

PY20-PY23



Central Region Workforce Development Board Local Plan

STRATEGIC PLAN

STRATEGIC ELEMENTS

1. LOCAL WORKFORCE DEVELOPMENT BOARD'S VISION

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

The 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 LDA, 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 including Wagner – Peyser staff, WIOA service providers, and local Veterans Employment representatives are joined by Vocational Rehabilitation Business Outreach Specialists. Staff with the Department of Social Services, the Office of Apprenticeship, Re-entry staff with the Department of Corrections, and OWD Employer Relations and Engagement Specialists also coordinate with 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 input from board members who represent business. Beyond attending chamber events, business team members sit on workforce committees with the Lake Area, Jefferson City, and Columbia Chambers.

These efforts are all a part of addressing workforce needs in the Central area. The leading issue is having a pipeline of workers. Regardless of industry, the shortage of workers now and in the immediate future is the common thread. Recruiting from non-traditional or marginalized populations is more important than ever.

As a result, Job Centers must not only find workers but also ensure referrals have basic qualifications, including willingness to accept personal responsibility, positive work ethic, adequate soft skills and job related transferrable skills. If they are lacking those, Job Centers must assist with providing these.

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 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 receive a basic skills assessment to evaluate their skills level. 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 raising

the level of current skills to meet employment qualifications.

The region's products and services include 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 their skill levels.

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.

Post pandemic the Central Region will continue to provide services in a hybrid approach of virtual and in person to reach as many people as possible.

Industry sector approaches will be developed and implemented specific to the three local subeconomies of the region. Such strategies will be influenced by new incoming Labor Market Information (post pandemic) and with the input of local Chambers.

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

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.

B. EMPLOYER ENGAGEMENT

Employer engagement is conducted through the coordinated efforts of the Business Team members, which is a comprehensive group of Job Center staff, including Wagner-Peyser, local Veteran's representatives, WIOA job developers, apprenticeship staff, OWD Employer Relations and Engagement staff and board staff. The team also includes supplemental members from DSS, DOC, and VR.

Board members representing advance manufacturing, healthcare, and other high-growth sectors bring a wealth of knowledge concerning the needs of business. The Board recognizes the need to engage employers and is discussing the most effective methods to facilitate communication and determine their needs. Business team staff are active in various Chambers of Commerce, local workforce task forces, and regional planning organizations. Hiring events, LMI, and Chamber input are utilized to facilitate engagement with employers.

C. BUSINESS NEEDS ASSESSMENT

Labor market information, Job Center input, Chamber feedback, and board directives 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. Information is shared among Business Team members on a regular basis.

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 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.

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.

OUTREACH TO JOBSEEKERS AND BUSINESSES WILL BE IMPROVED THROUGH:

- Increased emphasis of referrals between all workforce partners
- Participation in and collaboration with local chamber workforce committees to address pipeline shortages
- Closer partnerships with employers in order to establish training programs centered on career pathway models, including incumbent worker programs;
- Improved collaboration and team work in a region wide effort to streamline services for customers
- Improved collaboration with core partners 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
- Use of social media to enhance outreach and promote services
- 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. The region has developed a new website that will serve as a portal for the region, and has implemented the delivery of services virtually
- Representation 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 are a part of the Business Team along with OWD Employer Relations and Engagement Specialists staff, Department of Social Services, and Department of Corrections to collaborate, combine, and maximize efforts;
- Ensure Collaboration with Veteran services staff for outreach and recruitment, employment plans, and training services for veterans leading to a career pathway through the Business Team and the Access Point at Fort Leonard Wood
- Station staff at local courts and partner with MU Extension and Job Point to expand access to services, especially in rural communities; Central Region May 1, 2022 Section 4 F: Outreach (pg. 2)
- Review the level of coordination and outreach between Community Action Agencies, AEL providers, TANF programs, Vocational Rehabilitation, and other partners.

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.

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

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 except Cole County (\$51,905) are below the state average of \$51,697 for per capita personal income. Boone County is just below the average (\$51,330). The per capita personal income in six of the 19 counties is below \$40,000.

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

The statewide poverty rate of working age persons, or those 18-64 years, is 8.0 percent. In the Central Region, the poverty rate was lower than the state average in seven counties. The county with the lowest poverty rate is Osage (4.4%) followed by Gasconade (5.1%). Counties with the highest poverty rates are Phelps (14.7%) and Boone (14.1%).

B.

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

Name	2020 Per Capita Personal Income	Working Age Population living below poverty level	
		Number	Percentage
Missouri	\$51,697	474,886	8.0%
Audrain	\$42,029	1,959	8.3%
Boone	\$51,330	23,848	14.1%
Callaway	\$42,524	2,269	5.6%
Camden	\$40,778	3,758	8.4%
Cole	\$51,905	4,242	5.9%
Cooper	\$44,486	1,045	6.5%
Crawford	\$38,430	2,485	10.5%
Dent	\$36,327	1,839	12.0%
Gasconade	\$43,589	733	5.1%
Howard	\$43,946	717	7.7%
Laclede	\$38,403	2,794	8.0%
Maries	\$37,638	775	8.9%
Miller	\$39,349	2,214	8.9%
Moniteau	\$41,930	854	5.8%
Morgan	\$42,880	2,232	11.2%
Osage	\$49,250	586	4.4%
Phelps	\$42,030	6,089	14.7%
Pulaski	\$44,732	3,906	9.1%
Washington	\$33,148	2,991	12.7%

Sources:
Per Capita Personal Income - Bureau of Economic Analysis 2021
Poverty Level - American Community Survey-5 Year data (2015-2019)

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

Barriers to employment can include homelessness, disability status, lower education levels, and limited proficiency with the English language. In the Central Region, the percentage of the working age population with disabilities is above the state average of 12.2 percent in all but six counties, with the highest percentage in Washington County (24.0%). The percentage of the working age population with some difficulty with the English language in Missouri is 1.1 percent. Three counties report numbers over the state average, Boone (1.3%), Maries (1.3%), and Moniteau (1.2%).

In Missouri, 9.4 percent of the working age population does not have a high school diploma. Fourteen of the 19 counties in the region have higher percentage of the working age population without a high school diploma than the state average. Morgan County has the highest percentage of the working age population without a high school diploma at 24.3 percent whereas Boone County has the lowest percentage of the working age population without a high school diploma at 4.7 percent.

