction (24 at 12.0 percent).

Data for some counties was suppressed in 2014 for the industry of Transportation and Warehousing. During the 4 year period between 2015 and 2018, this industry grew by 565 jobs or 9.6 percent.

The industries identified as currently in-demand also align with the findings of Missouri's 2018 initiatives, Best in Midwest and Talent for Tomorrow. Statewide and regional data for the initiatives include an analysis of labor market information and industry data, while incorporating stakeholder feedback gathered through meetings held across the state. The work of some industries identified through this process, Information Technology and Agriculture, cross between many different industry sectors.

Industry Growth 2014-2018 - Central Region



Source: Quarterly Census of Employment and Wages

Transportation/Warehousing data suppressed in some counties in 2014

Transportation/Warehousing data suppressed in some counties in 2014

Source: Quarterly Census of Employment and Wages



## 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 businesses. Central Region has 4 industries with LQs of 1.5 or higher, Gasoline Stations (2.4), Building Material and Garden Supplies (1.6), Credit Intermediation and Related Activities (1.6), and Motor Vehicle Parts Dealers (1.5). Other industries with high LQs are Accommodation (1.3), Sports, Hobby, Music, Book Stores (1.2), Food Service and Drinking Places (1.2), and Nursing and Residential Care (1.2).

## 2018 Central Region Location Quotients

Industry	Employment	Location Quotient
Gasoline Stations	3,713	2.4
Building Material and Garden Supplies	3,493	1.6
Credit Intermediation & Related Activities	6,811	1.6
Motor Vehicle Parts Dealers	5,061	1.5
General Merchandise Stores	6,522	1.3
Accommodation	4,211	1.3
Sports, Hobby, Music, Book Stores	1,168	1.2
Food Service and Drinking Places	23,854	1.2
Nursing and Residential Care	6,751	1.2
Food and Beverage Stores	5,619	1.1
Machinery Manufacturing	1,990	1.1
Miscellaneous Stores	1,473	1.1
Repair and Maintenance Shops	2,320	1.1
Memberships, Associations, Organizations	2,393	1.1

Source: MERIC, QCEW, 2018 Annual Averages

Source: MERIC, QCEW, 2018 Annual Averages

Memberships, Associations, Organizations	2,393	1.1
Repair and Maintenance Shops	2,320	1.1
Miscellaneous Stores	1,473	1.1
Machinery Manufacturing	1,990	1.1

## CURRENT OCCUPATIONAL DEMAND

Current occupational demand can be attained through the job ads placed by employers. From July 2018-June 2019, nearly 26,500 on-line job ads were placed for jobs located in the Central Region according to Labor Insight/Burning Glass.

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.



## CONTINUED FROM CURRENT OCCUPATIONAL DEMAND

Now occupations with the highest number of job postings include Retail Salespersons, Customer Service Representatives, Personal Care Aides, Food Preparation and Serving Workers, and Childcare Workers. Occupations with the most job postings in the Next category are Heavy and Tractor-Trailer Truck Drivers, Sales Representatives, Supervisors of Retail Sales Workers, Licensed Practical and Licensed Vocational Nurses, and Merchandise Displayers and Window Trimmers. Later occupations with the highest number of job postings are Registered Nurses, Postsecondary Teachers, Managers, Medical and Health Services Managers, and Computer Occupations.

Many of the occupations with the most job postings are also appear on the list of jobs with the highest number of projected openings through 2026. The occupations with high numbers of job postings and high numbers of projected annual openings are identified with the star.

Top Job Ads - Central Region		
Occupation	Job Postings	
<b>NOW - Typically requires high school education or less and short-term training</b>		
Retail Salespersons	1,026	★
Customer Service Representatives	599	★
Personal Care Aides	303	★
Combined Food Preparation and Serving Workers	302	★
Childcare Workers	259	★
Laborers and Freight, Stock, and Material Movers, Hand	253	★
Maids and Housekeeping Cleaners	231	★
Janitors and Cleaners	231	★
Cashiers	197	★
Security Guards	194	
<b>NEXT - Typically requires moderate/long-term training or experience or education beyond high school</b>		
Heavy and Tractor-Trailer Truck Drivers	822	★
Sales Representatives, Wholesale and Manufacturing	638	★
First-Line Supervisors of Retail Sales Workers	631	★
Licensed Practical and Licensed Vocational Nurses	451	
Merchandise Displayers and Window Trimmers	273	
Secretaries and Administrative Assistants	270	★
Food Service Managers	268	
Nursing Assistants	264	★
Maintenance and Repair Workers, General	254	★
Cooks, Restaurant	182	★
<b>LATER - typically requires a bachelor's degree or higher education</b>		
Registered Nurses	1,929	★
Postsecondary Teachers, All Other	404	
Managers, All Other	395	★
Medical and Health Services Managers	343	★
Computer Occupations, All Other	273	
Human Resources Specialists	248	★
Software Developers, Applications	237	
Sales Managers	235	
Physical Therapists	220	
Physicians and Surgeons, All Other	188	
Source: Labor Insight/Burning Glass job ads between July 2018-June 2019		
★ = Top Job Openings in Now, Next and Later categories, 2016-2026 Occupational Projections for Central Region, MERIC		

## **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.

A portion of the survey questions asked employers about changes in employment levels, within the past 12 months. The responses from employers were very similar, and in fact, within 2 percentage points of the state average. Almost half of employers reported that employment levels remained the same as the year before. Employment increased slightly for 22 percent of businesses and significantly for an additional 8 percent. Twenty-one percent of employers report decreases in employment.

Employers were also asked about planned employment growth during the next year. Nearly half of employers plan to maintain current employment over the next 12 months. Almost one-third of employers plan to slightly increase employment while 4 percent plan significant employment increases. Over the next year, fifteen percent of employers plan slight decreases and 3 percent significant decreases in their workforce.



## **B. EMERGING DEMAND INDUSTRY SECTORS & OCCUPATION**

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

### **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 2026.

The projections reveal several industries with both high employment numbers and above average growth rates compared to the regional average. The top 5 industries by numeric employment change are Ambulatory Health Care Services, Educational Services, Professional and Technical Services, Administrative and Support Services, and Social Assistance.

### Central Region Industry Projections 2016-2026

NAICS	Industry	Employment		# Change	% Change
		2016 Base	2026 Projected		
	Total, All Industries	305,297	337,159	31,862	10.4
621000	Ambulatory Health Care Services	9,995	13,184	3,189	31.9
611000	Educational Services	32,462	35,248	2,786	8.6
541000	Professional and Technical Services	8,107	10,559	2,452	30.2
561000	Administrative and Support Services	8,950	11,321	2,371	26.5
624000	Social Assistance	6,912	8,599	1,687	24.4
551000	Management of Companies and Enterprises	4,596	6,065	1,469	32.0
238000	Specialty trade contractors	6,859	8,221	1,362	19.9
622000	Hospitals	15,372	16,512	1,140	7.4
813000	Membership Organizations & Associations	7,556	8,649	1,093	14.5
452000	General Merchandise Stores	7,862	8,954	1,092	13.9

Source: 2016-2026 Long-Term Industry Projections, MERIC

Source: 2016-2026 Long-Term Industry Projections, MERIC

452000	General Merchandise Stores	7,862	8,954	1,092	13.9
813000	Membership Organizations & Associations	7,556	8,649	1,093	14.5
622000	Hospitals	15,372	16,512	1,140	7.4

## OCCUPATIONAL PROJECTIONS

Job openings occur due to 3 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 in the region, most with higher than the average growth rate of 10.4 percent for the Central 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 Food Preparation and Serving Workers, Personal Care Aides, Waiters and Waitresses, Cashiers, and Construction Laborers.

The largest growth in Next occupations is in the occupations of Cooks, Supervisors of Food Preparation and Serving Workers, Nursing Assistants, Maintenance and Repair Workers, and Medical Secretaries. Later occupations with the highest growth are Registered Nurses General and Operations Managers, Secondary School Teachers, Accountants and Auditors, and Loan Officers. These occupations are consistent with the industries identified as emerging industries.

Highest Growth Openings - Central						
Occupation	% Growth	Average Wage	Exits	Annual Openings		
				Transfers	Growth	Total
<b>NOW- Typically requires high school education or less and short-term training</b>						
Combined Food Preparation and Serving Workers	30.44%	\$21,275	767	802	229	1,798
Personal Care Aides	35.15%	\$21,940	365	275	137	777
Waiters and Waitresses	19.16%	\$19,839	395	605	93	1,094
Cashiers	7.77%	\$19,955	767	749	61	1,577
Construction Laborers	16.73%	\$41,304	108	203	48	359
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	12.64%	\$25,697	250	242	46	538
Landscaping and Groundskeeping Workers	18.30%	\$26,735	116	177	42	335
Helpers--Production Workers	39.83%	\$28,894	67	119	42	228
Home Health Aides	47.86%	\$22,833	62	51	39	152
Childcare Workers	11.60%	\$22,505	283	215	38	536
<b>NEXT - Typically requires moderate to long-term training or experience or education beyond high school</b>						
Cooks, Restaurant	24.04%	\$23,058	165	226	61	451
First-Line Supervisors of Food Preparation and Serving Workers	21.84%	\$28,715	122	260	54	436
Nursing Assistants	9.54%	\$24,750	276	229	41	546
Maintenance and Repair Workers, General	10.45%	\$34,711	160	218	39	417
Medical Secretaries	23.04%	\$29,942	91	89	35	214
First-Line Supervisors of Retail Sales Workers	8.49%	\$38,835	136	249	30	415
Carpenters	11.45%	\$46,909	81	131	26	237
Pharmacy Technicians	18.29%	\$28,362	48	65	25	137
Medical Assistants	31.87%	\$29,233	37	52	23	112
Computer User Support Specialists	15.66%	\$43,662	32	82	23	137
<b>LATER - Typically requires a bachelor's degree or higher education</b>						
Registered Nurses	13.56%	\$61,692	207	157	92	455
General and Operations Managers	15.17%	\$83,199	95	275	65	435
Secondary School Teachers, Except Special and Career/Technical E	8.68%	\$43,955	146	178	40	364
Accountants and Auditors	13.96%	\$58,563	66	128	29	223
Loan Officers	23.27%	\$65,590	31	71	27	128
Health Specialties Teachers, Postsecondary	27.60%	n/a	40	41	26	107
Public Relations Specialists	17.06%	\$56,934	45	108	25	177
Computer Systems Analysts	29.64%	\$62,434	15	36	21	71
Elementary School Teachers, Except Special Education	8.89%	\$42,356	75	84	19	178
Market Research Analysts and Marketing Specialists	30.77%	\$50,012	19	49	19	88

Source: 2016-2026 Long-Term Occupational Projections, MERIC



## C. EMPLOYERS' EMPLOYMENT NEEDS

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

Health Care & Social Assistance have the largest number of projected new job growth openings. Top occupations include registered nurses, nursing assistants, and childcare workers. The next job field with a large amount of projected job openings is Business and Sales. Top occupations include cashiers, retail salesperson, and retail sales supervisors. The third job field is in Science & Technology Services, with jobs as computer user support specialists, and life, physical, & Social science technicians.

(Source: U.S. Bureau of Labor Statistics).

Degrees and certifications will be required for most of these jobs, with the possible exception of sales-related jobs.

Employers continue to express the need for dependable employees with a strong work ethic.



## 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. Labor Insight/Burning Glass 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 intelligence on employer needs.

Seven industries growing faster than the regional average over the last five years were identified in the Economic Analysis section of the Plan. These industries are listed below with the specialized skills, certifications, and software and programming requested most by employers in job ads. Information is added in all regions as Information Technology workers are required by all industries in the state.

In the software and programming category, Microsoft Office and its products such as Word, Excel, Powerpoint, and Access ranked at the top of the list across all industries. Industry-specific programs identified in the job ads are listed in the table.

Employer Skill Needs - Central Region			
Industry	Specialized Skills	Certifications	Software and Programming
Health Care & Social Assistance	Patient Care	Registered Nurse	Epic Systems
	Cardiopulmonary Resuscitation (CPR)	First Aid Cpr Aed	EPIC software
	Treatment Planning	Basic Life Saving (BLS)	Meditech
	Patient/Family Education and Instruction	Advanced Cardiac Life Support (ACLS) Certification	SQL
	Home Health	Driver's License	Word Processing
Manufacturing	Sales	Driver's License	SAP
	Customer Service	Six Sigma Certification	Enterprise Resource Planning (ERP)
	Lifting Ability	Project Management Certification	AutoCAD
	Repair	Forklift Operator Certification	Oracle
	Scheduling	Welding Certification	SolidWorks
Accommodation & Food Service	Cleaning	Driver's License	Lotus Domino
	Customer Service	ServSafe	Apache Groovy
	Restaurant Management	Casino Gaming License	Google Drive
	Guest Services	Training For Intervention Procedures (TIPS) Certification	Lockout / Tagout (LOTO)
	Food Preparation	Food Handler Certification	SQL
Finance & Insurance	Customer Service	Driver's License	SQL
	Sales	Insurance License	Software Development
	Customer Contact	Insurance Agent Certification	Java
	Insurance Sales	Certified Public Accountant (CPA)	JavaScript
	Product Sales	Investment Advisor	jQuery
Administrative & Support	Sales	Driver's License	SQL
	Customer Service	Air Brake Certified	Oracle
	Customer Contact	Commercial Driver's License (CDL)	Java
	Recruiting	Public Safety Certificate	Linux
	Repair	Fire Officer	Salesforce
Transportation & Warehousing	Truck Driving	Commercial Driver's License (CDL)	SAP
	Customer Service	Driver's License	AS/400
	Transportation Industry Knowledge	Good Conduct	Electronic Data Interchange
	Lifting Ability	Automotive Service Excellence (ASE) Certification	Word Processing
	Scheduling	Security Clearance	Computer Aided Drafting/Design (CAD)
Arts, Entertainment & Recreation	Sales	Driver's License	S-Plus
	Performance Analysis	Security Clearance	Active Server Pages (ASP)
	Guest Services	First Aid Cpr Aed	MAS 90
	Budgeting	Food Service Certification	Quickbooks
	Manual Dexterity	Food Handler Certification	Vimeo
Information	Sales	Driver's License	Salesforce
	Retail Sales	Project Management Certification	Adobe Indesign
	Customer Service	Certified A+ Technician	Adobe Photoshop
	Retail Industry Knowledge	CompTIA Network+	SAP
	Sales Goals	Cisco Certified Network Professional (CCNP)	Adobe Creative Suite

Source: Labor Insight/Burning Glass, 2018 job ads

## POVERTY RATE BY COUNTY

County	Poverty Rate %
Audrain	17
Boone	16.6
Callaway	11.6
Camden	16.8
Cole	10.9
Crawford	18.6
Cooper	14.7
Dent	19.8
Gasconade	12.1
Howard	15.9
Laclede	15.7
Miller	16.3
Maries	15.2
Moniteau	11.6
Morgan	19.6
Osage	8.6
Phelps	19.6
Pulaski	14.2
Washington	22
Region Average	15.62
	14
Missouri Average	

Source: The 2018 Missouri Poverty Report

## A. NUMBER AND PERCENT OF WORKING AGE POPULATION DETERMINED TO HAVE A BARRIER TO EMPLOYMENT

### INDIVIDUALS WITH A DISABILITY

	Disability*			Percent of population with a disability
	ACS, 5 YR Estimate 2013-2017			
	With a disability	No disability	Total	
Audrain	1,768	11,905	13,673	12.9%
Boone	11,459	107,870	119,329	9.6%
Callaway	3,394	22,843	26,237	12.9%
Camden	3,710	20,933	24,643	15.1%
Cole	5,617	38,878	44,495	12.6%
Cooper	1,234	8,261	9,495	13.0%
Crawford	2,896	11,244	14,140	20.5%
Dent	2,243	6,448	8,691	25.8%
Gasconade	1,301	7,115	8,416	15.5%
Howard	885	5,246	6,131	14.4%
Laclede	3,763	16,832	20,595	18.3%
Maries	1,055	4,175	5,230	20.2%
Miller	2,092	12,385	14,477	14.5%
Moniteau	932	7,306	8,238	11.3%
Morgan	1,827	9,045	10,872	16.8%
Osage	1,009	7,161	8,170	12.4%
Phelps	4,050	24,120	28,170	14.4%
Pulaski	4,968	19,046	24,014	20.7%
Washington	3,702	10,674	14,376	25.8%

#### SOURCES:

U.S. CENSUS, AMERICAN COMMUNITY SURVEY, DISABILITY CHARACTERISTICS

2013 - 2017, FACTFINDER.CENSUS.GOV U.S. CENSUS, LONGITUDINAL EMPLOYER-HOUSEHOLD DYNAMICS 2017 ANNUAL  
AVERAGE, LEHD.CES.CENSUS.GOV

## CENTRAL REGION FIVE YEAR UNEMPLOYMENT RATES

Central Region					
County	2019	2018	2017	2016	2015
Audrain	2.4	2.1	2.4	3.5	3.7
Boone	1.7	1.6	1.7	2.7	2.7
Callaway	2.0	2.0	2.3	3.3	3.6
Camden	3.2	2.8	3.1	4.7	4.8
Cole	1.8	1.8	1.9	3.0	3.0
Cooper	2.4	2.2	2.4	4.0	4.5
Crawford	2.8	3.6	4.4	4.4	4.5
Dent	2.9	2.4	2.6	4.9	5.1
Gasconade	4.9	2.3	3.7	3.5	3.2
Howard	2.1	1.7	2.4	3.8	3.5
Laclede	2.4	2.4	2.9	5.2	5.5
Maries	2.6	2.5	3.1	4.5	4.3
Miller	2.9	2.2	3.0	4.3	4.3
Moniteau	2.1	2.1	2.1	3.6	3.8
Morgan	3.2	2.8	3.0	5.3	5.4
Osage	1.8	1.5	1.9	2.5	2.7
Phelps	2.4	2.1	2.4	3.9	4.1
Pulaski	3.4	2.7	5.2	5.2	4.8
Washington	3.1	3.0	4.2	4.2	5.2