Barriers To Employment

Area	Total Population	Total Population 18-64	% of 18-64 in Population	Total Population 18-64 with less than high school diploma	% of Population 18-64 without high school diploma	Total Population 18-64 with a disability	% of Population 18-64 with a disability	Total Population 18-64 who speak English "not well" or "not at all"	% of Population 18-64 who speak English "not well" or "not at all"
Missouri	6,104,910	3,716,573	60.9%	348,975	9.4%	453,975	12.2%	42,150	1.1%
Audrain	25,644	15,275	59.6%	2,237	14.6%	2,193	14.4%	137	0.9%
Boone	177,651	120,512	67.8%	5,620	4.7%	11,375	9.4%	1,607	1.3%
Callaway	44,889	28,263	63.0%	3,570	12.6%	3,077	10.9%	102	0.4%
Camden	45,466	24,675	54.3%	2,482	10.1%	3,918	15.9%	83	0.3%
Cole	76,723	47,173	61.5%	4,153	8.8%	4,108	8.7%	215	0.5%
Cooper	17,660	10,791	61.1%	1,130	10.5%	1,301	12.1%	12	0.1%
Crawford	24,154	13,962	57.8%	2,835	20.3%	2,533	18.1%	64	0.5%
Dent	15,545	8,668	55.8%	1,405	16.2%	1,760	20.3%	0	0.0%
Gasconade	14,711	8,383	57.0%	994	11.9%	1,101	13.1%	9	0.1%
Howard	10,058	5,985	59.5%	608	10.2%	835	14.0%	7	0.1%
Laclede	35,531	20,618	58.0%	2,682	13.0%	3,263	15.8%	0	0.0%
Maries	8,803	5,155	58.6%	677	13.1%	742	14.4%	69	1.3%
Miller	25,201	14,467	57.4%	1,748	12.1%	2,234	15.4%	70	0.5%
Moniteau	16,046	9,593	59.8%	1,710	17.8%	772	8.0%	113	1.2%
Morgan	20,271	10,902	53.8%	2,650	24.3%	1,712	15.7%	25	0.2%
Osage	13,615	8,131	59.7%	592	7.3%	764	9.4%	14	0.2%
Phelps	44,630	28,181	63.1%	2,547	9.0%	3,912	13.9%	248	0.9%
Pulaski	52,425	36,528	69.7%	1,978	5.4%	5,033	13.8%	189	0.5%
Washington	24,860	15,154	61.0%	3,042	20.1%	3,644	24.0%	21	0.1%

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

D. EMPLOYMENT RATES FOR THE LAST 5 YEARS

The unemployment rate in the Central Region is declining after peaking in 2020 due to the COVID-19 pandemic. The unemployment rate for 2021 through September is below the state average of 4.3 percent in fourteen of the 19 counties. Osage County has the lowest unemployment rate of 2.4 percent. The highest unemployment rate is in Washington County at 5.1 percent.

Unemployment Rate by County - Central Region					
Year	2017	2018	2019	2020	Thru Sept 2021
Missouri	3.8	3.2	3.3	6.1	4.3
Audrain	3.5	3.1	3.4	5.9	3.6
Boone	2.6	2.3	2.4	4.2	2.9
Callaway	3.5	2.9	2.9	4.5	3.3
Camden	4.8	4.2	4.5	7.0	4.9
Cole	2.9	2.5	2.6	4.4	3.0
Cooper	3.6	3.1	3.7	5.6	3.6
Crawford	4.6	3.9	3.8	6.4	4.6
Dent	4.2	3.3	3.6	4.8	4.1
Gasconade	3.9	2.9	3.4	5.8	3.7
Howard	3.8	2.8	3.1	4.1	3.2
Laclede	4.8	3.7	6.9	8.3	4.2
Maries	4.3	3.3	3.5	4.8	3.7
Miller	4.5	3.7	3.8	6.2	4.1
Moniteau	3.6	3.0	2.9	4.2	3.2
Morgan	4.9	4.3	4.3	6.3	4.8
Osage	3.0	2.4	2.4	3.6	2.4
Phelps	3.7	3.1	3.3	4.8	3.7
Pulaski	4.3	3.6	4.1	5.6	4.4
Washington	5.4	4.5	4.5	7.2	5.1

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.

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





7. LABOR MARKET ANALYSIS

A. EXISTING DEMAND INDUSTRY SECTORS & OCCUPATIONS

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

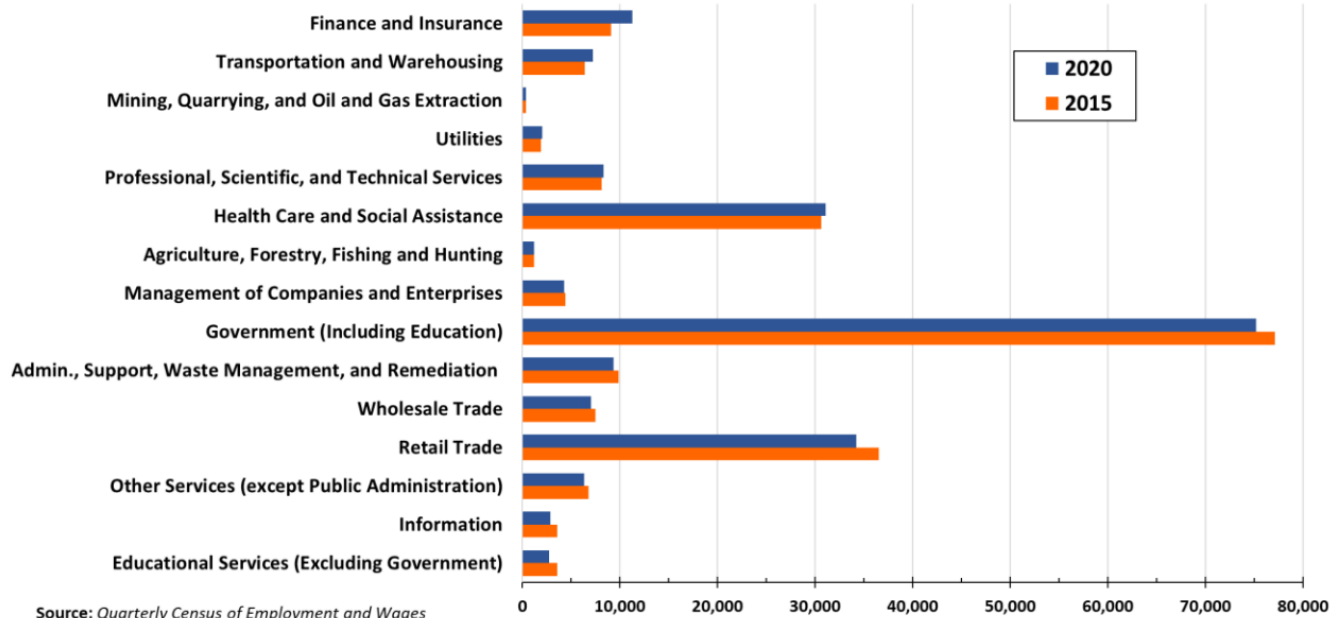
CURRENT INDUSTRY DEMAND

Over time, several of Central Region's industries have grown steadily. The Central Region has a slightly negative compound annual growth rate of -0.3 percent over the past 5 year period from 2015 to 2020, indicating the impact of the COVID-19 pandemic on the market.

However, seven industry groups have increased employment at a pace higher than the region's average compound annual growth rate of -0.3 percent.

Those industries are Finance and Insurance (2,189 new employments at 4.4% compound annual growth rate), Transportation and Warehousing (816 at 2.4%), Mining, Quarrying, and Oil and Gas Extraction (35 at 1.8%), Utilities (165 at 1.7%), Professional, Scientific, and Technical Services (211 at 0.5%), Health Care and Social Assistance (436 at 0.3%), and Agriculture, Forestry, Fishing and Hunting (13 at 0.2%).

Central Region Industry Growth 2015-2020



LOCATION QUOTIENT

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

The Central Region has seven industries with LQs of 1.5 or higher, Gasoline Stations (2.4), Credit Intermediation and Related Activities (1.8), Printing and Related Support Activities (1.8), Motor Vehicle Parts Dealers (1.6), General Merchandise Stores (1.5), Sporting Goods, Hobby, Musical Instrument, and Book Stores (1.5) and Accommodation (1.5). Other industries with high LQs are Wood Product Manufacturing (1.4), Transit and Ground Passenger Transportation (1.4), Building Material and Garden Equipment and Supplies Dealers (1.4), Nursing and Residential Care (1.4) and Animal Production and Aquaculture (1.4).

2020 Central Region Location Quotients

Industry	Employment	Location Quotient
Gasoline Stations	3,702	2.4
Credit Intermediation and Related Activities	7,865	1.8
Printing and Related Support Activities	1,100	1.8
Motor Vehicle and Parts Dealers	4,910	1.6
General Merchandise Stores	7,404	1.5
Sporting Goods, Hobby, Musical Instrument, and Book Stores	1,172	1.5
Accommodation	3,391	1.5
Wood Product Manufacturing	954	1.4
Transit and Ground Passenger Transportation	848	1.4
Building Material and Garden Equipment and Supplies Dealers	3,246	1.4
Nursing and Residential Care Facilities	7,487	1.4
Animal Production and Aquaculture	623	1.4
Food Services and Drinking Places	21,443	1.3
Nonmetallic Mineral Product Manufacturing	808	1.2
Machinery Manufacturing	2,065	1.2

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

CURRENT OCCUPATIONAL DEMAND

Current occupational demand can be attained through the job ads placed by employers. From November 2020 to October 2021, nearly 53,455 on-line job ads were placed for jobs located in the Central Region according to Emsi Burning Glass Labor Insight.

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

Now occupations with the highest number of job postings include Retail Salespersons, Customer Service Representatives, Food Preparation and Serving Workers, Personal Care Aides, and Laborers and Freight, Stock, and Material Movers. Occupations with the most job postings in the **Next** category are Supervisors of Retail Sales Workers, Sales Representatives, Heavy and Tractor-Trailer Truck Drivers, Licensed Practical and Licensed Vocational Nurses, and Secretaries and Administrative Assistants. **Later** occupations with the highest number of job postings are Registered Nurses, Managers, Software Developers, Computer Occupations and Medical and Health Services Managers.

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

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		
SOC Code	Occupation Title	Online Job Postings
NOW - Typically requires high school education or less and short-term training		
41-2031	Retail Salespersons	1,734 ★
43-4051	Customer Service Representatives	1,477 ★
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	778 ★
39-9021	Personal Care Aides	755 ★
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	677 ★
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	549 ★
37-2012	Maids and Housekeeping Cleaners	444 ★
43-5081	Stock Clerks and Order Fillers	424 ★
41-2011	Cashiers	404 ★
33-9032	Security Guards	351
NEXT - Typically requires moderate/long-term training or experience or education beyond high school		
41-1011	First-Line Supervisors of Retail Sales Workers	1,272 ★
41-4012	Sales Representatives, Wholesale and Manufacturing	1,269 ★
53-3032	Heavy and Tractor-Trailer Truck Drivers	970 ★
29-2061	Licensed Practical and Licensed Vocational Nurses	835
43-6014	Secretaries and Administrative Assistants	677 ★
11-9051	Food Service Managers	604
49-9071	Maintenance and Repair Workers, General	577 ★
27-1026	Merchandise Displayers and Window Trimmers	555
31-1014	Nursing Assistants	507 ★
29-2071	Medical Records and Health Information Technicians	382
LATER - Typically requires a bachelor's degree or higher		
29-1141	Registered Nurses	2,880 ★
11-9199	Managers, All Other	1,138
15-1132	Software Developers, Applications	1,110
15-1199	Computer Occupations, All Other	1,060
11-9111	Medical and Health Services Managers	811
13-1071	Human Resources Specialists	671 ★
11-1021	General and Operations Managers	513 ★
11-2022	Sales Managers	436
13-1111	Management Analysts	357 ★
13-2011	Accountants and Auditors	338 ★

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

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

MISSOURI WORKFORCE 2021 SURVEY

A total of 834 Missouri companies, with five employees or more, were surveyed in June and July of 2021 to assess the state of the workforce from the employers' point of view. Companies interviewed were randomly selected from a categorized list of Missouri businesses from the Data Axle (formerly ReferenceUSA) employer database. Of the respondents, 541 were in metro areas and the remaining 293 were in non-metro areas of the state. Companies were asked 16 questions, some with multiple parts, about hiring trends, skill needs and shortages, experience and education requirements, and the effects of COVID-19 on their businesses.

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

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

More employers reported barriers to expanding employment than in previous years, with shortage of workers with knowledge or skills, economic conditions, and general COVID-19 issues topping the list. More employers also reported skill shortages in employees and applicants. To meet these shortages, employers are hiring from outside of the local area and offering increased wages. Employers were also much more likely to consider workforce initiatives such as increased employee care and engagement and cross-training and knowledge transfer than last year.

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

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

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 2028.

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

Central Region Industry Projections 2018-2028

NAICS	Industry	Employment		2018-2028 Change	
		2018	2028	Numeric	Percent
	Total All Industries	306,592	325,745	19,153	6.2%
722	Food Services and Drinking Places	24,586	29,022	4,436	18.0%
622	Hospitals	15,942	18,322	2,380	14.9%
621	Ambulatory Health Care Services	10,571	12,169	1,598	15.1%
624	Social Assistance	7,412	8,840	1,428	19.3%
541	Professional, Scientific, and Technical Services	7,961	9,285	1,324	16.6%
561	Administrative and Support Services	9,307	10,432	1,125	12.1%
623	Nursing and Residential Care Facilities	8,348	9,391	1,043	12.5%
454	Nonstore Retailers	2,329	3,320	991	42.6%
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	7,315	8,290	975	13.3%
551	Management of Companies and Enterprises	4,140	4,730	590	14.3%
332	Fabricated Metal Product Manufacturing	2,722	3,268	546	20.0%
333	Machinery Manufacturing	2,744	3,226	482	17.6%
999	Local Government, Excluding Education and Hospitals	11,642	12,046	404	3.5%
611	Educational Services	31,312	31,695	383	1.2%
447	Gasoline Stations	3,772	4,139	367	9.7%

Source: MERIC 2018-2028 Long Term Projections

OCCUPATIONAL PROJECTIONS

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

Emerging occupations can be identified through growth openings. The chart below identifies occupations that have the highest number of growth openings in the region, most with higher than the average growth rate of 6.2 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, Landscaping and Groundskeeping Workers, and Home Health Aides. The largest growth in Next occupations is in the occupations of Cooks, Nursing Assistants, Loan Interviewers and Clerks, Supervisors of Food Preparation and Serving Workers, and Maintenance and Repair Workers. Later occupations with the highest growth are Registered Nurses, General and Operations Managers, Computer Systems Analysts, Loan Officers, and Securities, Commodities, and Financial Services Sales Agents. These occupations are consistent with the industries identified as emerging industries.