Washington	3.1	3.0	4.2	4.2	5.2
Pulaski	3.4	2.7	5.2	5.2	4.8
Phelps	2.4	2.1	2.4	3.9	4.1
Osage	1.8	1.5	1.9	2.5	2.7
Morgan	3.2	2.8	3.0	5.3	5.4

## Civilian Labor Force

### Region Month Summary - November 1, 2019

\*not seasonally adjusted

	Central Region	Missouri
Labor Force	329,755	3,128,004
Employment	319,231	3,034,409
Unemployed	10,524	93,595
Unemployment Rate	3.2%	3.0%

Sources: BLS, BEA, Census

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Audrain	10,805	10,486	319	3.0%
Boone	100,132	97,960	2,172	2.2%
Callaway	21,417	20,851	566	2.6%

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Camden	18,628	17,784	844	4.5%
Cole	39,032	38,085	947	2.4%
Cooper	7,507	7,273	234	3.1%

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Crawford	11,051	10,635	416	3.8%
Dent	6,369	6,154	215	3.4%
Gasconade	7,788	7,553	235	3.0%

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Howard	5,025	4,886	139	2.8%
Laclede	17,965	16,436	1,529	8.5%
Maries	3,923	3,795	128	3.3%



Area Name	Labor force	Employment	Unemployment	Unemp. rate
Miller	12,412	11,962	450	3.6%
Moniteau	7,240	7,049	191	2.6%
Morgan	8,130	7,791	339	4.2%

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Miller	12,412	11,962	450	3.6%
Moniteau	7,240	7,049	191	2.6%
Morgan	8,130	7,791	339	4.2%

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Osage	7,068	6,909	159	2.2%
Phelps	20,159	19,548	611	3.0%
Pulaski	14,772	14,160	612	4.1%

Washington	10,332	9,914	418	4.0%
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### Annual Demographics

	Central Region	Missouri
Population	696,521	6,126,452
Region Avg Annual Wages	\$34,936	\$49,050
% Associate Degrees or higher lit	34.0%	35.9%

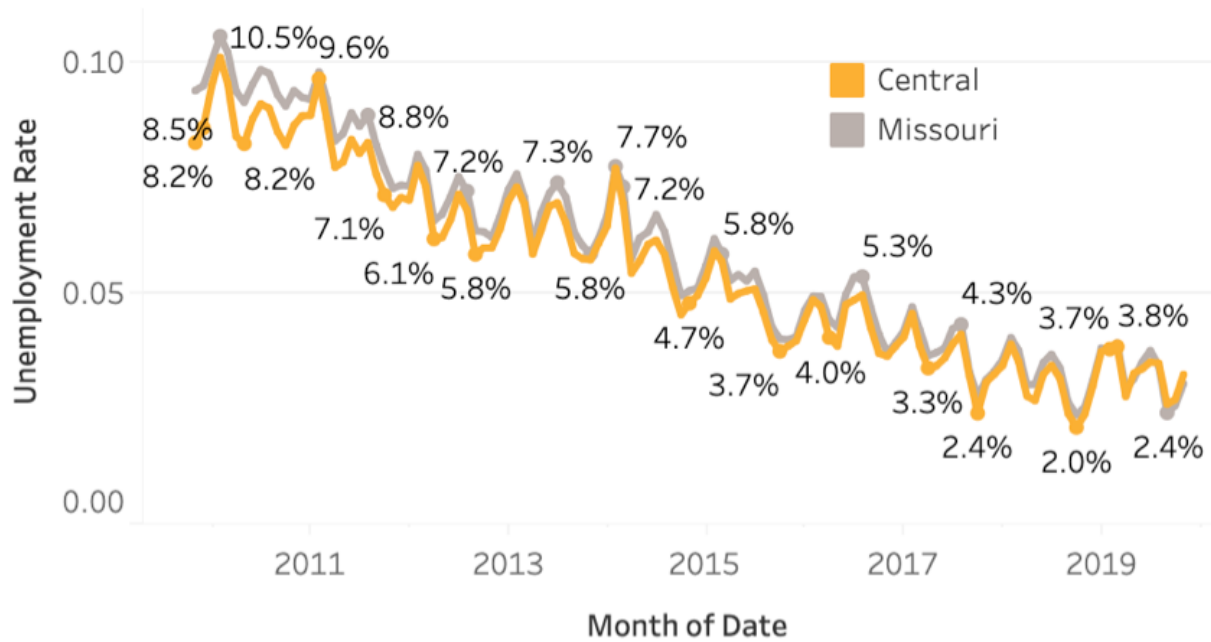
Area	Population	2018 Avg Annual Wage	% Associate Degree or higher
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Audrain	25,473	\$36,311	20.2%
Boone	180,005	\$44,083	53.0%
Callaway	44,889	\$42,578	29.0%
Camden	45,815	\$33,317	30.1%
Cole	76,796	\$42,058	39.1%
Cooper	17,603	\$33,094	29.0%
Crawford	23,957	\$36,414	17.2%
Dent	15,441	\$30,291	19.6%
Gasconade	14,705	\$30,555	26.5%
Howard	10,137	\$31,262	32.1%
Laclede	35,713	\$34,510	21.7%
Maries	8,769	\$30,721	23.7%
Miller	25,336	\$32,040	22.5%
Moniteau	16,121	\$34,755	23.9%
Morgan	20,358	\$28,762	18.7%
Osage	13,714	\$35,909	28.2%
Phelps	44,732	\$39,429	36.5%
Pulaski	52,014	\$37,660	36.0%
Washington	24,943	\$30,029	16.1%

## Central & Missouri Region

### Unemployment Rates

All



# MISSOURI WORKFORCE 2019

## CENTRAL REGION

DEPARTMENT OF HIGHER EDUCATION & WORKFORCE DEVELOPMENT

The Central Region is comprised of 19 counties in the center of Missouri. This region is home to several cities including Columbia, Mexico, Rolla, Camdenton, Lebanon, and the state capitol, Jefferson City.

The Central Region workforce has 312,799 employees, making up 10.6 percent of Missouri's employment. In 2018, 51 percent of the workforce was female and 49 percent was male, which matches the Missouri average.

The workforce is getting older in the Central Region, a trend happening throughout Missouri and the U.S. In 2018, 23 percent of the workforce was age 55 or older, up from 18 percent a decade earlier.

For the region, 11 percent of the workforce was non-white, compared to 17 percent for the state; 3 percent of the region's workforce was Hispanic or Latino, compared to 4 percent for Missouri.

For 6 percent of the region's population (ages 18 to 64) the primary language spoken at home is something other than English. By comparison, Missouri was at 7 percent and the U.S. population at 23 percent.

The Central Region has a higher percentage of the population with a disability compared to the state and nation. For the Central Region, 14 percent of the population has a disability compared to 13 percent in Missouri and 10 percent in the U.S.

### Workforce Demographics

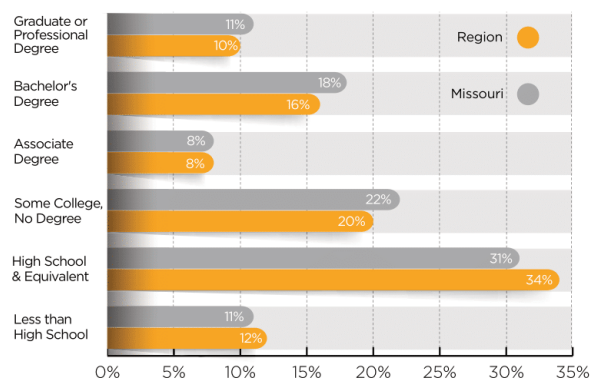
	Central MO	Missouri	Nationwide
Average monthly employment in 2018	312,799	2,954,808	155,761,000
Average Unemployment Rate in 2018	3.0%	3.2%	3.9%
Female	51%	51%	50%
Male	49%	49%	50%
Non-white	11%	17%	23%
Hispanic or Latino	3%	4%	15%
Ages 55 & older	23%	23%	23%
With disabilities (ages 18-64)	14%	13%	10%
Below Poverty Levels (ages 18-64)	17%	14%	14%
Language other than English (ages 18-64)	6%	7%	23%
Associate degree or higher (Age 25+)	34%	36%	39%

SOURCES: CENSUS ACS 2017-5YR EST.; BLS QCEW NOT-SEASONALLY ADJUSTED

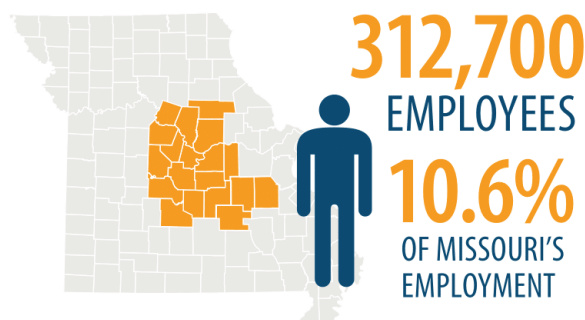
Educational attainment rates for the Central Region are slightly behind those of the state in regards to bachelor's or advanced degrees. Thirty-four percent of the region's population, age 25 and older, has an associate, bachelor's or advanced degree compared to 36 percent for the state.

The regional unemployment rate was 3.0 percent in 2018 overall, and as of May 2019, the preliminary rate stands at 3.2 percent, an increase from 2.6 percent in May 2018. From May 2014 to May 2019, the unemployment rate dropped 3.1 points.

### Educational Attainment



SOURCE: US CENSUS BUREAU, ACS 2017 5-YEAR ESTIMATES





# 8.WORKFORCE ANALYSIS

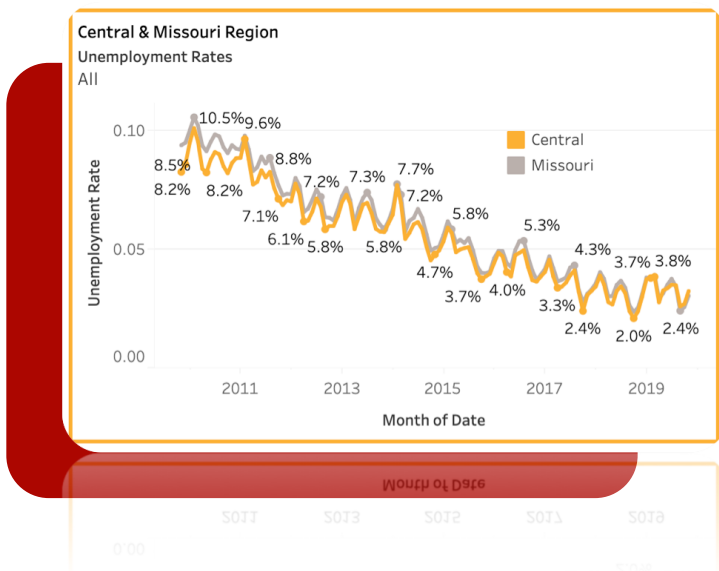
Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA[1]. This population must include individuals with disabilities among other groups[2] in the economic region and across the LWDA.

## A. EMPLOYMENT AND UNEMPLOYMENT ANALYSIS

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

Civilian Labor Force		
Region Month Summary - November 1, 2019		
*not seasonally adjusted		
	Central Region	Missouri
Labor Force	329,755	3,128,004
Employment	319,231	3,034,409
Unemployed	10,524	93,595
Unemployment Rate	3.2%	3.0%

Sources: BLS, BEA, Census



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

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



## 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 Central Region over the past year, the population in 8 of the 19 counties grew at a faster rate than the state as a whole. The highest growth was in Boone County, adding nearly 1,500 residents from 2017 to 2018, and adding just over 9,000 residents from 2013 to 2018. During the same 5 year period, the population of the Pulaski County decreased by just over 2,000 residents.

Central Region Population Change by County				
County	1 Year Change 2017-2018		5 year change 2013-2018	
	Percentage	Number	Percentage	Number
Missouri	0.3%	17,840	1.4%	85,794
Audrain	-0.5%	-127	-0.3%	-71
Boone	0.8%	1,482	5.3%	9,039
Callaway	-0.1%	-55	0.8%	358
Camden	0.8%	366	3.4%	1,524
Cole	0.2%	127	0.1%	81
Cooper	-0.2%	-40	0.0%	-7
Crawford	-0.6%	-138	-2.3%	-556
Dent	0.0%	1	-1.7%	-264
Gasconade	-0.1%	-13	-0.7%	-108
Howard	0.1%	15	-1.0%	-103
Laclede	0.7%	258	0.2%	87
Maries	-0.6%	-54	-3.2%	-292
Miller	0.5%	130	2.1%	521
Moniteau	0.6%	99	2.4%	382
Morgan	1.2%	240	1.2%	240
Osage	0.4%	51	0.4%	61
Phelps	0.1%	46	-0.7%	-305
Pulaski	0.3%	168	-3.8%	-2,048
Washington	-0.3%	-65	-0.8%	-195

Source: US Census, Population Estimates

## DEMOGRAPHICS

In some ways, Central Region's population is similar to Missouri's population. In most of the region's counties, a smaller percentage of the population is in the age group 25 years or less than the state average of 32.5 percent. The population age 55 and over is above the state average of 28.9 percent in 12 of the 19 counties. The county with the highest percentage of residents age 55 and up is Camden County with 44.0 percent in this age group.

The male/female gender split is close to the state average in all counties. In Missouri, 9.7 percent of citizens are civilian veterans. In all 8 counties of the Central Region, the percentage of veterans is at or above the above the state average. The county with the highest percentage of veterans in the region is Pulaski (25.0 percent).

Race/Ethnicity statistics for Missouri are different from the county averages of most counties in the region. All counties in the region have a lower percentage of minorities than the state average with the exception of Boone and Pulaski Counties.

”  
In Missouri, where I come from, we don't talk about what we do - we just do it. If we talk about it, it's seen as bragging. - Brad Pitt

County	Total Population				Gender		Civilian Veterans	Race/Ethnicity							
	Under 25 years	Age 25-34	Age 35-54	Age 55+	Male	Female		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%
Audrain	31.7%	13.0%	25.2%	30.1%	46%	54%	9.3%	87.1%	6.1%	0.2%	0.2%	0.0%	0.0%	3.4%	2.9%
Boone	40.7%	15.4%	22.3%	21.6%	49%	51%	6.9%	79.5%	8.5%	0.1%	4.2%	0.1%	0.2%	4.1%	3.3%
Callaway	32.4%	13.0%	26.4%	28.2%	51%	49%	9.6%	90.2%	4.3%	0.5%	0.8%	0.0%	0.2%	2.1%	2.0%
Camden	25.0%	9.2%	21.9%	44.0%	50%	50%	12.8%	94.5%	0.7%	0.6%	0.6%	0.0%	0.0%	0.9%	2.7%
Cole	31.9%	13.5%	26.6%	28.0%	51%	49%	9.3%	81.5%	11.6%	0.3%	1.4%	0.1%	0.6%	1.8%	2.8%
Cooper	31.0%	14.3%	24.6%	30.1%	53%	47%	9.1%	88.2%	6.5%	0.3%	0.3%	0.1%	0.2%	2.6%	1.8%
Crawford	30.9%	11.7%	25.0%	32.4%	49%	51%	11.2%	95.5%	0.3%	0.0%	0.1%	0.0%	0.1%	2.2%	1.9%
Dent	29.6%	10.8%	23.9%	35.7%	50%	50%	11.4%	94.8%	0.4%	0.9%	0.4%	0.0%	0.0%	1.9%	1.6%
Gasconade	28.3%	10.1%	24.0%	37.6%	50%	50%	11.0%	96.2%	0.6%	0.4%	0.2%	0.0%	0.1%	1.2%	1.3%
Howard	35.2%	11.0%	22.2%	31.6%	50%	50%	10.6%	90.8%	5.1%	0.5%	0.2%	0.1%	0.0%	1.9%	1.4%
Laclede	32.1%	11.9%	25.9%	30.1%	49%	51%	11.4%	93.8%	0.5%	0.4%	0.4%	0.0%	0.0%	2.5%	2.3%
Maries	29.2%	9.9%	25.6%	35.3%	50%	50%	12.8%	95.8%	0.4%	0.9%	0.2%	0.0%	0.0%	0.2%	2.5%
Miller	31.7%	11.5%	25.1%	31.6%	49%	51%	9.5%	95.0%	0.4%	1.2%	0.5%	0.0%	0.0%	1.0%	1.8%
Moniteau	32.3%	12.9%	27.7%	27.2%	53%	47%	9.6%	89.7%	3.4%	0.7%	0.0%	0.0%	0.0%	1.6%	4.6%
Morgan	28.5%	9.9%	22.9%	38.7%	50%	50%	11.0%	94.4%	0.8%	0.5%	0.1%	0.0%	0.0%	2.0%	2.1%
Osage	32.3%	11.0%	26.8%	29.9%	52%	48%	9.1%	97.5%	0.7%	0.5%	0.0%	0.0%	0.2%	0.3%	0.8%
Phelps	37.9%	12.3%	21.9%	27.9%	53%	47%	10.9%	89.1%	2.5%	0.8%	3.7%	0.0%	0.0%	1.5%	2.4%
Pulaski	45.0%	18.4%	20.9%	15.6%	57%	43%	25.0%	69.6%	11.7%	0.7%	2.5%	0.2%	0.0%	4.3%	10.9%
Washington	30.9%	12.1%	27.3%	29.7%	51%	49%	10.3%	94.4%	2.4%	0.2%	0.0%	0.0%	0.0%	1.6%	1.3%

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

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

## EMPLOYMENT & UNEMPLOYMENT

The number of Central Region residents in the labor force has remained relatively steady over the past 5 years at between 373,000 and nearly 382,000. The number of persons employed has also remained

steady since 2015 at between just under 361,000 and over 365,000.