Central Region Highest Growth Openings 2018-2028

Occupation	Average Wage	Percent Growth	Exits	Annual Openings		Total
				Transfers	Growth	
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma						
Combined Food Preparation and Serving Workers	\$22,004	23.2%	641	790	167	1,598
Personal Care Aides	\$24,218	33.5%	429	380	166	975
Waiters and Waitresses	\$20,264	11.8%	426	753	68	1,247
Landscaping and Groundskeeping Workers	\$28,326	10.9%	133	288	34	455
Home Health Aides	\$23,765	23.4%	79	86	31	196
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$25,750	7.3%	242	279	28	549
Light Truck or Delivery Services Drivers	\$33,770	10.4%	113	199	27	339
Laborers and Freight, Stock, and Material Movers, Hand	\$27,889	5.3%	196	407	23	626
Customer Service Representatives	\$32,189	6.4%	180	320	23	523
Construction Laborers	\$39,842	7.0%	88	205	18	311
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training						
Cooks, Restaurant	\$23,877	28.6%	223	372	105	700
Nursing Assistants	\$25,652	12.0%	243	264	51	558
Loan Interviewers and Clerks	\$35,716	33.6%	45	77	35	157
First-Line Supervisors of Food Preparation and Serving Workers	\$31,978	16.9%	96	241	34	371
Maintenance and Repair Workers, General	\$33,608	8.1%	130	228	29	387
Medical Secretaries	\$30,786	14.0%	88	104	22	214
Heavy and Tractor-Trailer Truck Drivers	\$38,900	4.8%	134	237	15	386
Computer User Support Specialists	\$43,939	12.8%	21	74	14	109
Medical Assistants	\$30,542	17.6%	31	57	13	101
Licensed Practical and Licensed Vocational Nurses	\$39,743	7.3%	60	74	12	146
LATER - Typically requires a bachelor's degree or higher						
Registered Nurses	\$62,900	15.2%	205	189	104	498
General and Operations Managers	\$80,174	9.8%	103	324	46	473
Computer Systems Analysts	\$61,634	25.8%	24	68	29	121
Loan Officers	\$71,939	30.5%	26	65	29	120
Securities, Commodities, and Financial Services Sales Agents	\$52,035	28.5%	24	64	23	111
Health Specialties Teachers, Postsecondary	n/a	19.7%	43	54	21	118
Software Developers, Applications	\$77,511	32.8%	9	36	18	63
Market Research Analysts and Marketing Specialists	\$49,626	22.6%	21	70	18	109
Accountants and Auditors	\$66,100	7.2%	68	157	17	242
Public Relations Specialists	\$61,097	12.8%	41	102	16	159

Source: MERIC 2018-2028 Long-Term Occupational Projections



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.

REAL-TIME LABOR MARKET DATA

Job ads placed by employers offer another source of information on the knowledge, skills, and certifications requested by Missouri's employers. Emsi Burning Glass Labor Insight is a data tool that spiders to over 35,000 different web sites with job ads. The information found in the ads are placed in a database that can be queried to gain insight on employer needs.

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

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

Employer Skill Needs - Central Region

Industry	Specialized Skills	Certifications	Software and Programming
Health Care & Social Assistance	Patient Care	Registered Nurse	Meditech
	Treatment Planning	Driver's License	Word Processing
	Scheduling	Licensed Practical Nurse (LPN)	ICD-10
	Cardiopulmonary Resuscitation (CPR)	First Aid Cpr Aed	SQL
	Customer Service	Basic Life Saving (BLS)	SAS
Manufacturing	Sales	Driver's License	SAP
	Repair	OSHA Forklift Certification	Enterprise Resource Planning (ERP)
	Customer Service	Six Sigma Certification	SQL
	Lifting Ability	Master Project Management	AutoCAD
	Forklift Operation	Welding Certification	Oracle
Accommodation & Food Service	Cleaning	Driver's License	Apache Groovy
	Customer Service	Casino Gaming License	Word Processing
	Cooking	ServSafe	Lotus Domino
	Scheduling	Food Handler Certification	Delphi
	Guest Services	Food Service Certification	Suspicious Activity Report (SAR) Requirements
Finance & Insurance	Customer Service	Driver's License	SQL
	Sales	Insurance License	Software Development
	Project Management	Insurance Agent Certification	Python
	Customer Contact	Certified Information Systems Security Professional (CISSP)	Java
	Scheduling	Property and Casualty License	Software Engineering
Administrative & Support	Customer Service	Driver's License	Salesforce
	Sales	Commercial Driver's License	Customer Relationship Management (CRM)
	Customer Contact	Air Brake Certified	SAP
	Scheduling	Life Insurance License	Adobe Photoshop
	Cleaning	Insurance Agent Certification	SQL
Transportation & Warehousing	Scheduling	Commercial Driver's License	SAP
	Forklift Operation	Driver's License	Computer Aided Drafting/Design (CAD)
	Customer Service	OSHA Forklift Certification	Enterprise Resource Planning (ERP)
	Repair	Department of Transportation (DOT) Medical Certification	Microsoft Dynamics
	Sales	Automotive Service Excellence (ASE) Certification	AutoCAD
Arts, Entertainment & Recreation	Customer Service	Driver's License	Google Analytics
	Cleaning	First Aid Cpr Aed	Word Processing
	Personal Protective Equipment (PPE)	Certified Pest Control	Adobe Acrobat
	Music	Commercial Driver's License	Adobe Creative Suite
	Scheduling	Personal Fitness Trainer Certification	Adobe Dreamweaver
Information	Salesforce	Driver's License	Salesforce
	Customer Service	Certified Public Accountant (CPA)	Software Engineering
	Sales	Project Management Certification	SQL
	Customer Contact	Project Management Professional (PMP)	Software as a Service (SaaS)
	Fiserv	Certified ScrumMaster (CSM)	Tableau

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

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
	With a disability	No disability	Total	
	<i>ACS, 5 YR Estimate 2013-2017</i>			
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%

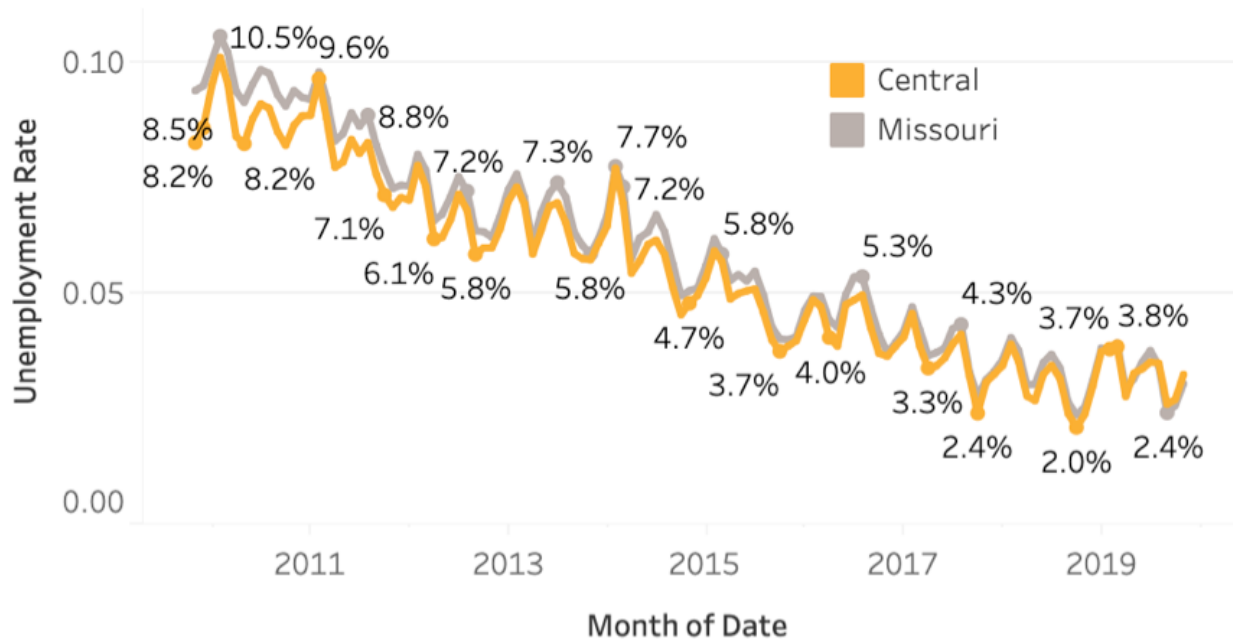
Area	Population	2018 Avg Annual Wage	% Associate Degree or higher
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Audrain	25,473	\$36,311	20.2%
Boone	180,005	\$44,083	53.0%
Callaway	44,889	\$42,578	29.0%
Camden	45,815	\$33,317	30.1%
Cole	76,796	\$42,058	39.1%
Cooper	17,603	\$33,094	29.0%
Crawford	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