The unemployment rate in 2015 was 4.8 percent, and fell to a low of 3.1 percent in 2018. The unemployment rate for 2019 thru September is 3.4 percent.



## LABOR FORCE PREPARATION

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 Central Region is slightly lower at 60.9 percent. The county with the highest Labor force Participation Rate in the Central Region is Pulaski County (71.4 percent) and the lowest is Morgan County (47.7 percent).

## B. LABOR MARKET TRENDS

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

Occupations are typically classified as **NOW**, **NEXT** and **LATER**, depending on the training required.

**NOW** occupations usually require less than 1 month (short-term) to no more than 12 months (moderate-term) of on-the-job training.

**NEXT** occupations usually require more than 1 year (long-term) on-the-job training and can additionally need specific work experience; generally requires an associate's degree or a substantial vocational education.

**LATER** occupations usually require a bachelor's degree and may need specific work experience; potentially some work experience or advanced degree required.

### Sources:

Data for this analysis has been extracted using Burning Glass Technologies, Labor/Insight™ tool that collects information from over 35,000 web sources, including job boards, newspapers, large and small employer websites. Missouri Economic Research and Information Center (MERIC) uses this data to compile and publish reports for the State and Labor Market Regions.

While this analysis presents a broad picture of hiring activity and serves as a measure of labor demand, it does not capture openings that are filled through other networks.

### NOW Occupations

OCCUPATIONS	ONLINE JOB ADS
Retail Salespersons	545
Customer Service Representatives	227
Personal Care Aides	224
Food Prep. & Serving Workers	139
Laborers & Material Movers	137
Driver/Sales Workers	135
Cashiers	113
Light Truck/Delivery Services Drivers	112
Maids & Housekeeping Cleaners	105
Janitors & Cleaners	97

### NEXT Occupations

OCCUPATIONS	ONLINE JOB ADS
Heavy & Tractor-Trailer Truck Drivers	366
Retail Sales Supervisors	359
Sales Representatives, Wholesale/Mfg.	297
Licensed Practical Nurses	247
Food Service Managers	171
Merchandise Displayers	135
Nursing Assistants	134
Secretaries & Admin. Assistants	123
Insurance Sales Agents	116
Maintenance & Repair Workers	112

### LATER Occupations

OCCUPATIONS	ONLINE JOB ADS
Registered Nurses	722
Physicians	234
Postsecondary Teachers	205
Medical & Health Services Managers	195
Managers, All Other	158
Sales Managers	136
Software Developers, Applications	129
Physical Therapists	126
Human Resources Specialists	120
General & Operations Managers	100





## HIGHEST 2018 LQ 2.4 GASOLINE STATIONS

### 2018 Central Region Location Quotients

Industry	Employment	Location Quotient
Gasoline Stations	3,713	2.4
Building Material & Garden Supplies	3,493	1.6
Credit Intermediation & Related Activities	6,811	1.6
Motor Vehicle Parts Dealers	5,061	1.5
General Merchandise Stores	6,522	1.3
Accommodation	4,211	1.3
Sports, Hobby, Music, Book Stores	1,168	1.2
Food Service & Drinking Places	23,854	1.2
Nursing & Residential Care	6,751	1.2
Food & Beverage Stores	5,619	1.1
Machinery Manufacturing	1,990	1.1
Miscellaneous Stores	1,473	1.1
Repair & Maintenance Shops	2,320	1.1
Memberships, Associations, Organizations	2,393	1.1

SOURCE: MERIC, QCEW, 2018 ANNUAL AVERAGES

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Memberships, Associations, Organizations	2,393	1.1
Repair & Maintenance Shops	2,320	1.1
Miscellaneous Stores	1,473	1.1
Machinery Manufacturing	1,990	1.1
Food & Beverage Stores	5,619	1.1
Nursing & Residential Care	6,751	1.2
Food Service & Drinking Places	23,854	1.2

”

We are working to move Missouri forward, and by focusing on workforce development and infrastructure - we can reach this goal."

- Governor Mike Parson

### Central Region Long-Term Occupational Projections by Top Openings

Occupation	2016 Estimated Employment	2026 Projected Employment	Growth Openings	Exits	Transfers	Total Openings	Median Wages
<b>NOW</b>							
Combined Food Prep. & Serving Workers	7,516	9,804	2,288	7,668	8,020	17,976	\$19,023 ★
Cashiers	7,866	8,477	611	7,672	7,488	15,771	\$18,768 ★
Retail Salespersons	9,499	9,776	277	6,102	7,648	14,027	\$22,496 ★
Waiters & Waitresses	4,870	5,803	933	3,950	6,052	10,935	\$18,623
Secretaries & Administrative Assistants	8,878	8,692	-186	4,732	4,603	9,149	\$30,123
<b>NEXT</b>							
Nursing Assistants	4,329	4,742	413	2,755	2,292	5,460	\$23,193 ★
Cooks, Restaurant	2,517	3,122	605	1,652	2,256	4,513	\$22,080 ★
Supervisors of Food Prep. & Serving Workers	2,459	2,996	537	1,222	2,602	4,361	\$25,917
Retail Sales First-Line Supervisors	3,545	3,846	301	1,364	2,487	4,152	\$35,102 ★
Bookkeeping, Accounting, & Auditing Clerks	2,985	3,071	86	1,875	1,455	3,416	\$31,714
<b>LATER</b>							
Registered Nurses	6,755	7,671	916	2,065	1,568	4,549	\$60,523 ★
General & Operations Managers	4,277	4,926	649	954	2,745	4,348	\$70,632
Secondary School Teachers	4,573	4,970	397	1,462	1,780	3,639	\$42,569
Accountants & Auditors	2,085	2,376	291	658	1,283	2,232	\$50,564
Business Operations Specialists, All Other	2,048	2,232	184	671	1,235	2,090	\$53,942

SOURCE: MERIC OCCUPATIONAL PROJECTIONS 2016-2026

★ DENOTES OCCUPATIONS IN THE TOP TEN FOR 2018 ON-LINE JOB ADS IN THE REGION & WITHIN THE NOW-NEXT-LATER CLASSIFICATION

SOURCE: MERIC OCCUPATIONAL PROJECTIONS 2016-2026

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Business Operations Specialists, All Other	2,048	2,232	184	671	1,235	2,090	\$53,942
Accountants & Auditors	2,085	2,376	291	658	1,283	2,232	\$50,564
Secondary School Teachers	4,573	4,970	397	1,462	1,780	3,639	\$42,569
General & Operations Managers	4,277	4,926	649	954	2,745	4,348	\$70,632
Registered Nurses	6,755	7,671	916	2,065	1,568	4,549	\$60,523

## IN-DEMAND 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.

Top occupations by the total number of annual openings in the Now category are Food Preparation and Serving Workers (1,798), Cashiers (1,577), Retail Salespersons (1,403), Waiters and Waitresses (1,094), and Office Clerks (842). The reason for a high number of openings is turnover within these occupations.

Occupations with the highest number of annual openings in the Next category are Secretaries and Administrative Assistants (915), Nursing Assistants (546), Restaurant Cooks (451), Supervisors of Food Preparation and Serving Workers (436), and Maintenance and Repair Workers (417).

Later occupations with the highest number of annual openings are Registered Nurses (455), General and Operations Managers (435), Secondary School Teachers (364), Accountants and Auditors (223), and Business Operations Specialists (209).

Many high demand occupations correspond directly with the high growth industry groups, such as Health Care, Educational Services, Retail, and Specialty Trade Contractors. Other high demand occupations cross many industry groups, like Customer Service Representatives, Sales Representatives, Secretaries and Administrative Assistants, General and Operations Managers, and Accountants and Auditors.



Occupation	2016 Estimated Employment	2026 Projected Employment	Growth Openings	Exits	Transfers	Total Openings	Median Wages
<b>NOW</b>							
Combined Food Preparation and Serving Workers	7,516	9,804	2,288	7,668	8,020	17,976	\$19,023 🔥
Cashiers	7,866	8,477	611	7,672	7,488	15,771	\$18,768 🔥
Retail Salespersons	9,499	9,776	277	6,102	7,648	14,027	\$22,496 🔥
Waiters and Waitresses	4,870	5,803	933	3,950	6,052	10,935	\$18,623 🔥
Secretaries and Administrative Assistants	8,878	8,692	-186	4,732	4,603	9,149	\$30,123
<b>NEXT</b>							
Nursing Assistants	4,329	4,742	413	2,755	2,292	5,460	\$23,193 🔥
Cooks, Restaurant	2,517	3,122	605	1,652	2,256	4,513	\$22,080 🔥
First-Line Supervisors of Food Preparation and Serving Workers	2,459	2,996	537	1,222	2,602	4,361	\$25,917 🔥
First-Line Supervisors of Retail Sales Workers	3,545	3,846	301	1,364	2,487	4,152	\$35,102 🔥
Bookkeeping, Accounting, and Auditing Clerks	2,985	3,071	86	1,875	1,455	3,416	\$31,714
<b>LATER</b>							
Registered Nurses	6,755	7,671	916	2,065	1,568	4,549	\$60,523 🔥
General and Operations Managers	4,277	4,926	649	954	2,745	4,348	\$70,632
Secondary School Teachers	4,573	4,970	397	1,462	1,780	3,639	\$42,569 🔥
Accountants and Auditors	2,085	2,376	291	658	1,283	2,232	\$50,564
Business Operations Specialists, All Other	2,048	2,232	184	671	1,235	2,090	\$53,942

🔥 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

Source: MERIC Occupational Projections 2016-2026

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

## C. EDUCATION & SKILLS LEVELS OF THE WORKFORCE ANALYSIS

**Provide an analysis of the educational and skills levels of the workforce.**

Educational attainment rates for the Central Region are slightly behind those of the state in regards to bachelor's or advanced degrees. Thirty-four percent of the region's population, age 25 and older, has an associate, bachelor's or advanced degree compared to 36 percent for the state. (MERIC)

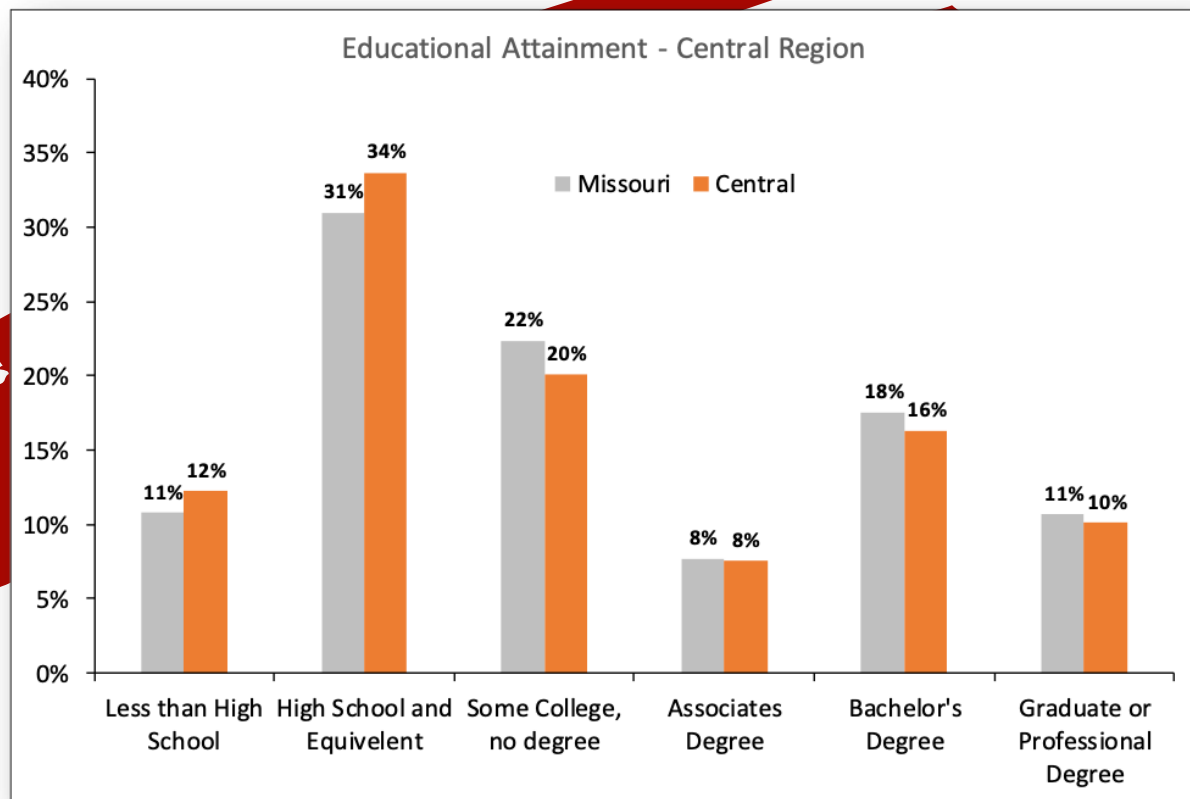




## EDUCATIONAL ATTAINMENT

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. As a state, more Missourians have either a high school diploma or some college education but no degree than the national average. However, less Missourians have earned an associate's degree, bachelor's degree, or graduate/professional degree than the national average.

In the Central Region, the educational attainment rates for individuals are higher than the state average for a high school diploma. However, the percentage of people in the region with some college, no degree, bachelor's degree, or graduate or professional degree are slightly below the state averages.

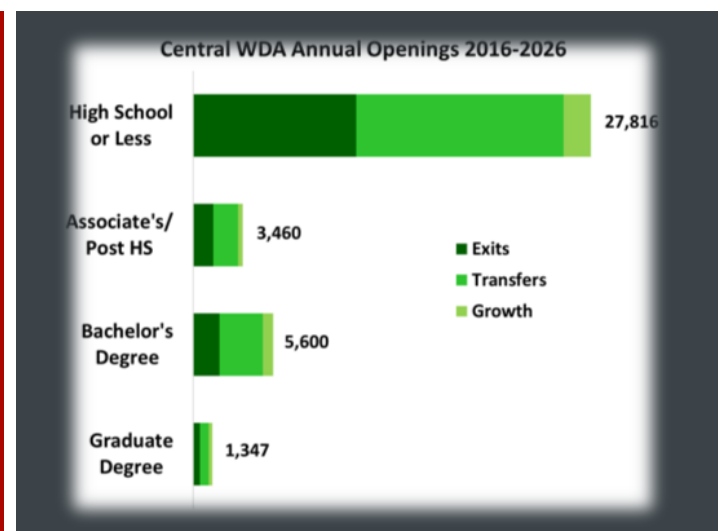
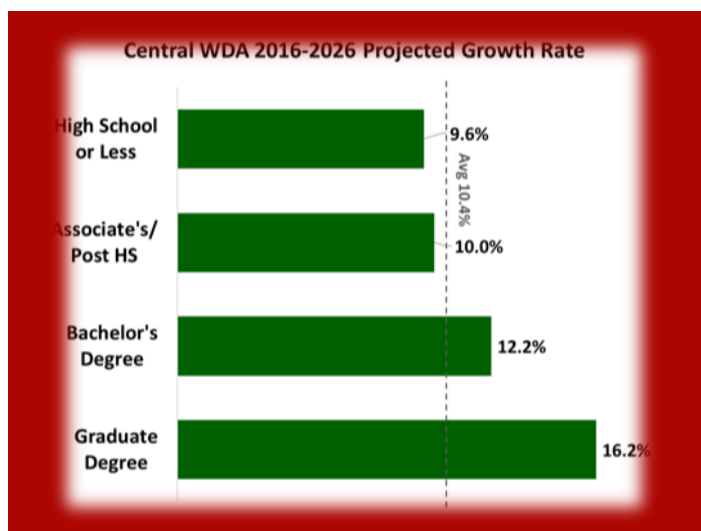


## OCCUPATIONAL PROJECTIONS

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 a bachelor's degree or more are projected to grow at a faster rate than the Central Region average. The occupation groups that are projected to grow the fastest are Food Preparation and Serving, Personal Care and Service, and Healthcare Support.

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.



## D. SKILL GAPS

**Describe apparent ‘skill gaps’ in the local area. How were the “skills gaps” determined?**

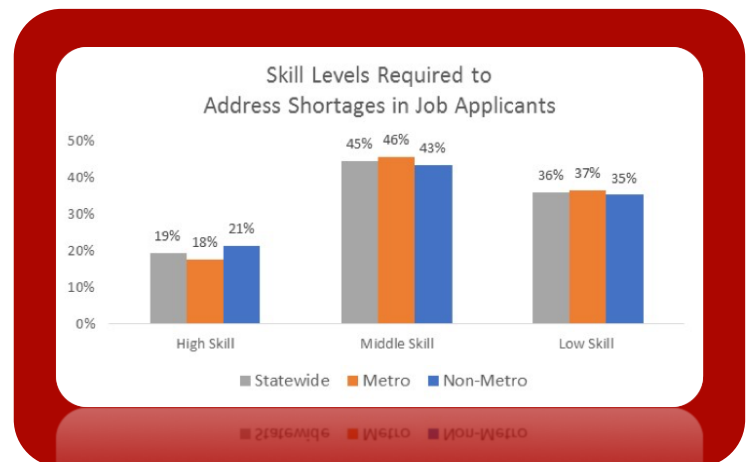
### MISSOURI WORKFORCE 2019 SURVEY

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.

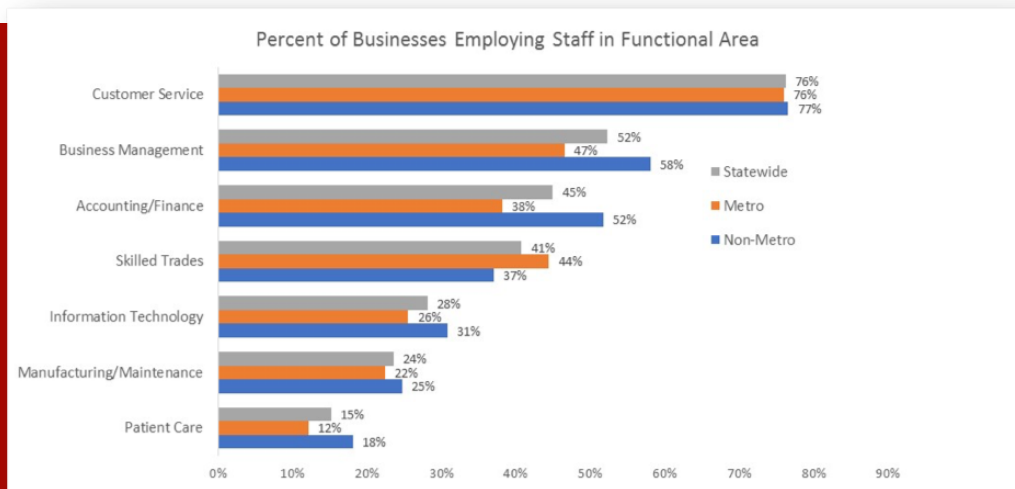
One of the survey questions asked employers about any planned changes in employment levels during the next 12 months. While 49 percent anticipate employment remaining the same as previous years, 33 percent plan to increase employment. This statistic is

significant as we begin to understand employer skill needs and gaps, as well as barriers to expanding employment.

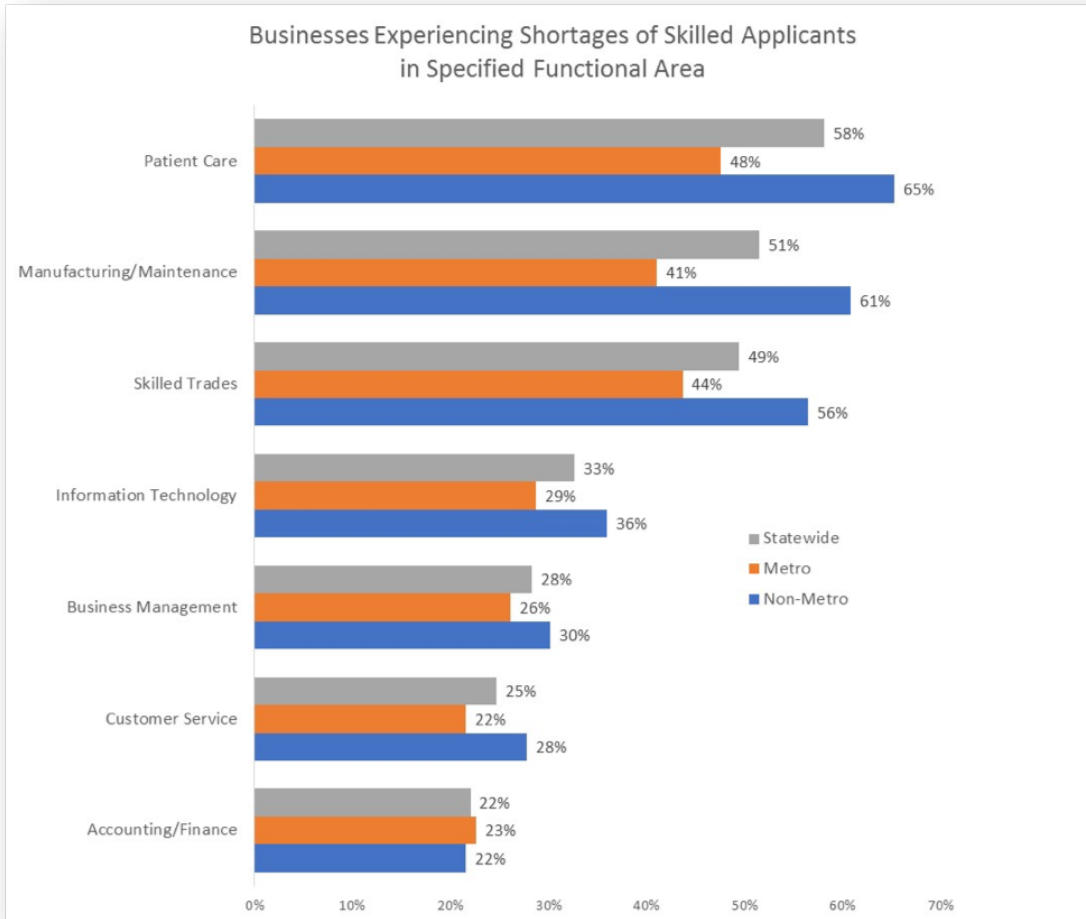
Twenty-eight percent of employers responded that they are experiencing a shortage of skilled applicants, and the responses were similar in the metro and non-metro areas. Most of the shortages were in middle-skill jobs, or jobs that require education and/or training beyond a high school diploma but do 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.

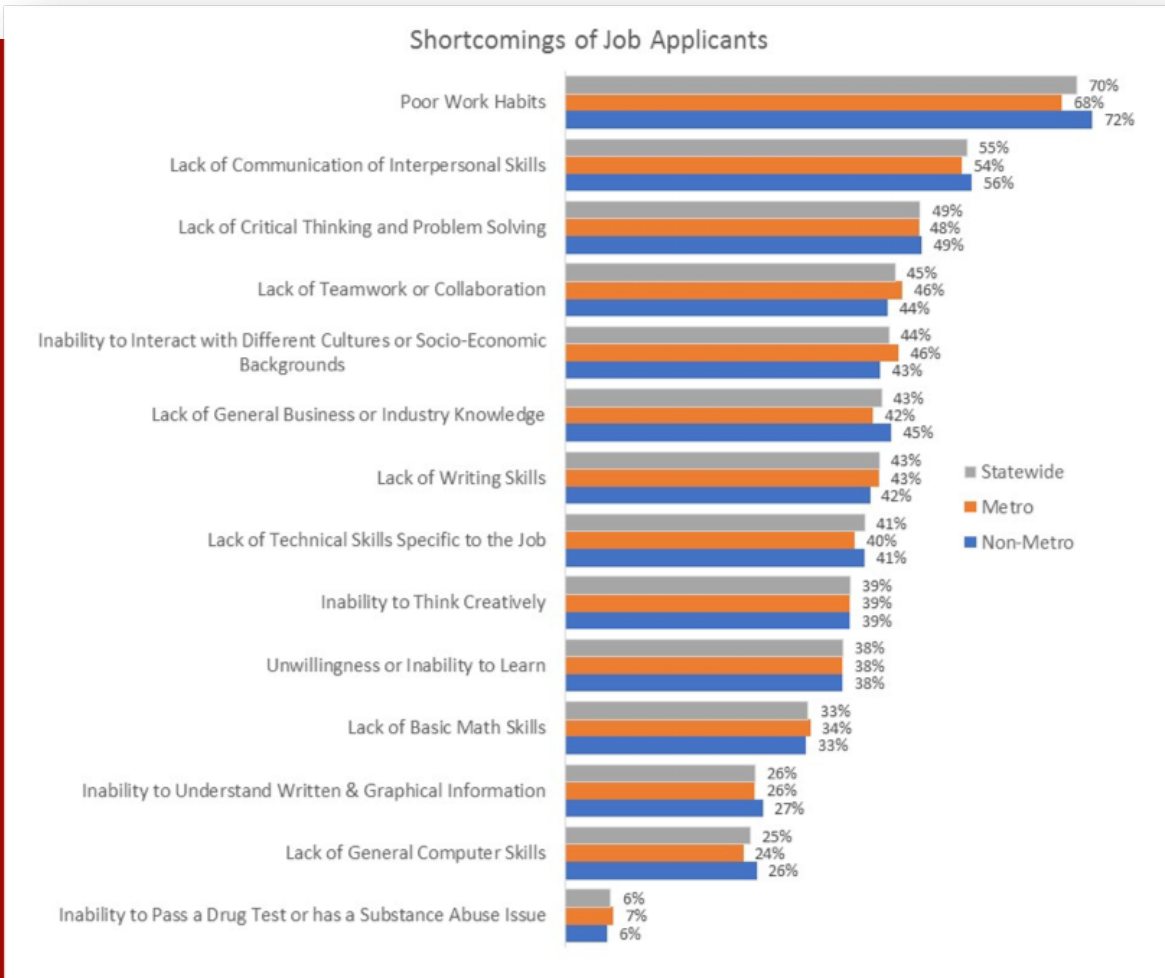


Companies indicating that they had employees in each functional area were then asked if they were seeing a shortage of skilled applicants in those areas. In every area except Accounting, a greater number of non-metro than metro areas are seeing a shortage of skilled applicants.





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.



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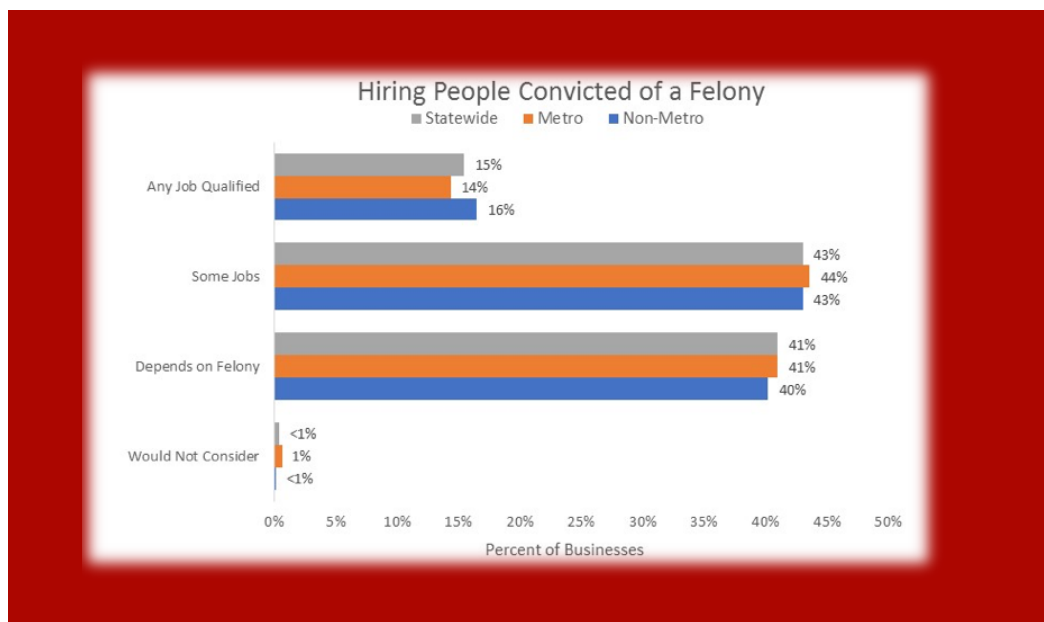
*Other offenders on my wing have been asking how to get into this (Building Your Future) class after myself and the other four people in my wing told them about this class.*

*Hands down, my favorite 3 hours of the week.*

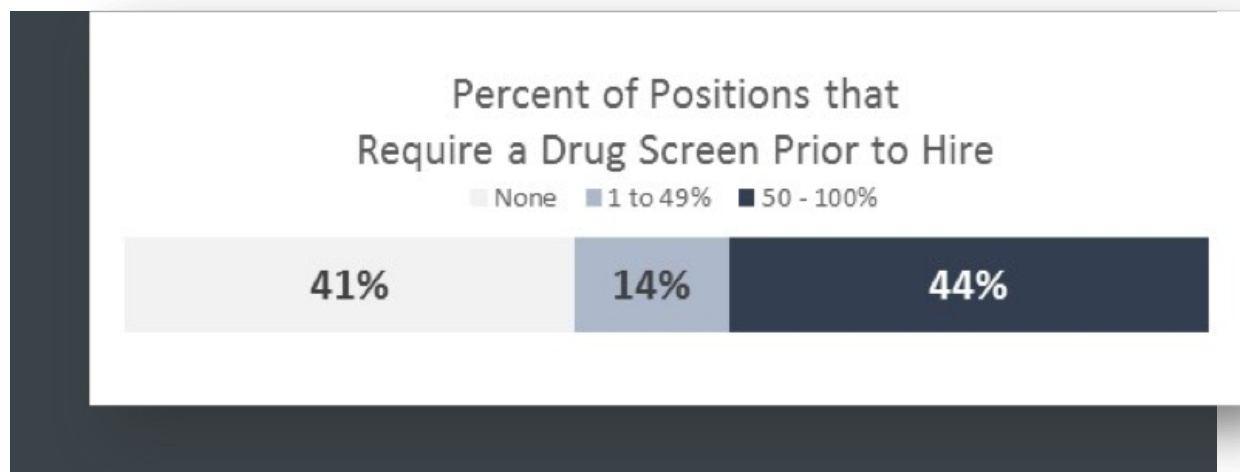
*Dallas - Cremer Therapeutic Community Center, Fulton, Mo.*

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 hire for any of their positions, while another 4 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

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**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[3].**

[3] Mandatory One-Stop partners: Each LWDA must have one comprehensive One-Stop Center that provides access to physical services of the core programs and other required partners. In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs are required to provide access through the One-Stops: Temporary Assistance for Needy Families (TANF), Career and Technical Education (Perkins Act), Community Services Block Grant, Indian and Native American programs, Housing and Urban Development (HUD) Employment and Training programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Trade Adjustment Assistance programs, Unemployment Insurance, Re-entry Programs, and YouthBuild.

## **A. THE STRENGTHS AND WEAKNESSES OF WORKFORCE DEVELOPMENT ACTIVITIES**

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

### **STRENGTHS**

The region benefits from large employers including Boone Hospital, Phelps County Regional Medical Center, Capital Region Medical Center, and Fulton State Hospital. University of Missouri has campuses in Columbia and Rolla. Other major employers are state government and Fort Leonard Wood U.S. Army Base. The Lake of the Ozarks area is a very popular tourist destination.

Workforce system partners are working closer together in serving customers and braiding services. Employer engagement, although still needing much work, is increasing.

The first Job Center in a correctional facility was opened at Tipton Correctional Center involving the collaboration of several workforce partners. It is hoped that this initiative with justice-involved individuals will be replicated at other facilities.

### **WEAKNESSES**

The workforce is aging in the Central Region, a trend happening throughout Missouri and the U.S. In 2018, 23 percent of the workforce was age 55 or older. (MERIC)

Businesses are having trouble maintaining a skilled workforce. There are not enough workers in the pipeline to meet the needs of businesses.

Although workforce partners are working closer together, there are problems implementing the infrastructure cost share process. Many partners do not want to contribute to the Job Center costs.

The sharing of data between partners is a barrier to streamlining the process of serving customers. This often puts a burden on customers and staff.

Many job seekers lack reliable transportation. Many jobs in the region require a commute and transportation is a problem.



## **B. LOCAL WORKFORCE DEVELOPMENT CAPACITY**

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

The CWDB and the Job Centers work closely with partners to maximize services and resources and reduce duplication. However, declines in funding have resulted in a reduction of staff and service locations, which is a challenge in some areas. Partner agencies have in some cases also had reductions in funding which adds to the shortage of resources.

The region has full service Job Centers in Rolla, Lebanon, and Columbia. The center in Jefferson City was destroyed by a tornado and has not been replaced at this time.

Closer partnerships with Vocational Rehabilitation and Rehabilitation Services for the Blind will hopefully result in increased services to individuals with disabilities and create additional traffic in the Job Centers.

The Nexus group is an initiative that is bringing together employers and streamlining the process to communicate job openings, referrals and placements. The region does not have a comprehensive business services team and this will help to fill that gap.

# OPERATIONAL ELEMENTS

## LOCAL STRUCTURE

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### 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 Central Workforce Development Area consists of 19 counties in central and south central Missouri. The region has two Metropolitan Statistical Areas, Columbia (Boone and Howard Counties) and Jefferson City (Callaway, Cole, Moniteau, and Osage Counties). Washington County is part of the St. Louis MO-IL Metropolitan Statistical Area. Other Metropolitan Statistical Areas include Mexico (Audrain County), Rolla (Phelps County), Lebanon (Laclede County), and Fort Leonard Wood (Pulaski County).

The region accounts for 10% of the state's workforce. The area is home to the State Capitol in Jefferson City (Cole County); the Lake of the Ozarks, one of the state's most extensive recreational areas, is located in Camden, Miller, and Morgan Counties, and Fort Leonard Wood Chemical Training and Engineering military training facility, which is the state's largest military base.