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

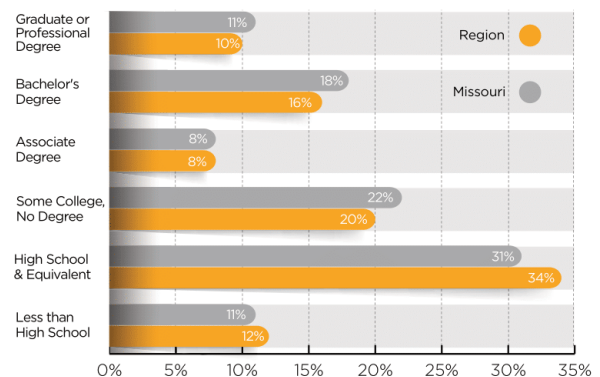
	Central MO	Missouri	Nationwide
Average monthly employment in 2018	312,799	2,954,808	155,761,000
Average Unemployment Rate in 2018	3.0%	3.2%	3.9%
Female	51%	51%	50%
Male	49%	49%	50%
Non-white	11%	17%	23%
Hispanic or Latino	3%	4%	15%
Ages 55 & older	23%	23%	23%
With disabilities (ages 18-64)	14%	13%	10%
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

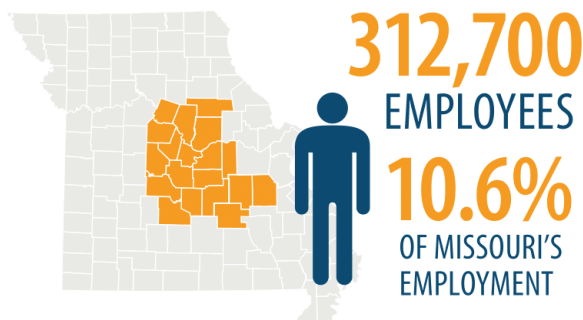
Educational attainment rates for the Central Region are slightly behind those of the state in regards to bachelor's or advanced degrees. Thirty-four percent of the region's population, age 25 and older, has an associate, bachelor's or advanced degree compared to 36 percent for the state.

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

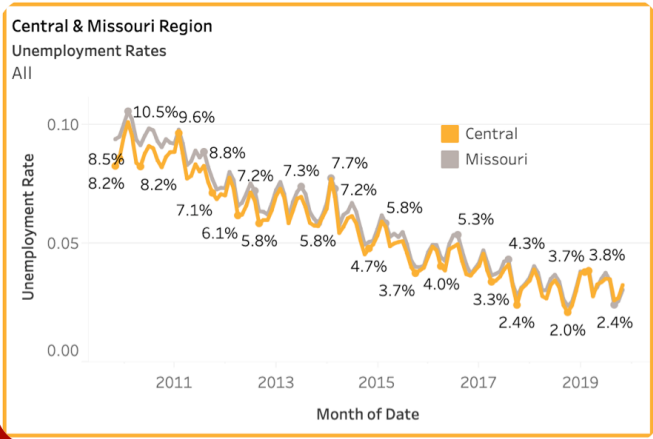
Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA[1]. This population must include individuals with disabilities among other groups[2] in the economic region and across the LWDA.

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 0.2 percent in 2020 from the previous year. In the Central Region over the past year, the population in seven of the 19 counties grew at a faster rate than the state as a whole. The highest population increase was in Boone County, adding over 2,500 residents from 2019 to 2020, and adding just over 9,000 residents from 2015 to 2020. During the same five year period, the population of Camden County decreased by just over 2,000 residents.

Central Region Population Change by County				
NAME	1 Year Change 2019-2020		5 Year Change 2015-2020	
	Number	Percentage	Number	Percentage
Missouri	14,438	0.2%	79,502	1.3%
Audrain	-	0.0%	(1,014)	-3.9%
Boone	2,526	1.4%	9,047	5.2%
Callaway	(479)	-1.1%	(439)	-1.0%
Camden	(3,466)	-7.5%	(2,048)	-4.6%
Cole	505	0.7%	441	0.6%
Cooper	(460)	-2.6%	(512)	-2.9%
Crawford	(800)	-3.4%	(1,454)	-5.9%
Dent	(1,127)	-7.2%	(1,241)	-7.9%
Gasconade	123	0.8%	41	0.3%
Howard	169	1.7%	15	0.1%
Laclede	170	0.5%	533	1.5%
Maries	(319)	-3.6%	(502)	-5.6%
Miller	(885)	-3.5%	(143)	-0.6%
Moniteau	(343)	-2.2%	(405)	-2.6%
Morgan	286	1.4%	934	4.7%
Osage	(347)	-2.5%	(266)	-2.0%
Phelps	45	0.1%	(163)	-0.4%
Pulaski	1,321	2.5%	631	1.2%
Washington	(1,229)	-5.0%	(1,281)	-5.2%

Source: U.S. Census Bureau Decennial Census and Annual Estimates

DEMOGRAPHICS

In some ways, Central Region's population shows similar trends as that of Missouri's population. Most of the region's counties have somewhat similar percentage of the population in the age group of under 20 years as that of Missouri for this age group (25.2%). The population age 55+ is above the state average of 30.0 percent in 13 of the 19 counties.

The county with the highest percentage of residents age 55 and up is Camden County with

45.6 percent residents in this age group.

The male/female gender split is close to the state average in all counties. In seven of the 19 counties in the central region male population is less than the female population. Audrain County has the lowest male population in the region (46.1%).

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

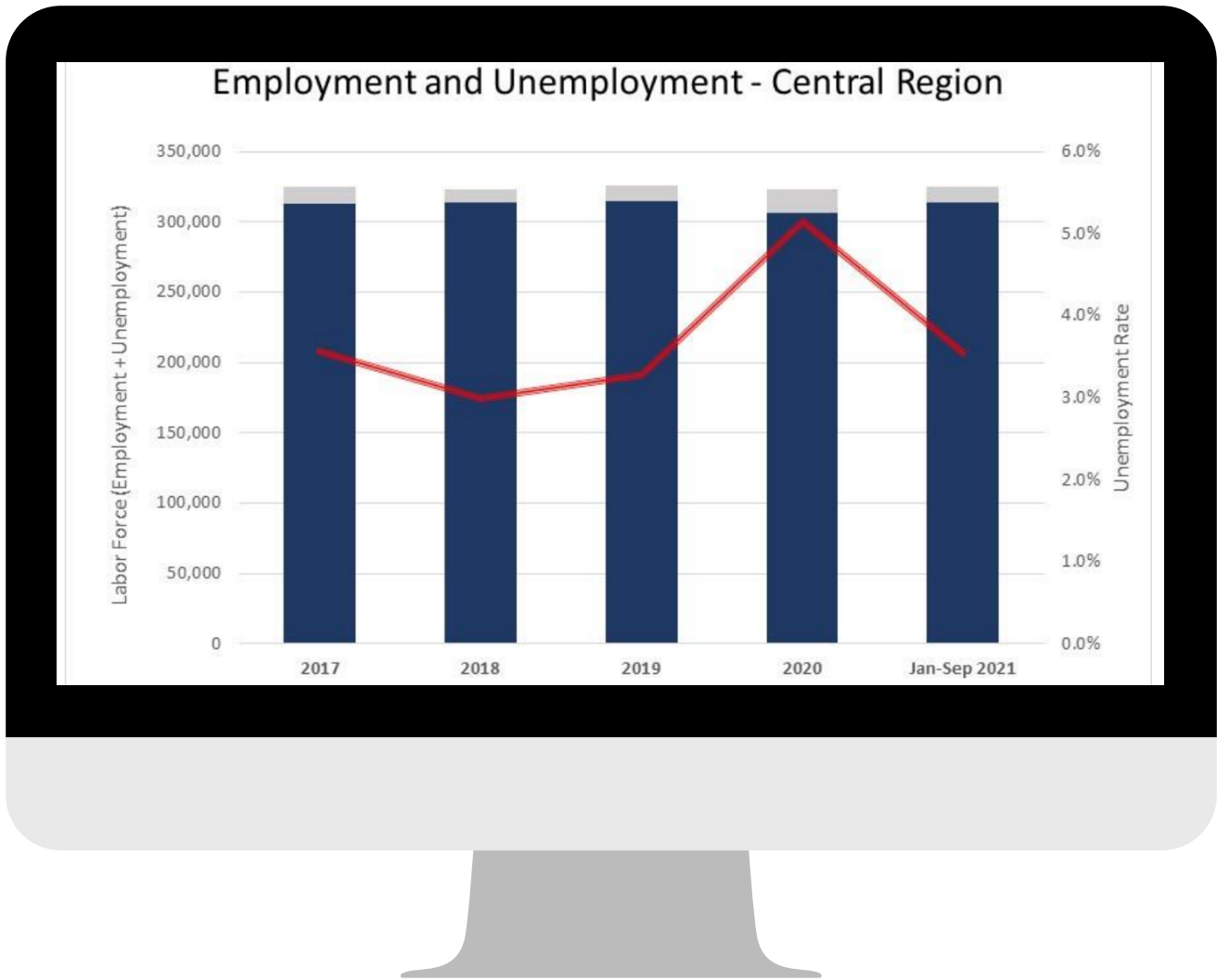
County	Population						Gender		Race/Ethnicity							
	Total	Under 20	20 to 24	25 to 34	35 to 54	55+	Male	Female	White	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pacific Islander	Some other race	Two or more races	Hispanic or Latino
Missouri	6,104,910	25.2%	6.8%	13.3%	24.7%	30.0%	49.1%	50.9%	82.2%	11.5%	2.0%	0.4%	0.1%	1.2%	2.6%	4.2%
Audrain	25,644	25.4%	6.0%	13.0%	24.8%	30.8%	46.1%	53.9%	88.9%	5.7%	0.1%	0.4%	0.1%	0.6%	4.2%	3.1%
Boone	177,651	25.3%	14.5%	15.3%	22.3%	22.7%	48.6%	51.4%	81.2%	9.0%	4.4%	0.3%	0.1%	0.9%	4.0%	3.4%
Callaway	44,889	24.3%	7.3%	13.0%	25.8%	29.5%	51.0%	49.0%	92.0%	4.4%	0.8%	0.5%	0.3%	0.1%	1.8%	2.1%
Camden	45,466	20.0%	4.4%	9.0%	21.1%	45.6%	49.3%	50.7%	96.3%	0.8%	0.3%	0.6%	0.0%	0.6%	1.4%	2.7%
Cole	76,723	25.3%	6.0%	13.4%	26.0%	29.2%	50.4%	49.6%	84.0%	11.7%	1.6%	0.4%	0.0%	0.2%	2.1%	2.8%
Cooper	17,660	24.3%	6.6%	14.2%	24.0%	31.0%	52.5%	47.5%	88.8%	5.8%	0.5%	0.5%	0.2%	0.6%	3.7%	2.0%
Crawford	24,154	25.1%	5.4%	11.2%	24.2%	34.0%	49.4%	50.6%	96.7%	0.4%	0.2%	0.0%	0.0%	0.6%	2.1%	2.0%
Dent	15,545	24.6%	4.6%	10.3%	23.3%	37.2%	50.0%	50.0%	95.2%	0.5%	0.3%	0.7%	0.0%	0.3%	2.9%	1.8%
Gasconade	14,711	22.2%	5.3%	10.6%	23.2%	38.8%	50.2%	49.8%	97.2%	0.5%	0.3%	0.5%	0.0%	0.2%	1.3%	1.4%
Howard	10,058	26.0%	8.8%	10.6%	21.9%	32.6%	50.7%	49.3%	91.6%	5.9%	0.4%	0.9%	0.0%	0.4%	0.9%	1.6%
Laclede	35,531	26.4%	5.4%	11.7%	25.7%	30.8%	49.1%	50.9%	95.0%	0.6%	0.4%	1.0%	0.0%	0.4%	2.7%	2.5%
Maries	8,803	23.0%	4.4%	10.0%	24.8%	37.8%	50.5%	49.5%	96.7%	0.3%	1.0%	1.0%	0.0%	0.1%	0.9%	1.3%
Miller	25,201	25.8%	5.7%	11.6%	24.2%	32.7%	49.5%	50.5%	96.7%	0.2%	0.5%	1.2%	0.0%	0.1%	1.2%	1.9%
Moniteau	16,046	27.0%	5.4%	13.4%	26.6%	27.6%	53.1%	46.9%	96.0%	2.7%	0.1%	0.4%	0.0%	0.2%	0.6%	4.9%
Morgan	20,271	24.8%	4.6%	10.0%	22.0%	38.6%	49.1%	50.9%	95.9%	0.9%	0.9%	0.4%	0.0%	0.1%	1.8%	2.3%
Osage	13,615	25.9%	6.0%	11.2%	25.6%	31.3%	51.7%	48.3%	99.1%	0.2%	0.0%	0.1%	0.0%	0.1%	0.4%	0.8%
Phelps	44,630	26.5%	11.3%	11.8%	21.7%	28.6%	52.4%	47.6%	90.5%	2.4%	3.6%	0.8%	0.0%	0.3%	2.4%	2.5%
Pulaski	52,425	31.2%	13.6%	17.8%	20.9%	16.5%	57.1%	42.9%	75.7%	11.2%	2.5%	0.9%	0.7%	3.0%	6.0%	11.2%
Washington	24,860	24.8%	5.5%	12.2%	26.6%	30.9%	51.4%	48.6%	95.3%	2.1%	0.2%	0.3%	0.3%	0.0%	1.9%	1.4%

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

EMPLOYMENT & UNEMPLOYMENT

The number of Central Region residents in the labor force has remained relatively steady from 2017 to 2020 ranging from over 324,500 in 2017 to over 323,000 in 2020. The number has increased in 2021 with about

325,270 people in the labor force through September 2021. The unemployment rate for the region jumped to 5.2 percent in 2020 as a result of COVID-19 pandemic. However, 2021 data collected through September shows signs of recovery with the unemployment rate decreasing to 3.5 percent



LABOR FORCE PREPARATION

The labor force is the sum of employed and unemployed persons. The labor force participation rate is the labor force as a percent of the civilian population 16 years and older. Using American Community Survey-5 year data through 2019, Missouri's labor force

participation rate is 62.5 percent. In comparison, the rate for the Central Region is at 57.6 percent. The county with the highest labor force participation rate in the region is Boone County (66.2%) and the lowest is Camden County (49.1%).