Some of the largest employers are health care providers including: Boone Hospital, Phelps County Regional Medical Center, Capitol Region Medical Center, and the Fulton State Hospital. There is a substantial presence in the financial/professional services industry with State Farm Insurance, Veterans United Home Loans, and Shelter Insurance. The State of Missouri, US Food Service, Lowe's Companies, Inc. , University of Missouri, and the Department of Defense. (Source: MERIC, U.S. Bureau of Labor Statistics.

The University of Missouri system has two campuses in the region: University of Missouri – Columbia, and Missouri University of Science and Technology. Other training and educational institutions in the region include: Lincoln University, Linn State Technical College, Boonslick Technical Educational Center, Central Methodist University, Columbia Area Career Center, Columbia College, Lake Career and Technical Center, Lebanon Technology and Career Center, Missouri School for the Deaf Vocational School, Nichols Career Center, Rolla Technical Center, Rolla Technical Institute/Rolla Technical Center, Stephens College, Eldon Career Center, Waynesville Technical Academy, Westminster College, William Woods University. *Source: Missouri Department of Higher Education.*

The Central Region workforce has 312,799 employees, making up 10.6 percent of Missouri’s employment. In 2018, 51 percent of the workforce was female and 49 percent was male, which matches the Missouri average.

The workforce is getting older in the Central Region, a trend happening throughout Missouri and the U.S. In 2018, 23 percent of the workforce was age 55 or older, up from 18 percent a decade earlier.

The workforce is getting older in the Central Region, a trend happening throughout Missouri and the U.S. In 2018, 23 percent of the workforce was age 55 or older, up from 18 percent a decade earlier.

For 6 percent of the region’s population (ages 18 to 64) the primary language spoken at home is something other than English. By comparison, Missouri was at 7 percent and the U.S. population at 23 percent.

The Central Region has a higher percentage of the population with a disability compared to the state and nation. For the Central Region, 14 percent of the population has a disability compared to 13 percent in Missouri and 10 percent in the U.S.

Location Quotient (LQ) is an analysis of industry concentrations within a geographic region compared to the nation with 1.0 as the national average. Industries with an LQ greater than 1.0 indicate a higher concentration, thus requiring more than the average number of skilled workers to support the industry. Industries with high LQs in the Central Region include those related to tourism such as Gasoline Stations, Accommodation, Food and Drinking Places, and a variety of stores. The industries of Credit Intermediation and Related Activities, Motor Vehicle Parts Dealers, Nursing and Residential Care, and Machinery Manufacturing also have notable LQs above the average. (MERIC)

## COMMUTING PATTERNS

The table below indicates that many workers commute to another county for employment. Larger cities, such as Columbia and Jefferson City in Boone and Cole counties, respectively, do attract workers from the surrounding counties which is evident in the lower out-commuting percentage. The central location in the state, in addition to Interstate and US Highway access, improves the ability of Central residents to commute to their workplace.

## PERCENT OF EMPLOYEES WORKING OUTSIDE OF HOME COUNTY

County	Percent	County	Percent	County	Percent
Audrain	59%	Dent	61%	Morgan	70%
Boone	28%	Gasconade	61%	Osage	73%
Callaway	67%	Howard	69%	Phelps	45%
Camden	48%	Laclede	42%	Pulaski	51%
Cole	28%	Maries	85%	Washington	75%
Cooper	59%	Miller	74%		
Crawford	63%	Moniteau	66%		

### Central LMR Top Employer Postings

#### COMPANY

University of Missouri  
 Mercy Health Systems  
 Missouri Univ. of Science & Technology  
 SSM Health Care  
 Department Army  
 Hy-Vee  
 BJC HealthCare  
 Pizza Hut  
 Phelps County Regional Medical Center  
 Lutheran Senior Services

### Central LMR Top Industry Postings

INDUSTRIES WITH TOP POSTINGS	NUMBER OF JOB ADS
Colleges & Universities	1,245
Hospitals	1,034
Restaurants Food, & Drink Services	414
National Security	366
Grocery Stores	251
Insurance Companies	245
Management & Scientific Consulting	205
Outpatient Care Centers	201
Traveler Accommodation	172
Banks	172

### Central Region Fastest Growing Occupations



NOTE: OCCUPATIONS WITH NET INCREASE OF LESS THAN 50 ARE OMITTED

SOURCE: MERIC OCCUPATIONAL PROJECTIONS, 2016-2026

★ DENOTES OCCUPATIONS TOP TEN ONLINE JOB ADS FOR 2018 IN THE REGION AND WITHIN THE NOW-NEXT-LATER CLASSIFICATIONS

MISSOURI WORKFORCE 2019

MISSOURI WORKFORCE 2019

★ DENOTES OCCUPATIONS TOP TEN ONLINE JOB ADS FOR 2018 IN THE REGION

★ DENOTES OCCUPATIONS TOP TEN ONLINE JOB ADS FOR 2018 IN THE REGION



## Central Region Top Employing Industries

Industry	Employment		Net Change	2013-2018 Empl. CAGR	2018 Annual Wages
	2013	2018			
Health Care & Social Assistance	41,606	42,643	1,037	0.5%	\$40,596
Retail Trade	32,820	33,292	472	0.3%	\$25,128
Educational Services	32,163	31,485	(678)	-0.4%	\$45,600
Accommodation & Food Services	25,263	28,109	2,846	2.2%	\$15,432
Manufacturing	24,887	26,778	1,891	1.5%	\$42,804
Public Administration	27,332	26,672	(660)	-0.5%	\$38,040
Construction	11,789	12,573	784	1.3%	\$42,264
Finance and Insurance	9,151	10,368	1,217	2.5%	\$59,520
Administrative & Support	9,277	10,324	1,047	2.2%	\$25,632
Professional, Scientific & Tech. Serv.	8,398	8,739	341	0.8%	\$50,472

SOURCE: LEHD-QWI, 2013-2018 2ND QUARTER

## Workforce Demographics

	Central MO	Missouri	Nationwide
Average monthly employment in 2018	312,799	2,954,808	155,761,000
Average Unemployment Rate in 2018	3.0%	3.2%	3.9%
Female	51%	51%	50%
Male	49%	49%	50%
Non-white	11%	17%	23%
Hispanic or Latino	3%	4%	15%
Ages 55 & older	23%	23%	23%
With disabilities (ages 18-64)	14%	13%	10%
Below Poverty Levels (ages 18-64)	17%	14%	14%
Language other than English (ages 18-64)	6%	7%	23%
Associate degree or higher (Age 25+)	34%	36%	39%

SOURCES: CENSUS ACS 2017-5YR EST.; BLS QCEW NOT-SEASONALLY ADJUSTED

## 11. LOCAL FACILITY AND INFORMATION

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A. Identify the local comprehensive One-Stop Center(s), including current mailing and street addresses, telephone and fax numbers and list them in Attachment 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 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 ATTACHMENT 3

See OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards.



## **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 ATTACHMENT 3**

See OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards.

## **13. SUB-STATE MONITORING PLAN**

Include the sub-state monitoring plan, as defined in OWD Issuance 16-2018 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**

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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.**

**THE SIX CORE PROGRAMS ARE:**

**ADULT PROGRAM  
(TITLE I OF WIOA)**

**DISLOCATED WORKER  
PROGRAM (TITLE I)**

**YOUTH PROGRAM  
(TITLE I)**

**ADULT EDUCATION AND FAMILY  
LITERACY ACT PROGRAM (TITLE II)**

**WAGNER-PEYSER ACT  
EMPLOYMENT SERVICE PROGRAM  
(AUTHORIZED UNDER THE WAGNER-PEYSER ACT,  
AS AMENDED BY TITLE III)**

**VOCATIONAL REHABILITATION PROGRAM (AUTHORIZED UNDER TITLE I OF THE  
REHABILITATION ACT OF 1973, AS AMENDED BY TITLE IV)**

**OTHER PARTNERS:**

**CAREER AND TECHNICAL  
EDUCATION PROGRAMS**

**TEMPORARY ASSISTANCE FOR  
NEEDY FAMILIES**

**REINTEGRATION OF  
EX-OFFENDERS PROGRAM**

**SENIOR COMMUNITY SERVICE  
EMPLOYMENT PROGRAM**

**UNEMPLOYMENT INSURANCE  
PROGRAMS**

**TRADE ADJUSTMENT ASSISTANCE  
FOR WORKERS PROGRAM,**

**EMPLOYMENT AND TRAINING  
PROGRAMS UNDER THE SUPPLEMENTAL  
NUTRITION ASSISTANCE PROGRAM**

**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.).**

The Board had a WIOA partner meeting as part of the planning process. The meeting was very productive and insightful as each partner discussed their role in the One-Stop system. This interaction with partners will be continued through future meetings and partner presentations at board meetings.

The Region will work with Career Technical Schools by implementing the following strategies in support of the Strengthening Career and Technical Education for the 21st Century Act of 2018:

- Coordinate services to serve customers more effectively;
- Utilize shared resources that will lead to non-duplication of efforts and resources;
- Promote registered youth apprenticeships;
- Share labor market information;
- Improve on the development and use of career pathways.
- Increase employer engagement to determine specific training that is needed.

**C.**  
**DESCRIBE HOW THE LOCAL WDB WILL  
COORDINATE WORKFORCE INVESTMENT  
ACTIVITIES CARRIED OUT IN THE LOCAL AREA  
WITH RAPID RESPONSE ACTIVITIES.**

CWDB coordinates efforts with the Statewide Employment Transition Team in accordance with DWD/OWD Issuance 07-2015. The region's workforce coordinator is the designated lead for layoffs. Official communications regarding layoffs will come from Office of Workforce Development central office. If a job center customer reports layoff information, it should be relayed immediately to the central region workforce coordinator. The coordinator will verify the information before it is shared with anyone outside the job center.

**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.**

Only training providers and courses that are on the State of Missouri's Eligible Training Provider List that have been approved by the Central Region will be approved for funding. This is checked at the program operation level and at the administrative level.

# 15. ALIGNMENT & DATA INTEGRATION

## **A. DESCRIBE HOW ALL PARTNER AGENCIES WILL STRENGTHEN THEIR INTEGRATION OF SERVICES SO THAT IT PROVIDES A MORE SEAMLESS SYSTEM.**

The Region is committed to convening partners to braid services, reduce duplication of services, and build a seamless workforce system. Meetings and communication during the local planning process have been productive.

Efforts are being made to simplify common intake processes and use universal referral forms.

Job Center staff are being educated on partner programs so they assist in facilitating referrals and connecting customers with partner programs.

Nexus meetings bring partner staff together with business customers. This is informative for staff and business partners and provides a simple method of communication between business and the One-Stop system.

Workforce partners that serve on the board are engaged in the effort to provide seamless service to customers, and many ideas are discussed at board meetings in how services can be provided in a holistic manner.

## **B. DESCRIBE THE MOU/IFA/COST SHARING PROCESS.**

CWDB held a WIOA partner meeting on December 18, 2019 to which all required partners were invited. This initial meeting consisted of an explanation of the Infrastructure Cost Sharing requirement and a discussion of the relationship each partner has with the one-stop system. Conference calls and email was used to continue the communication process.

## **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?**

Data integration is one of the weaknesses in the one-stop system. This will need to be accomplished at the state level to ensure efficient data integration.





## 16.ACCESSIBILITY

All one-stop operators and one-stop partners will voluntarily agree to comply with WIOA section 188 and provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) in their written contracts/Agreements with CWDB. All one-stop operators and one-stop partners will be monitored annually by the appointed local EO officer according to state guidance and be provided annually at minimum with continual information regarding WIOA Complaint and Grievance process.

The region will engage staff from Independent Living Centers and Rehabilitation Services for the Blind to conduct accessibility assessments at the Job Centers and provide staff training. The physical facility, programs, services, assistive technology, and outreach materials will be reviewed by the locally appointed EO officer. The CWDB maintains an accommodation policy and support will be provided for addressing accommodation requests, inadequacies discovered during accessibility assessments, as well as staff training and technical support. Rehabilitation Services for the Blind and Vocational Rehabilitation will be part of the Board's Disability Committee.

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*A workforce with the knowledge and skills to fill the jobs of tomorrow is critical to Missouri's path forward.*

*-Governor Mike Parson*



## 17. ASSESSMENT OF ONE-STOP PROGRAM AND PARTNERS

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### **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 Board conducted a competitive procurement process in 2019 through which the region's current program provider, Central Ozarks Private Industry Council (COPIC) was selected.

The performance of COPIC is closely monitored through CWDB file review, compliance review, fiscal monitoring, MoJobs, MoPerforms, customer surveys, and OWD's Continuous Improvement Review Team. The number of enrollees, number of exits, completers, wages, placements, and job retention are items that are monitored.

Employer and customer feedback is collected through surveys. CWDB staff are in daily communication with the program operator and are well informed of operations. The program operator attends board meetings and provides very detailed program and fiscal reports. Board members, including workforce partners frequently ask questions of the program operator to ensure complete transparency.

The Board strives for continuous improvement and is kept well informed of the progress being made in providing service to business customers and job seekers.



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## **B. DESCRIBE THE ACTIONS THE LWDB WILL TAKE TOWARD BECOMING OR REMAINING A HIGH-PERFORMANCE WDB.**

The Board realizes that to become a true high-performance WDB, employer engagement must be increased. Recent board discussions have revolved around the need to engage employers and the best methods to do that. Time is a valuable commodity in the business community and it is difficult in many cases, to attend meetings. Surveys, social media, and other methods are being explored to engage business. Board members are helping to facilitate this process and other partners are being engaged as well.

The Board recognizes that engagement with the education system needs to be strengthened. This is also a discussion point at board meetings and new approaches are being explored.

The Board is striving to be a true convener of workforce partners and considers this a crucial element of being a high-performance WDB. Outreach will be ongoing to communicate with workforce partners and to coordinate services.

Customer service is essential to be a relevant, high-performance Board. Customer service training is reinforced continually to ensure that business and individual customers are being service in a professional, effective manner.

Meeting and/or exceeding performance measures is critical in order to be a high-functioning Board. The monitoring of this data is a continuous process.



# LOCAL ADMINISTRATION

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## 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 & 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 is including 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.

*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 10-2018 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.

**SEE ATTACHMENT 6**

### B. LWDB CERTIFICATION LETTER (2019)

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**

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## 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.

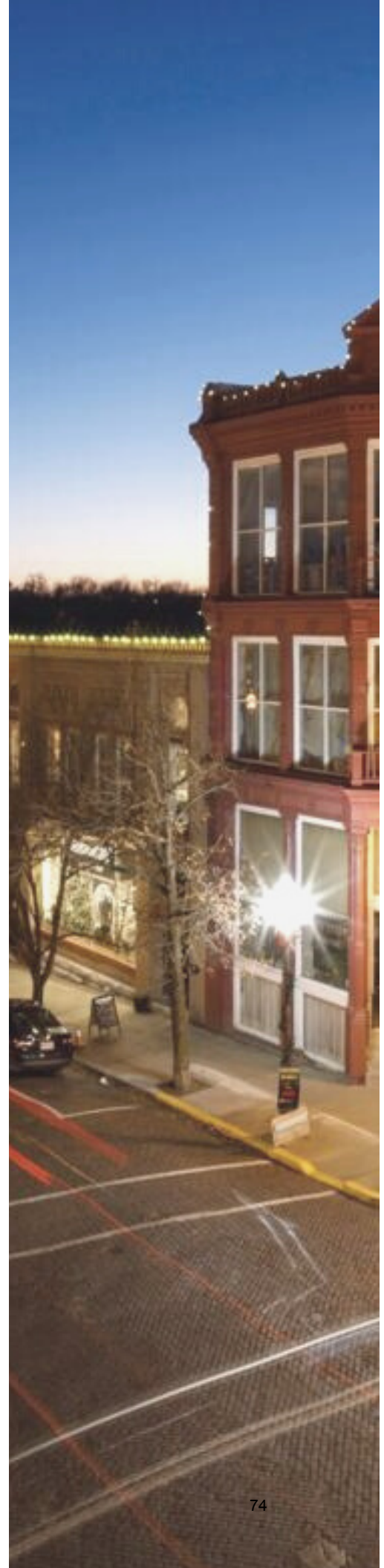
*See OWD Issuance 22-2015 Policy on Designation of a Local Fiscal Agent by the Chief Elected Official.*

**SEE ATTACHMENT 9**

## 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 3**





## **25. DUPLICATIVE COSTS AND SERVICES**

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## **A. ELIMINATING DUPLICATIVE ADMINISTRATIVE COSTS**

### **DESCRIBE HOW THE BOARD IS WORKING TOWARD ELIMINATING DUPLICATIVE ADMINISTRATIVE COSTS TO ENABLE INCREASED TRAINING INVESTMENTS.**

In the past year the Board made significant reductions in administrative costs by reducing the number of offices, staff, travel, and office supplies. Internal processes are being reviewed with administrative staff to streamline processes and eliminate any overlap or duplication. Processes are reviewed with the region's program offer to eliminate the duplication of processes.

## **B. ELIMINATING DUPLICATIVE SERVICES**

### **IDENTIFY HOW THE BOARD ENSURES THAT SERVICES ARE NOT DUPLICATED.**

The following process will assist in identifying and eliminating duplicative services:

- To avoid duplication of services, WIOA contains a clause that allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by the program operator or the One-Stop Partner and must have been completed within the previous six months;
- Coordination with partners and other entities will be strengthened to ensure non-duplication of resources and services. The braiding of services and resources will assist with this.
- Confirmation that WIOA funded supportive services are not available through other agencies or programs. Monitor funds for supportive services to ensure they are allowable and spent without duplication of services.
- Customers will be facilitated through an integrated, seamless process related to the various services/functions offered in order to reduce duplication and duplicate number of contacts.
- Coordination of employer outreach to reduce duplication of employer contacts.