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.

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

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

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: MERC, GCEW, 2018 ANNUAL AVERAGES



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
NOW							
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
NEXT							
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
LATER							
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: MERC 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

IN-DEMAND OCCUPATIONS

Over the long term, industry needs for certain occupations grow while for others decline. A trained and ready workforce is needed to fill employer demand and offer job seekers bright prospects of 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 three different types of vacancies - **exits, transfers, and growth**. **Exits** occur as individuals leave the workforce for reasons such as retirement. **Transfers** occur as a person leaves an occupation to work in a different occupation. **Growth** simply means that more people are needed to work in the occupation. No matter the reason for the vacancy, skilled workers are needed to fill the job openings.

Missouri adds value to the standard projections template by including the ACT Workkeys Assessment Levels typically required for success in each of the 800+ occupations.

Since most of Missouri's counties participate in the Certified Work Ready Communities program, the levels help those researching careers find good options based on their personal assessment.

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

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

The table below displays the top five jobs by the number of projected openings for the 10-year projection period through 2028 in the **Now, Next, and Later** categories for the region. The flame beside some of the occupations represents “hot jobs” determined by the number of job ads placed by employers.

Top occupations by the total number of annual openings in the **Now** category are Cashiers (1,664), Food Preparation and Serving Workers (1,598), Waiters and Waitresses (1,247), Retail Salespersons (1,220), and Personal Care Aides (975). The reason for a high number of openings is turnover and transfers within these occupations.

Occupations with the highest number of annual openings in the **Next** category are Secretaries and Administrative Assistants (863), Restaurant Cooks (700), Nursing Assistants (558), Maintenance and Repair Workers (387), and Heavy and Tractor-Trailer Truck Drivers (386).

Later occupations with the highest number of annual openings are Registered Nurses (498), General and Operations Managers (473), Accountants and Auditors (242), Secondary School Teachers (211), and Child, Family, and School Social Workers (184).

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.



Central Region Occupational Projections 2018-2028							
Occupation	2018	2028	Annual Openings			Total	Average Wage
	Employment	Employment	Exits	Transfers	Growth		
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma							
Cashiers 🔥	8,904	8,822	791	881	-8	1,664	\$20,731
Combined Food Preparation and Serving Workers 🔥	7,201	8,872	641	790	167	1,598	\$22,004
Waiters and Waitresses	5,803	6,488	426	753	68	1,247	\$20,264
Retail Salespersons 🔥	8,704	8,409	492	758	-30	1,220	\$27,737
Personal Care Aides 🔥	4,969	6,631	429	380	166	975	\$24,218
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training							
Secretaries and Administrative Assistants 🔥	8,708	7,992	428	507	-72	863	\$32,106
Cooks, Restaurant	3,682	4,735	223	372	105	700	\$23,877
Nursing Assistants 🔥	4,269	4,782	243	264	51	558	\$25,652
Maintenance and Repair Workers, General 🔥	3,550	3,836	130	228	29	387	\$33,608
Heavy and Tractor-Trailer Truck Drivers 🔥	3,189	3,341	134	237	15	386	\$38,900
LATER - Typically requires a bachelor's degree or higher							
Registered Nurses 🔥	6,865	7,905	205	189	104	498	\$62,900
General and Operations Managers 🔥	4,696	5,158	103	324	46	473	\$80,174
Accountants and Auditors 🔥	2,331	2,498	68	157	17	242	\$66,100
Secondary School Teachers	2,963	2,987	83	126	2	211	\$49,036
Child, Family, and School Social Workers	1,721	1,827	52	121	11	184	\$35,251

🔥 Flame icon indicates occupations with high numbers of job ads between 01 NOV 2020 and 31 OCT 2021
Sources: MERIC Long-Term Occupational Projections 2018-2028 and Emsi Burning Glass Labor Insight

C. EDUCATION & SKILLS LEVELS OF THE WORKFORCE ANALYSIS

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

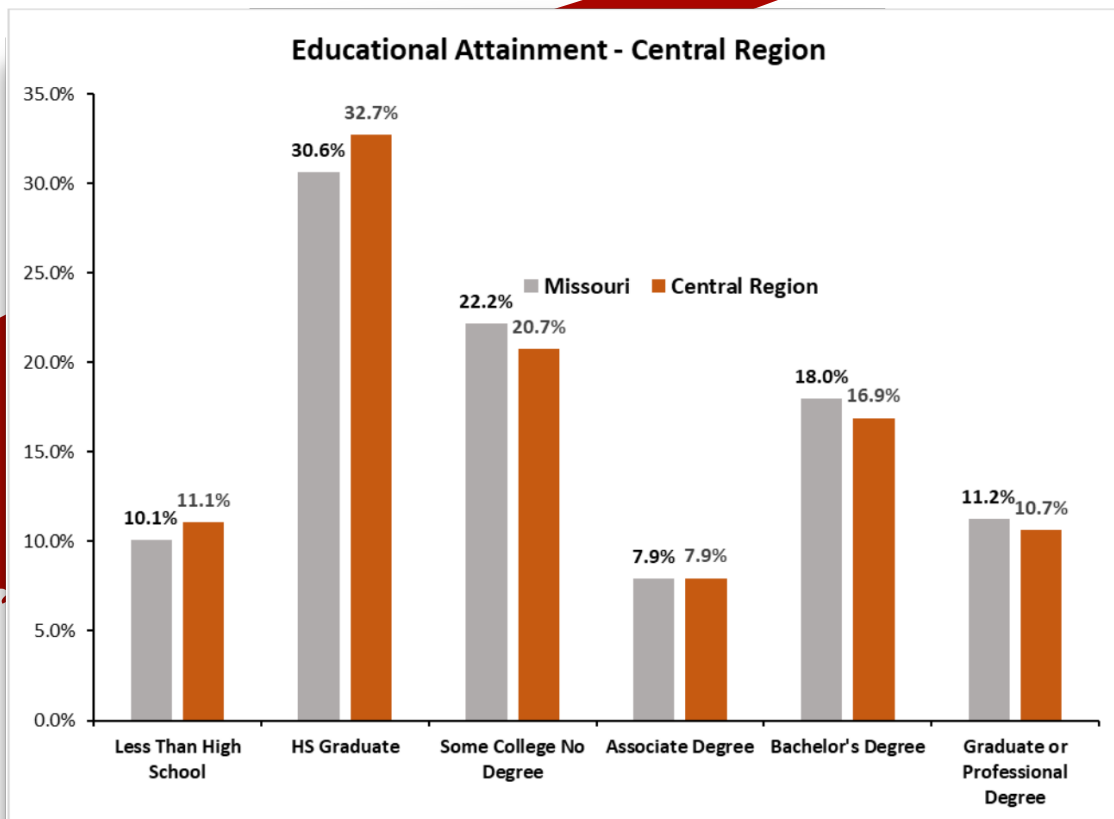
Educational attainment rates for the Central Region are slightly behind those of the state in regards to bachelor's or advanced degrees. Thirty-four percent of the region's population, age 25 and older, has an associate, bachelor's or advanced degree compared to 36 percent for the state. (MERIC)



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. Eighty-nine percent of Missouri's population age 25 and over is a high school graduate or higher. About 18 percent hold a bachelor's degree and 11 percent hold a graduate or professional degree.