## 26. PLANNING BUDGET SUMMARIES (PBSS)

**INCLUDE THE PLANNING BUDGET SUMMARIES FOR PROGRAM YEAR 2020 AND FISCAL YEAR 2021 IN ATTACHMENT 11 TO THE PLAN.**

**SEE ATTACHMENT 11**

## 27. COMPLAINT AND GRIEVANCE/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.**

**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.**

A board subcommittee consisting of WIOA required partners was formed to ensure input from each partner.

A meeting was held on December 18, 2019 with WIOA partners to discuss the planning process and their respective relationship with the Central Region WIB.

Conference calls and email was used to ensure that each board member and partner had an opportunity to review the plan and provide input.

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*They have went above and beyond to reach out to help me. I'm blessed to have a place to live and clothes on my back. Workforce Development helped me transform my life.  
- Joseph Johnson*



# 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.

The most recent negotiated performance levels are below.

Employment Rate 2nd Quarter After Exit								
	PY17 Current Standing	2017 Planned	2017 % Achieved	PY18-19 Region Proposed	State Accepted	State Counter Proposal	Region Accepted	Region Proposed or Counter Proposal
Adult	65.30%	72.00%	90.70%	68.00%	68.00%			68.00%
DW	71.80%	72.00%	99.80%	70.00%		72.10%	72.00%	72.00%
Youth	55.60%	76.00%	73.10%	72.50%	72.50%			72.50%
WP	65.40%	68.00%	96.10%	65.00%		68.10%	68.00%	68.00%

Employment Rate 4th Quarter After Exit								
	PY17 Current Standing	2017 Planned	2017 % Achieved	PY18-19 Region Proposed	State Accepted	State Counter Proposal	Region Accepted	Region Proposed or Counter Proposal
	61.7%	65.0%	95.0%	65.0%	65.0%			65.00%
	69.5%	70.0%	99.3%	67.9%		70.0%	70.00%	70.00%
	62.9%	72.0%	87.5%	65.0%	65.0%			65.00%
	62.4%	63.0%	98.6%	63.0%	63.0%			63.00%

Median Earnings 2nd Quarter After Exit								
	PY17 Current Standing	2017 Planned	2017 % Achieved	PY18-19 Region Proposed	State Accepted	State Counter Proposal	Region Accepted	Region Proposed or Counter Proposal
Adult	\$4,759	\$4,100	116.0%	\$4,800	\$4,800			\$4,800
DW	\$5,283	\$4,600	114.8%	\$5,350	\$5,350			\$5,350
Youth	N/A	N/A	N/A	N/A	N/A			N/A
WP	\$4,751	\$4,300	110.5%	\$4,750	\$4,750			\$4,750

Credential Attainment within 4 Quarters After Exit								
	PY17 Current Standing	2017 Planned	2017 % Achieved	PY18-19 Region Proposed	State Accepted	State Counter Proposal	Region Accepted	Region Proposed or Counter Proposal
	19.90%	51.00%	39.10%	45.30%	45.30%			45.30%
	63.20%	49.00%	129.00%	51.00%		\$4.00-\$6.5	54.00%	54.00%
	52.30%	70.00%	74.70%	67.20%	67.20%			67.20%
	N/A	N/A	N/A	N/A	N/A		N/A	N/A

\*DW Credential is already at 51.85% looking at the Online Rosters for PY18.

## 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

**SEE ATTACHMENT 33**

Representatives of business and organized labor were invited to provide input throughout the development of the plan, including being represented on the board subcommittee for the plan. Members of the board and caucus were sent a draft of the plan and invited to review it and provide comments. The plan was posted on the CWDB website for a thirty day comment period, beginning February 21, 2020.

## 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**

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***Missouri’s growth depends  
on our workforce,***

*- Speaker of the House  
Elijah Haahr*

# POLICIES

## LOCAL POLICIES & 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**

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### 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 sections 133(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





The background of the page is a photograph of a two-story brick building, possibly a school or community center, with a large water tower visible in the distance. The image is overlaid with a semi-transparent red filter. The title '36. YOUTH- OUT OF SCHOOL YOUTH (OSY)' is written in white, bold, sans-serif font on the left side of the image.

## 36. YOUTH- OUT OF SCHOOL YOUTH (OSY)

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**Describe the Board's strategy for addressing Out-of-School Youth (OSY). WIOA section 129(a)(1)(B)(VIII) establishes that an eligibility criteria 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.**



The WIOA Youth Program focuses primarily on out-of-school youth, requiring local areas to expend a minimum of 75% of WIOA youth funds on them. The program includes 14 program elements that are required to be made available to youth participants. WIOA prioritizes work experience through a 20% minimum expenditure rate for the work experience program element.

CWDB defines, identifies, and documents the eligibility criteria for youth who require additional assistances in the chart below.

CRITERIA	DEFINITION	REQUIRED DOCUMENTATION
Children of incarcerated parents(s)	Youth discloses that one or both parents/guardians are incarcerated	Self attestation, school records request, public court records
Youth at risk of court involvement	Youth discloses current/prior involvement in criminal activity, youth is subject to a lifestyle in which they might determine criminal activity is a necessary means of survival, youth has been referred by an adult witness/role model to be at risk of court involvement	Self attestation, school records request
Migrant Youth	Youth who was not born in any of the 50 States, District of Columbia, Puerto Rico or born to United States citizens abroad	Youth Birth Certificate, authorization to work, school records
Youth with family literacy problems	One or both parents with one or more basic skills deficient	Self attestation, school records request,
Youth dealing with domestic violence	Youth discloses one or more instances of domestic violence within the home	Self attestation, school records request, public court records (if applicable, not required)
Youth dealing with substance abuse	Youth discloses current or prior use of illegal substances	Self attestation, school records, treatment services documentation
Youth lacking occupational goals, skills, and/or work history	Prior work experience has been spasmodic (6 months or less in any job) or with virtually no or little skills training that would lead to self-sufficiency or long term employment, or lacks work experience to succeed in their chosen field or interest of study	Self attestation
Youth with chronic health issues	Health condition or disease that is persistent or lasting in excess of 3 months, thus affecting youth's ability to participate in education or training	Medical records
Youth with U.S. work authorization	Youth who has been authorized to work in the United States	US Work Authorization Card and Social Security Card
Youth homeless in last 90 days, or significant chance of homelessness in next 90 days	Homeless in the last 90 days or likely to be homeless in the next 90 days as defined by the McKinney-Vento Act	Self attestation, school records request

# 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 CRITERIA 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.**

In accordance with WIOA, In-School Youth applicants must meet eligibility criteria and provide documentation to verify that they have a barrier to employment or an educational program that requires additional assistance. Definition, identification, and required documentation of eligible individuals under these criteria will be based on the following.

Children of incarcerated parents(s)	Youth discloses that one or both parents/guardians are incarcerated	Self attestation, school records request, public court records
Youth at risk of court involvement	Youth discloses current/prior involvement in criminal activity, youth is subject to a lifestyle in which they might determine criminal activity is a necessary means of survival, youth has been referred by an adult witness/role model to be at risk of court involvement	Self attestation, school records request
Migrant Youth	Youth who was not born in any of the 50 States, District of Columbia, Puerto Rico or born to United States citizens abroad	Youth Birth Certificate, authorization to work, school records
Youth with family literacy problems	One or both parents with one or more basic skills deficient	Self attestation, school records request,
Youth dealing with domestic violence	Youth discloses one or more instances of domestic violence within the home	Self attestation, school records request, public court records (if applicable, not required)
Youth dealing with substance abuse	Youth discloses current or prior use of illegal substances	Self attestation, school records, treatment services documentation
Youth lacking occupational goals, skills, and/or work history	Prior work experience has been spasmodic (6 months or less in any job) or with virtually no or little skills training that would lead to self-sufficiency or long term employment, or lacks work experience to succeed in their chosen field or interest of study	Self attestation
Youth with chronic health issues	Health condition or disease that is persistent or lasting in excess of 3 months, thus affecting youth's ability to participate in education or training	Medical records
Youth with U.S. work authorization	Youth who has been authorized to work in the United States	US Work Authorization Card and Social Security Card
Youth homeless in last 90 days, or significant chance of homelessness in next 90 days	Homeless in the last 90 days or likely to be homeless in the next 90 days as defined by the McKinney-Vento Act	Self attestation, school records request



# 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.**

## WIOA YOUTH TITLE I REQUIRED SERVICE ELEMENT | ENTITY PROVIDING THE ELEMENT

Subcontractors will provide and/or coordinate services for the 14. elements; if coordinating with another entity, procurement procedures will be followed and an MOU will be developed identifying the roles of each entity.

### ONE & TWO

Lake Career and Technical Center: Camdenton

Ozarks Technical College: Lebanon

Laclede County Area Literacy Council: Lebanon

Waynesville Career Center: Waynesville

East Central College: Rolla and the Meramec subregion

Adult Basic Literacy Education: Jefferson City

Job Point: Columbia

Tutoring, Study Skills Training and Drop-Out Prevention: The Youth-Access Program requires all Youth with incomplete secondary education status to attend AEL classes as a component of their Individual Service Strategy. AEL Instructors provide monthly Progress & Attendance Reports to confirm classroom attendance. Youth are paid \$9.50 per hour for each hour of attendance and must meet minimum attendance requirements (90%). Incentives are paid to motivate and support the Youth's efforts to increase academic skills needed to obtain a HISET. Incentives are based on CWDB Policy and require documentation to verify the skill gains and for obtaining the HISET.



## **TWO**

Partnerships are established with local secondary schools throughout the region. Staff coordinate with school counselors to identify Youth who are at-risk and in need of assistance to prevent them from dropping out. Incentives are in place to motivate and support the Youth's efforts to graduate from high school. Incentives are based on CWDB Policy and require documentation to verify skill gains and graduation from high school.

These partners assist individuals in need of English as a secondary language skill through separate tutoring sessions at each location. Services include both face-to-face tutoring and online assistance.

## **THREE**

Partnerships are established throughout the Central Region with public and private businesses to host Youth in need of work experience. The Youth-Access Program includes development of Individual Service Strategies, which include assignments to paid Work Experience to increase Work Readiness, including developing positive work habits to meet an employer's expectations. Youth receive payment of \$9.50 (minimum) per hour or the entry level wage paid to other entry level workers. Youth who have completed secondary school and are assessed to need work-based training may be placed on OJT with the same or different employer.

The length of OJT is based on the technical requirements of the job.

State of Missouri Veterans Commission – MOU with worksite agreement.

## **FOUR**

Post-Secondary educational training providers that are approved and listed in MO Scores are utilized for OST services.

## **FIVE**

Job Point, Youth Build Program

State Technical College


Emery Sapp & Sons

Emerson Electric

Laclede Area Vocational Technical School

Partnerships are established with Job Point's Youth Build Program to provide training in construction trades, road construction and carpentry. These programs are coordinated with AEL classes and the WIOA OSY Work Experience Program to provide industry specific training. Emery Sapp & Sons a local road construction contractor based in Columbia utilizes the Youth OJT Program for hiring youth who successfully obtain their HISET and OSHA certification provided by Job Point.





Laclede Area Vocational Technical School refers Youth for placement at Emerson Electric a manufacturing company in Lebanon Missouri for OJT employment. In addition to OJT Youth also receive Support Services to assist with purchase of work clothing and steel-toed boots.

## **SIX**

Central Missouri Community Action Agency

Missouri Ozarks Community Action Agency

Central Ozarks Private Industry Council

Job Point

All approved post-secondary education and training facilities

Camp Wonderland

Vocational Rehabilitation

## **SEVEN**

Staff utilize the OWD Service Navigator to identify public resources available in each subregion and county. Participants are referred to partners to obtain needed resources to eliminate barriers to employment and training.

All customers in need of childcare assistance are assisted with completion of the FSD Childcare Application.

All customers in need of food for self and family are assisted with completion of the SNAP application to apply for Food Stamps.

Central Missouri Community Action and Missouri Ozarks Community Action Agencies are utilized as resources for Life Skills Training and other emergency services.

Salvation Army is a key partner in obtaining services for justice involved individuals (food, clothing, housing supplies, furniture, etc.)

Partnerships are established throughout the region with local businesses, distribution centers, food vendors and motels to obtain emergency supplies to assist with hygiene supplies, food for workshops and training events, emergency housing, household items and other supplies.

## **EIGHT**

Central Missouri Community Action Agency

Missouri Ozarks Community Action Agency

Job Point

Youth Build

Laclede Area Literacy Council

Fulton Chamber of Commerce





State Technical College

Emery Sapp & Sons

Emerson Electric

Supervisors from local employers

### **NINE**

Central Ozarks Private Industry Council, Incorporated provides follow-up services to all youth for 12-months following exit. Follow-up includes face-to-face contact, telephone contact and email communication. Follow-up services are documented in MO Jobs and may include additional elements to help stabilize the youth's employment and/or training status and job retention.

### **TEN**

Staff utilize the OWD Service Navigator to locate providers of comprehensive guidance and counseling services to assist with substance abuse, mental health and other related issues.

### **ELEVEN**

Missouri University Extension Center Financial Literacy Program

Central Ozarks Private Industry Council

YouTube workshops

Online Budgeting 101 and Managing a Checking Account

### **TWELVE**

Missouri University Extension Program

SCORE

SBA

Regional Planning Commissions

Missouri Enterprise

### **THIRTEEN**

MERIC

ONET

WAGNER PEYSER

Regional Planning Commissions

### **FOURTEEN**

Central Ozarks Private Industry Council, Incorporated

ACT WorkKeys

Regional vocational education providers

Regional high school counselors



## 39. YOUTH-INCENTIVE PAYMENT POLICY

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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

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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

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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**

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.

**SEE ATTACHMENT 20**

# 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

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***Access to a strong workforce is one of the most important factors in business location decisions***

*Matt Morrow  
Springfield Chamber of Commerce*

## 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**

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## 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 06-2014 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 03-2019 Co-enrollment and Provision of Services by Workforce Staff Policy.

**SEE ATTACHMENT 23**

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## 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)

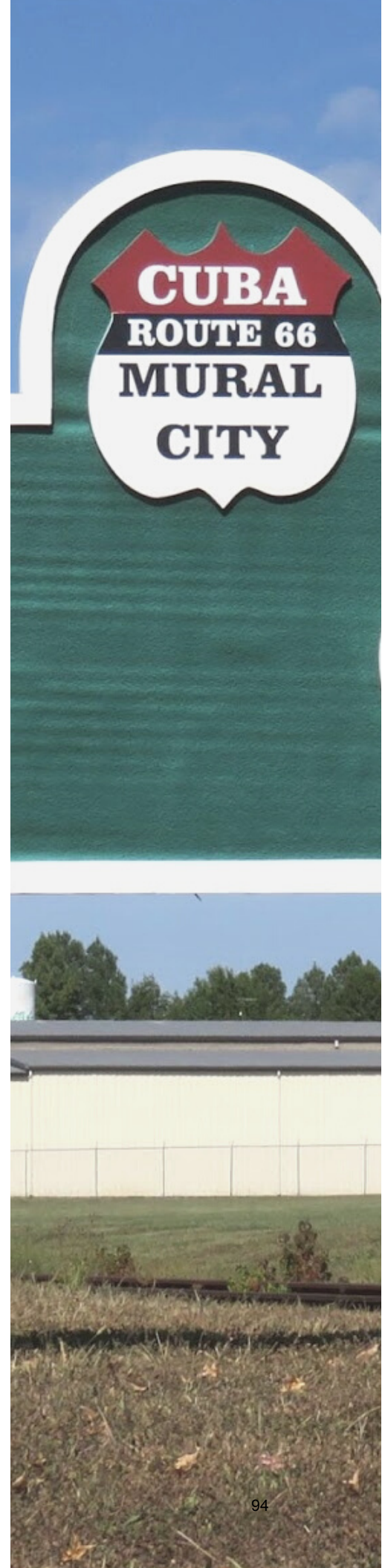
Title IV of the Rehabilitation Act includes both VR/RSB programs. Describe how the Board will coordinate workforce development activities with these programs. Boards are encouraged to develop a subcommittee on disability services. If the Board has a subcommittee, please describe it and the partnership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

SEE ATTACHMENT 25

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*If you don't have a healthy workforce, you can't develop economically. And if you don't have a well-educated and healthy workforce, that is a huge constraint on your development.*

*Bruce Wilkinson, Speaker & Author*





## 48. REGISTERED APPRENTICESHIP / ETPS

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**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. Please include the Youth Apprenticeships Policy as Attachment 26.**

See OWD Issuance 21-2017 Statewide On-the-Job Training Policy and Guidelines.

**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 11-2018 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 31-2017 WORKFORCE INNOVATION AND OPPORTUNITY ACT FOLLOW-UP CAREER SERVICES.

Follow Up activities include contacting or attempting to contact a participant for the purpose of securing documentation for the case file in order to report a performance outcome. Case notes reflecting the follow up are made in the MoJobs system.

Follow up services also include providing support and guidance to facilitate sustained employment, assistance to advance along a career or educational ladder, and provide opportunities for personal development.

# 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.**

Job seeking customers must be well informed to make an intelligent choice regarding employment and training needs. Job seekers must have labor market information to identify high-growth, in- demand jobs that will provide a wage leading to self-sufficiency. Information is needed for a customer to make use of a career ladder process to continue advancing in a chosen field.

Job seeker and business customers are first engaged to determine their immediate needs and then referred to the appropriate staff for assistance. Customers may receive comprehensive membership and orientation informing them of all available services and resources. An extensive menu of products and services is available to assist all customers in their job search, career development, and recruitment needs.

The Job Center offers:

- Self service resources for job search and general information
- Assessments to measure skill levels
- Workshops in resume preparation, interview skills, and computer use
- Counseling for post-secondary education
- Support services and financial assistance if eligible
- Labor market information to research wages, benefits, growth potential, and working conditions
- Information on approved education providers and training programs
- Access to [Jobs.mo.gov](http://Jobs.mo.gov) to research job postings and other resources
- Referrals to other appropriate resources



# ADULT & DISLOCATED WORKERS

## 52. TITLE I - EMPLOYMENT & TRAINING PRODUCTS & SERVICES

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**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.**

Activities available to Adult and Dislocated Worker customers may include initial skills assessment, counseling to provide labor market information and opportunities for training and credentialing, workshops offering resume development, interviewing skills, and computer usage.

Credential attainment opportunities include resources to obtain a high school diploma or equivalent, work-based learning, on-the job training, apprenticeships, and possible tuition assistance for degree programs. Customers are offered the ACT WorkKeys/National Career Readiness assessment.

Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Rehabilitation Services for the Blind, Temporary Assistance for Needy Families, and Perkins funded Career and Technical Education are some of the resources available to Job Center customers.

Basic Career Services may be accessed through jobs.mo.gov, the three comprehensive Job Centers, or the three affiliate sites. Staff are also mobile and may arrange to meet customers at other locations.

The state's case management system is used to track customer activities to allow staff to communicate and assist in the provision of services. Services and resources from partner agencies are braided whenever possible.

## **53. UNEMPLOYMENT INSURANCE CLAIMANT SERVICES (UI)**

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**DESCRIBE THE STRATEGIES AND SERVICES THAT WILL BE USED IN THE LOCAL AREA TO STRENGTHEN LINKAGES BETWEEN THE ONE-STOP DELIVERY SYSTEM AND UNEMPLOYMENT INSURANCE PROGRAMS. PROVIDE A DESCRIPTION OF HOW UNEMPLOYMENT INSURANCE CLAIMANTS WILL BE PROVIDED 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.**

Job Center staff provide customers with Unemployment Insurance assistance that may consist of information and the use of computers to access information on the Division of Employment Security's website.

WIOA staff have completed training for Reemployment Services and Eligibility Assessment (RESEA) and will assist OWD staff with this process. RESEA focuses on identify customers receiving UI benefits that may be expected to exhaust their benefits. Skill development and job search assistance is provided. Participation for identified customers is mandatory and UI benefits may be jeopardized if they do not participate.

RESEA customers will receive an orientation to Job Center services available to them and will be encourage to participate.

Products and services may include:

- Wagner Peyser registration
- Job Center Orientation
- Labor Market Information
- Objective Assessment
- Development of an individual employment plan
- Referral to reemployment services
- Job Search assistance
- Resume assistance.

# 54. ON-THE-JOB TRAINING (OJT)

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**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.**

Promotion of On-the Job training is accomplished through face-to face meetings with employers, job fairs and hiring events, and through Nexus meetings. OJT is used to enhance job placement for Occupation Skill Training students upon completion of school and to assist veterans entering the workforce. Advanced manufacturing businesses, in particular, have made use of the OJT program.

# 55. CREDENTIAL ATTAINMENT / WORKKEYS ASSESSMENT

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**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.**

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.



Customers are referred to approved schools included in the “Eligible Training Provider System” listing.

When possible, Job Center Staff attend orientations at schools during mass enrollment and provide information describing the WIOA (OST) program and Support Services. Staff maintain communication with teachers, financial aid staff and school counselors during OST participation. Training participation is monitored with monthly reports received from the school to report monthly attendance and training progress. Case management is provided monthly (minimum) and more frequently if needed to ensure participant resources are adequate during training. Referral to non-WIOA resources and WIOA Support Services are provided throughout the course of training and as needed to assist with employment.

Every person who registers for WIOA services takes the Career Ready assessment which is based on WorkKeys questions to determine if they are at least at level 3 on math, reading and locating information. This shows they are ready to take the WorkKeys test and are not basic skills deficient. WorkKeys is available for all registered customers who passed the Career Ready assessment or have completed remediation until they have reached at least level 3 skills.

Those entering training take the TABE assessment on Reading, Math Computation, Applied Math, and Language, and must achieve grade level 9.9.

The region has provided community colleges space and proctoring services for WorkKeys assessments. Job Center functional leaders meet with school administrators to offer assistance with WorkKeys testing and have administered many assessments for the community college system. The board partners with area community colleges and other community based organizations to increase NCRC access across the region by allowing partners access to the region’s Toolbox system and WorkKeys testing realms.

## 56. ETT SERVICES / LAYOFF AVERSION

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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. INCLUDE AS ATTACHMENT 28 THE DW EMPLOYMENT TRANSITION TEAM POLICY.

SEE OWD ISSUANCE 07-2015 STATEWIDE EMPLOYMENT TRANSITION TEAM POLICY.

**SEE ATTACHMENT 28**

# YOUTH

## 57. YOUTH STANDING COMMITTEE REQUIREMENTS

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**WIOA allows for a Youth Standing Committee if its membership and expertise meets 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 Board has designated a Youth Standing Committee.

# 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 Youth Committee guides youth policy as directed under the Workforce Innovation and Opportunity Act. The committee is directly involved in the development of Youth Services and the strategic plan. They provide oversight of the Youth program to ensure that the 14 elements are included in the services that are provided. The committee meets as needed for planning, procurement, and program review.

Chair	Business
Sharon Gibson	
Mark Maasen	Business
Patrick Kelly	Business
Ray Crouch	Business
Kathy Hueste	Adult Education and Literacy
Deanne Stubblefield	Missouri Work Assistance
Russ Unger	Organized Labor
Curtis Koelling	Organized Labor
Tamara Tateosian	Economic Development
Stacie Gove-Ortmeyer	Vocational Rehabilitation
Samantha Scott	Rehabilitation Services for the Blind

## **B. DESCRIBE THE DEVELOPMENT OF THE PLAN RELATING TO YOUTH SERVICES**

The Board and workforce partners are involved in the development of Youth services in the plan. A board subcommittee was established to focus on the development of the local plan, and members of the Youth subcommittee were a part of that committee. Members of the Youth committee provided input on the recent Youth Incentive policy. The Youth committee is exploring innovative methods to conduct outreach to Youth.

## **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.**

The Region's Youth service provider(s) are selected through a competitive procurement process; this was done in 2019. The Board evaluation committee included members of the Youth committee. The recommendation of this committee was presented to the full board for approval. The Youth committee provides oversight of Youth programs to ensure that the 14 elements are being provided. The Youth committee meets on an as-needed basis.



**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 Committee meets as needed for the procurement of a Youth service provider, development of the plan, and to review youth programs.

# 59. YOUTH ACTIVITIES

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**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**

The Youth Committee reviews regional programs to ensure that the 14 elements are provided. The committee is involved in program design and and outcomes. The CWDB procured a Youth program provider in 2019 who is diligent in the provision of the 14 program elements. The Youth Committee was involved in the RFP process and selection of service provider. Youth programs are designed to provide customers with access to:

- Career exploration and guidance
- Support for credential attainment and education
- Occupational skills training
- Employment in a field in their chosen career path

## **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;**

The youth employment program is a comprehensive series of elements to serve eligible youth, ages 14-24 who face barriers to education, training, and employment.

The WIOA Youth program focuses primarily on out-of-school youth, requiring local areas to expend a minimum of 75% of WIOA youth funds on them. WIOA prioritizes work experience through a 20% minimum expenditure rate for the work experience program element. The 14 program elements that are required to be made available to youth participants are

1) Tutoring, study skills training, instruction, and dropout prevention activities that lead to completion of a high school diploma or recognized equivalent. Services include academic support, helping a youth identify areas of academic concern, assisting with overcoming learning obstacles, providing tools and resources to develop learning strategies. Dropout prevention strategies include tutoring, literacy development, after-school opportunities, and individualized instruction.

2) Alternative Secondary School and Dropout Recovery Services assist youth who struggle in traditional secondary education or who have dropped out of school. Adult Education and Literacy partners are critical in providing this element. Activities may include basic education skills training, individualized academic instruction, English as a Second Language training, counseling and educational plan development.

3) Paid and unpaid work experience is a structured learning experience in a workplace and provides opportunities for career exploration and skill development. Work experience is a planned, structured learning experience that takes place in a workplace and provides youth with opportunities for career exploration and skill development. Work experience may take place in the private for-profit sector, the non-profit

sector, or the public sector. WIOA identifies four types of work experience for youth: summer employment and other employment opportunities throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training.

4) Occupational Skills Training is an organized program of study that provides specific skills and leads to proficiency in an occupational field. The training is outcome-oriented and focused on an occupational goal specified in the individual service strategy for the youth; is of sufficient duration to impart the skills needed to meet the occupational goal; and leads to the attainment of a recognized postsecondary credential.

5) Education offered concurrently with workforce preparation is an integrated education and training model combining workforce preparation, basic academic skills, and occupational skills. This element consists of workforce preparation activities, basic academic skills, and hands-on occupational skills training are taught within the same time frame and connected to training in a specific occupation, occupational cluster, or career pathway.

6) Leadership Development Opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors. Activities may include exposure to postsecondary educational possibilities, community and service learning projects, peer mentoring and tutoring, team leadership training, citizenship training, civic engagement activities, and activities that place the youth in a leadership role, such as serving on a committee.

7) Supportive services enable an individual to participate in WIOA activities. Supportive services may include assistance with transportation, childcare, car repairs, clothing, etc.

8) Adult mentoring is a formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement.

9) Follow-up services are provided following program exit to help ensure youth succeed in employment or education. Services may include regular contact with the youth participant's employer, including assistance in addressing work-related problems.

10) Comprehensive guidance and counseling provides individualized counseling to participants, including drug/alcohol and mental health counseling.

11) Financial Literacy Education provides youth with the knowledge and skills they need to achieve long-term financial stability. Activities may include developing a budget, setting up a checking or savings account, managing spending, credit, and debt; understanding credit reports and credit scores.

12) Entrepreneurial Skills Training provides the basics of starting and operating a small business and develops entrepreneurial skills. Training may include taking initiative, seeking out business opportunities, developing budgets, forecasting, and acquiring capital.

13) Services that provide labor market information. Employment and labor market information is provided to assist in informed choices. This will include employment opportunities, knowledge of job markets, and wage information.

14) Postsecondary preparation and transition activities help youth prepare for and transition to postsecondary education and training. Services include postsecondary education options, including technical training schools, community colleges, 4 – year colleges, and Registered Apprenticeship programs.



## **C. THE PROCESS FOR IDENTIFICATION OF YOUTH SERVICE PROVIDERS**

The Youth services provider was competitively procured in 2019. Central Ozarks Private Industry Council was selected as the Youth provider for the region.

## **D. THE EVALUATION OF SERVICE PROVIDERS FOR PERFORMANCE AND IMPACT (PLEASE PROVIDE DETAILS ON FREQUENCY AND CRITERIA)**

CWIB conducts monthly reviews and evaluates service provider/program performance and impact using the MoPerforms Data System; areas requiring improvement are addressed. The youth committee provides oversight of the youth program. CWDB meets monthly with the executive director of the Central Ozarks Private Industry Council to discuss performance and service delivery processes. Communication takes place daily with the executive director through email and telephone.

## **E. THE PROVIDERS OF THE YOUTH SERVICES IN THE LWDA, INCLUDING THE AREAS AND ELEMENTS THEY PROVIDE;**

Central Ozarks Private Industry Council, Inc. is the Youth program provider in the region.

## **F. HOW YEAR-ROUND SERVICES ARE PROVIDED TO YOUTH 14-24 YEARS OF AGE THAT ARE STILL IN HIGH SCHOOL OR OUT OF SCHOOL;**

Youth services are provided year-round through the following:

- Incentives for grade attainment
- Leadership development
- Work readiness
- Adult mentoring
- Post-secondary preparation
- Referrals to other agencies
- Academic Support with use of Workforce Skills for 21st
- Century Financial Literacy
- Substance Abuse programs
- Case management

Year-round services are provided to eligible In-School and Out-of-School Youth, through staff of the Youth service provider, and in collaboration with partners. The Youth advisors attend school and community activities, such as career fairs and school events. Youth advisors work closely with school counselors to be informed of the activities and services available to youth in the area. Advisors are involved in activities for graduating students and provide them information on resources available at the Job Centers, such as the National Career Readiness Certificate, labor market information, and training opportunities. Youth program staff work closely with partner agencies to coordinate services and ensure all Youth are aware of the services available to them.

Referrals are made to partner agencies to braid services and maximize resources. University of Missouri Extension, Missouri Ozarks Community Action Agency, employers, Missouri Division of Vocational Rehabilitation, Missouri Family Support Division, Probation & Parole, faith-based organizations, and Adult Education and Literacy are some of the partners that are involved in providing year-round services to youth participants. Meetings have been held with partners to identify weaknesses in the service delivery system and to find solutions to these problems.

## **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 are assisted in completing the Wagner- Peyser registration, which includes:

- Job Center Orientation to describe all available services to the Youth and required steps to receive services, which includes the WIOA eligibility process;
- Entering demographic information, background employment history, education history and personal data regarding their potential to enter employment on the Wagner- Peyser application and selecting the Wagner -Peyser participation date;
- Developing a resume for job search that is based on current work history, highest level of education and volunteer experiences;
- Assessment of "occupational interest using ONET Interest Profile or Get My Future assessment;
- Provision of Local Labor Market Information to determine how the Youth's interest match the local labor market and the skill requirements to gain employment in high demand sustainable employment;
- Identification of potential barriers to employment and referral to partner agencies in an effort to resolve or eliminate the barrier(s); this includes referral to the WIOA Youth Program and services;

WIOA eligibility must be determined and documented in MO Jobs prior to enrollment in WIOA activities and services. Activities include:

- WorkKeys Assessment (when applicable) to determine if basic skills deficiency is a barrier;
- In-School Youth are assessed with TABE 11/12 or test results are obtained from the secondary school (if testing is within the past six months) to document basic skills; this may include a copy of the Youth's Individual Employment Plan if available;
- Completion of Objective Assessment (OA) interview as a point in time assessment of the Youth's strengths, goals, and barriers. The OA identifies the Youth's strengths, talents, and abilities and any barriers to their active participation in the Youth program and the workforce.
  - All assessment results, including the basic skills assessment and OA interview results, are used to determine the category of services the Youth will need, to obtain their long-term employment goal.
  - WIOA requires the OA to identify career pathways and appropriate services for Youth based on evaluation the Youth's current skills the at the time of assessment and the skills that need to be developed including Work Readiness soft skills.
  - An Individual Service Strategy (employment plan) is developed including the career pathway identified as a result of labor market research, basic skills assessment and occupational interest results; long-term goal for employment is included and the short-term goals and objectives needed to obtain the goals.
  - Review of Mo Scores is conducted to identify appropriate training providers available to assist with career pathway development who are WIOA approved when Occupational Skills Training is required.
  - Additional local labor market review is conducted with Work Based Training is assessed to be needed to ensure career pathway development and attainment of the Youth's long-term employment goal.

- Job Development may be needed to connect the Youth to approved employers when WorkBased Training is assessed to be a necessary component of training to develop job specific skills.
- Financial Needs Assessment is determined when considering career pathway development that requires access to training dollars (non-WIOA and WIOA funding) and access to Support Services if non-WIOA resources are not available. Financial Needs Assessment is updated monthly if Support Services or additional training funding is requested.
- Case Management is provided continuously throughout WIOA participation and case notes are entered according to schedule (bi-weekly for Work Based participation and monthly for OST participation).
- Evaluations are reviewed and additional services are provided when necessary during participation in Work Based services; monthly Progress & Attendance reports received from the training provider are reviewed and discussed with Youth participating in OST.
- Job development and placement services are provided at the end of training to ensure the youth enters a training related occupation connected to the Youth's career development pathway.
- Credentials and entered employment are documented for performance standards.
- Follow-up services are conducted for 12 months following the Youth's exit from the program to ensure job retention.



## **H. THE PROCEDURES FOR SERVING YOUTH THAT ARE MOST IN NEED (HOMELESS, DISABLED, OFFENDERS, ETC.);**

Youth are assessed to determine their barriers to completing their education or entering employment. Barriers may include basic skills deficient, runaway, offender, homeless, pregnant/parenting, school dropout, foster child, aged out of foster care, individual with a disability, English language learner, justice involved, dealing with substance abuse.

Youth that are most in need are of the highest priority and all resources will be explored in order to assist them.

Partner agencies including, Department of Social Services, Division of Youth Services, Division of Vocational Rehabilitation, Adult Education and Literacy, faith-based organizations, homeless shelters, school districts, and the Juvenile Justice system are engaged to assist in serving the Youth that are most in need.

## **I. THE IDENTIFICATION OF THE PARTNERSHIPS AND DESCRIBE THE COORDINATION OF SERVICES WITH OTHER AGENCIES WITHIN THE LWDA.**

The Region coordinates services with several partner agencies to meet the needs of Youth participants. The coordination consists of Adult Education and Literacy programs, WorkKeys testing, supportive services, participant recruitment and job placement, referrals for additional services, and partnerships on special programs. Partners include:

East Central College AEL program • Phelps County Regional Planning Commission  
• Rolla Technical Institute • Rolla Technical Center • Salem R80 School District •  
Potosi R3 School District • Valley R6 School District • St James Chamber of  
Commerce • Rehabilitation Through Innovation - Cuba • Compass Health • Valley  
R6 – School District • Alternative School – St. James • Vocational Rehabilitation  
• St. James Caring Center • Camdenton Lake Career and Technical Center AEL  
program • Mid-Mo Learning Center • Eldon Career Center • Goodwill • Lamb House  
• The Potter's House • Horizon's Alternative School • Community for Christ  
Outreach program • Health Professional Opportunity Grant program • Tri-County  
Transit • Idiots Club • Moberly Area Community College AEL program <sup>119</sup>

# 60. INNOVATIVE SERVICE-DELIVERY PROJECTS FOR OSY

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**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.**

Innovative projects for Out-of-School Youth include:

## **Fulton Welding Training**

The welding program began on January 31, 2020 and ended on March 20, 2020. Nine participants began the program and eight completed successfully. The program consisted of 60 total hours of classroom time held at the Chamber of Commerce office in Fulton, MO. The last two classes were conducted at State Technical College of Missouri. This was done to encourage the youth to consider Occupational Skill Training after graduation. Local employers are serving as work sites for paid Work Experience to provide the youth more experience working for a private employer in a position that includes welding. Youth can participate in a maximum of 480 hours of Work Experience depending on the technical skills required as long as the employer is providing supervision. The wage paid to the youth during Work Experience is the same entry level wage paid to new employees. Support services were provided to purchase steel-toed boots and work clothing.

## **Camp Wonderland**

A joint venture between Vocational Rehabilitation and CWDB is planned for the summer of 2021. Youth referred from VR will be placed in Work Experience at Camp Wonderland, located at the Lake of the Ozarks, to participate in several different Work Experience activities. The intent is to explore working in several occupations, including maintenance, laundry, food service activities with camp attendees. The opportunity will offer soft skill training opportunities and support efforts to meet an employer's expectations. WIOA Youth funding will pay a wage (to be determined based on budget) for each hour of attendance. Youth will receive Support Services to assist with travel and purchase uniforms to be worn during the Work Experience.

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## **Laclede Literacy Council**

One Dislocated Worker and two Youth participated in a project through the Laclede Literacy Council. The Dislocated Worker provided one-on-one instruction and tutoring to assist the two Youth participants in increasing their basic skill levels. The Youth also participated in Work Experience, providing janitorial services when classroom training was not in session. The Dislocated Worker participant will be hired by the Literacy Council in August, 2020 and plans on continuing her education to become a teacher.

## **Job Point**

Central Ozarks Private Industry Council, the region's Youth provider is in partnership with Job Point in Columbia to serve Youth. Youth attend AEL classes in the morning and do Work Experience in the afternoon. Once the HiSET is obtained, they are assisted with job development to connect to a job related to their career goal. WIOA Work Experience and OJT are utilized. Youth who are assessed to benefit from post-secondary training are enrolled in Occupational Skill Training.

## **Emerson Electric**

Emerson Electric is supporting the Youth OJT program and has agreed to hire and train youth to work in their scroll compressor production line. The OJT program provides supervised instruction and access to full benefits after 30 days. The jobs start at \$12.29 per hour. WIOA Support Services are used to purchase steel-toed boots.

# **AGRICULTURAL EMPLOYMENT SERVICES (AES)**

## **61. MIGRANT AND SEASONAL FARMWORKERS / AGRICULTURAL EMPLOYMENT SERVICES**

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**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 Board is in the process of developing an MOU with UMOS/AES and cooperates with the State Agricultural Employment Services staff. Participants that are eligible for WIOA and UMOS will be referred for dual enrollment. Co-enrollment with both programs will allow the braiding of funding for services.


## 62. EMPLOYER ENGAGEMENT

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

The Local Veterans Employment Representative (LVER) will attend Chamber of Commerce Luncheons and meetings with local Human Resource professionals, as well as meet one-on-one with area employers, large and small, to share information, not only about the advantages of hiring veterans, but also about Job Center services, in general.

·Job Center staff will assist employers with recruitment by posting their job announcements in MoJobs, managing those job orders, and referring qualified candidates in accordance with the employer's preferred method for applying. When necessary and appropriate, staff will assist candidates to complete the employer's application process, to include developing resumes and completing online applications. Staff will also provide technical assistance to employers using the MoJobs web site to conduct their own recruitment efforts. Staff will assist with Job Fairs and individual hiring events. Staff will assess and evaluate job candidates to determine whether they meet the employer's minimum qualifications.





·The Workforce Coordinator will provide Employment Transition Team (ETT) services to employers who are reducing their workforce or closing their business. She will provide layoff aversion resources/information, such as Missouri Division of Employment Security's Shared Work Program. She will also attend Chamber of Commerce meetings and local Human Resource professionals' meeting, as well as lead the Nexus meetings and meet one-on-one with employers, large and small, to provide information regarding Job Center services and coordinate events and activities to assist with their recruitment efforts.

·The Trade Navigator will provide information regarding the Trade Act program to employers who are reducing their workforce, relocating or closing their business due foreign competition/products and work to develop on-the-job training agreements for Trade-affected workers.

All Job Center staff will conduct job development contacts with employers who are known to hire candidates with specific skills and/or qualifications in an effort to expand opportunities for job seekers AND employers. They will maintain knowledge and understanding of programs such as WIOA, Trade Act, Missouri Registered Apprenticeships, on-the-job training, Work Opportunity Tax Credit, Federal Bonding, and others in order to provide employers information on the full array of services available to assist them in hiring, training, and retaining employees.

## 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 workforce services and strategies to meet the needs of area employers. Explain the collaboration with Missouri Job Center Jobs Teams to facilitate recruitment and meet business demand.**

Each sub-region will have a Nexus group made up of local employers, all led by the Workforce Coordinator. This group will meet quarterly and focus on the needs of the employers in the local communities. Due to the elimination of the NGCC model, there are no longer designated “Jobs Teams” in the Job Centers. Instead, staff from the Center(s) in the sub-region will comprise the “Business Services Team” and assist with recruitment activities/events.

## 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 Board is working to strengthen the relationship with economic development by engaging more with the regional planning commissions and has attended several joint planning sessions. Job Center staff attend Chamber of Commerce meetings.

Entrepreneurial skills training and microenterprise services are initiatives that the Board will address in the coming year, but does not have in operation currently.

# 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.**

The Region is in the early stages of the sector-strategy initiative. Meetings have been held with employers in the advanced manufacturing sector and education partners to identify skill and training needs, but progress has been slow.

The CWDB is operating a program through the Health Profession Opportunity Grant (HPOG) which provides education and training to TANF recipients and other low-income individuals for occupations in the health care field. Participants are given the opportunity to obtain higher education, training, and support services needed to secure employment that will lead to self-sufficiency. The Missouri Hospital Association was a valuable partner in this project.

The region would like to replicate this program in other sectors.



## 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.

**SEE ATTACHMENT 29**

# INNOVATIVE SERVICE DELIVERY STRATEGIES

## 67. MISSOURI RE-ENTRY PROCESS /EX-OFFENDER INITIATIVE

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**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.**

Central Workforce Development board has taken a new and innovative approach to reentry in Missouri. CWDB has strengthened partnerships with other state agencies to ensure that justice involved individuals receive the services they need to be successful upon their reentry into our communities. CWDB provides employment preparation services to justice-involved individuals prior to, during and after reentry. These services include workforce preparation activities, career guidance and employment assessments including ACT WorkKeys assessments. The services are available to individuals while they are still incarcerated and give them the opportunity to gain employment prior to being released. Justice-involved individuals receive assistance with resume building, career planning, job search, goal setting, and life planning so they can be successful upon their release from incarceration.

CWDB is making efforts to engage local employers by educating them on the benefits of hiring justice involved individuals. CWDB conducts outreach events for employers as well as meeting with employers individually.



## 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 Region agrees work-based learning is the most effective way to assist customers in gaining employment that leads to self sufficiency. Work-based learning programs are promoted at every opportunity by the Board and job center staff.

Methods of promoting and recruiting for work-based learning programs include:

- CWDB has recently redesigned the region's website. The website will be the information portal to connect employers to training opportunities in the region. Registered apprenticeships will be promoted as an avenue for employers to recruit and hire lower skilled workers to fill skilled occupation jobs.
- Partnerships with the Chambers of Commerce are used to promote work-based training programs, particularly registered apprenticeship programs. Monthly announcements promoting services for employers are submitted to the chambers for inclusion in their monthly digital newsletters.
- The region partners with secondary and post secondary education providers to assist with WIOA eligible job placement of students graduating from educational programs. Paid internships combined with work readiness training promotes the utilization of work-based training to connect participants to high paying, training related job opportunities.
- The region's job developer networks with employers from high-demand job clusters to promote the registered apprenticeship program. Members of the same industry clusters are encouraged to support and use the apprenticeship program for hiring new workers.
- The local veteran's representative and job developer collaborate in promoting registered apprenticeships and work-based training opportunities as a way of assisting veterans in gaining employment.
- Registered apprenticeship and work-based training programs are promoted as an effective source for reemployment of justice-involved individuals and other targeted populations needing employment and training services for reemployment.
- Registered apprenticeship and work-based training are promoted as a way of connecting individuals who recently obtained a HISET through attendance of AEL as a way of increasing job specific skills relating to sustainable employment.

# 69. CERTIFIED WORK READY COMMUNITIES INITIATIVE (CWRC)

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**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 following counties are certified Work Ready Communities that are actively engaged in maintaining their status:**

Audrain • Boone • Callaway • Cole • Cooper • Crawford  
• Dent • Gasconade • Maries • Moniteau • Osage • Phelps  
• Pulaski • Washington

**These counties are engaged in earning their certified status:**

Camden – 90% of goal attained  
Howard 97% of goal attained  
Laclede-98% of goal attained  
Miller- 72% of goal attained  
Morgan- 95% of goal attained



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The region's service provider, Central Ozarks Private Industry Council (COPIC) assists the Certified Work Ready Communities initiative by providing WorkKeys administration services. The Work Ready Emerging category goals include students attending either secondary or post-secondary school which coincides with WIOA In School Youth participants. COPIC monitors state grant funding timelines and assists schools with applying for these funds. COPIC registers students into the online testing site, provides proctoring, and score reporting services. Student completion of WorkKeys helps schools meet testing requirements, while at the same time meeting WIOA ISY requirements for assessing basic skills. The\ schools refer students to COPIC for WIOA work experiences and other appropriate ISY services.

COPIC also provides Career and Work Ready classroom presentations to students when time allows. This allows COPIC to market and inform about Job Center services to target populations for WIOA and other programs, and provides for referrals for those who express interest.

# 70. TRADE ADJUSTMENT ASSISTANCE

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**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)**

Trade Navigator positions have been created and assigned throughout the State. Their role and responsibilities are to conduct outreach throughout their assigned Region(s) to:

- 1) spread the word about Trade Act services;
- 2) develop partnerships with employers, training providers, and community leaders;
- 3) assist the Workforce Coordinator(s) with Employment Transition Team (ETT) meetings/activities;
- 4) provide technical support to designated Job Center staff who work with the Trade Act program;
- 5) develop Trade OJT's and apprenticeships;
- 5) monitor case management activities of local Trade staff in the Job Centers.

Each Job Center will have one or more OWD staff designated to provide Trade Adjustment Assistance services to customers. Those services will include orientations to the Trade Act program, as well as case management services. Trade staff will complete co-enrollments in the WIOA Dislocated Worker program and communicate and coordinate with the Board and WIOA staff to ensure customers are provided wrap-around services.

**SEE ATTACHMENT 23**

## 71. MISSOURI COMMUNITY COLLEGES

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**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.**

The Board works with State Technical College, East Central College, and Moberly Area Community College to provide educational opportunities to customers. East Central College and Moberly Area Community College are the Adult Education and Literacy Providers at two of the region's job centers. The colleges are listed on the Eligible Training Provider list and this information is made available to customers.

Students in need of Job Center services or training assistance are referred by the colleges to the centers. Job Center staff refer customers to the colleges when AEL or training assistance is needed.

There is no Memorandum of Understanding with the Community Colleges.

**SEE ATTACHMENT 30**

## 72. INCUMBENT WORKER POLICY

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**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 & COMMUNITY-BASED ORGANIZATIONS

## 73. FAITH-BASED STRATEGIES

**Describe those activities to be undertaken to:**

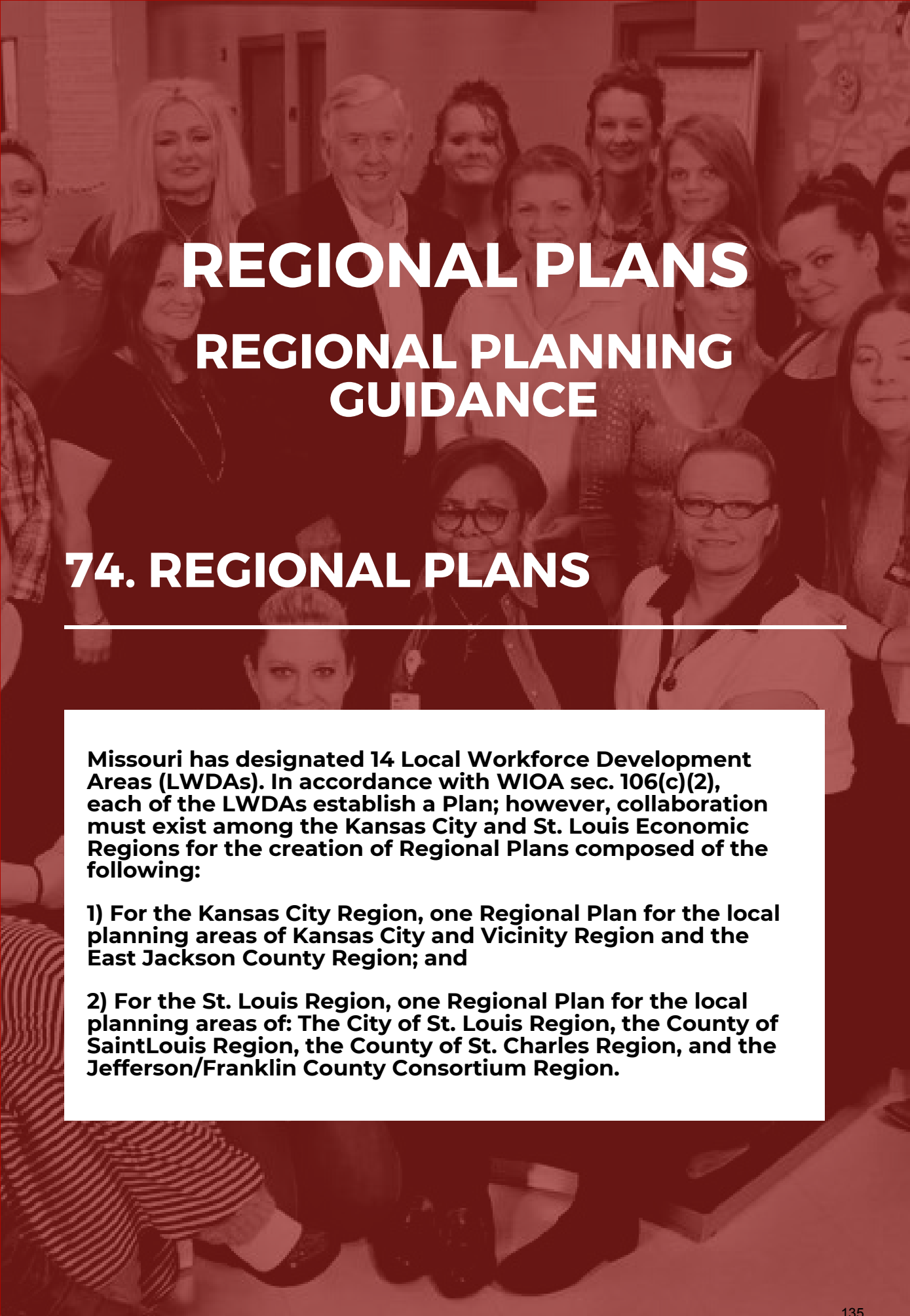
**(1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop Delivery System; and**

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

**Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce development system. Indicate how these resources can be strategically and effectively leveraged in the LWDA to help meet the objectives of WIOA.**

Faith-based and community organizations are important partners in the One-Stop Delivery system. These organizations assist in the provision of supportive services that may include food, clothing, utilities, and transportation. Community organizations also assist in recruitment for training programs. Engagement with these partners is always being strengthened in order to braid services and resources in assisting customers. In many cases these relationships are forged when situations arise in meeting the needs of customers. Communication with faith-based and community organizations will take place to ensure that their customers are being referred to the One Stops for WIOA services. This will be an agenda item at board meetings and will be incorporated in discussions with these partners. When contact is made with faith-based and community organizations regarding services for customers, staff will emphasize the importance of the mutual referral of customers.

Partnerships are in place with these faith-based and community organizations: Stepping Stones Childcare Center • All God's Children • Green Tree Learning Center • Ministerial Alliance • Lamb House • The Potter's House • Community for Christ • Central Missouri Community Action Agency • Missouri Ozarks Community Action Agency



# **REGIONAL PLANS**

## **REGIONAL PLANNING GUIDANCE**

### **74. REGIONAL PLANS**

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**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.**