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.



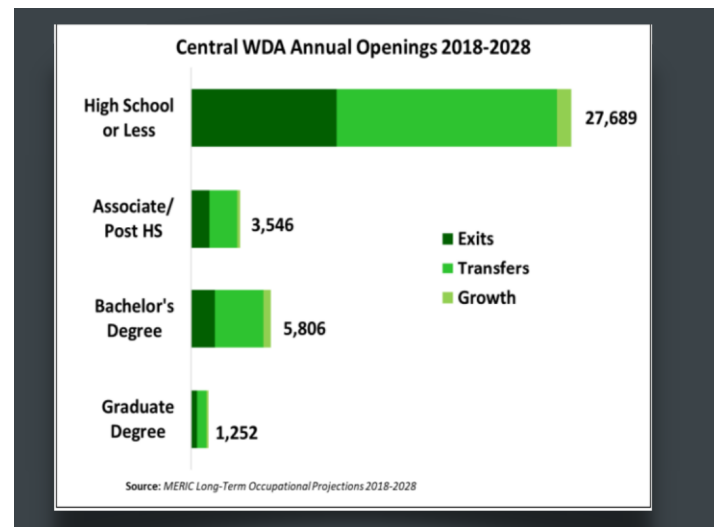
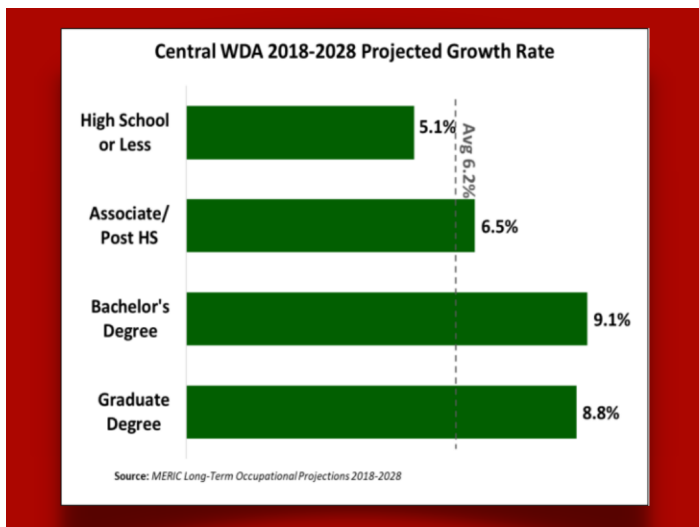
Source: American Community Survey-5 Year data (2015-2019)

OCCUPATIONAL PROJECTIONS

Long-term projections are used to identify the fastest growing occupations, as well as occupations with a high number of openings through 2028.

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 in the Central Region. 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 2028. 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?

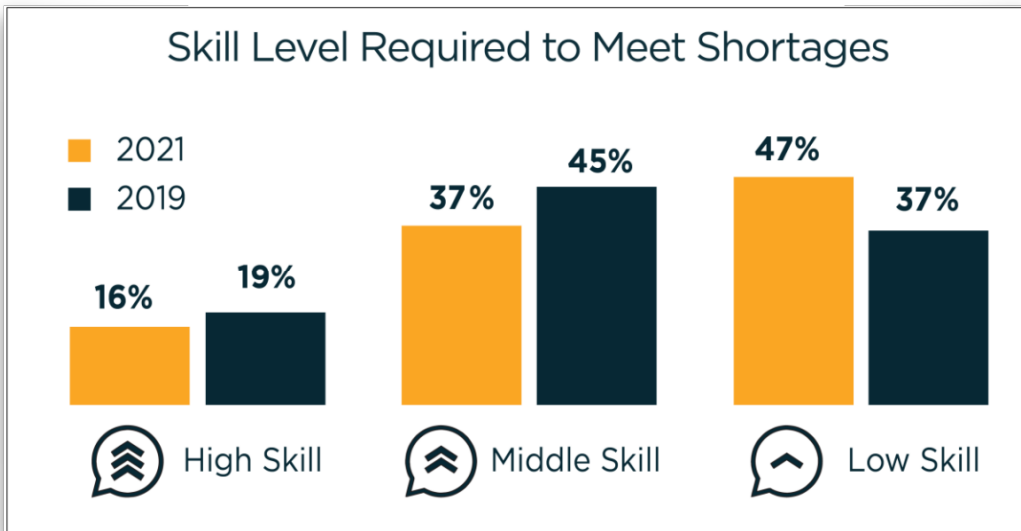
MISSOURI WORKFORCE 2021 SURVEY

Missouri has more than 200,000 payroll employers who provide jobs for 2.6 million people. Approximately 2.19 million of Missouri’s jobs are in metro areas, while the remaining work is in non-metro locations. Metropolitan areas, such as Kansas City, St. Louis, Joplin, and Springfield are spread across Missouri. These areas represent larger urban cities and adjacent counties with strong commuting ties. This 2021 survey looked at both metro and non-metro employers to understand key similarities or differences that may help inform workforce or economic development decisions.

A total of 834 Missouri companies, with five employees or more, were surveyed in June and July of 2021 to assess the state of the workforce from the employers’ point of view.

A few key themes from the survey:

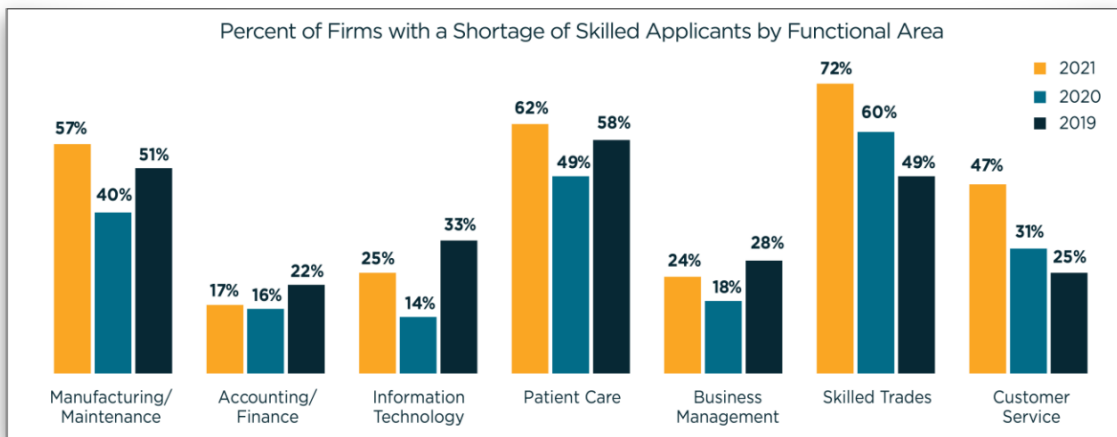
- Fifty-five percent of employers plan to expand employment over the next 12 months.
- The top barrier to expanding employment is a shortage of workers with knowledge or skills, which increased significantly from previous years, from 47 percent in 2019 and 2020, to 60 percent in 2021.
- Poor work habits was the most frequently cited shortcomings, along with lack of critical thinking, lack of general business or industry knowledge, and lack of communication or interpersonal skills.
- Shortcomings of skilled applicants were higher in 2021 than previous years, particularly in Skilled Trades, where 72 percent of employers reported a shortage in 2021 compared to 60 percent in 2020 and 49 percent in 2019.
- Employers in 2021 were more likely to hire from outside the local area (52% in 2021 vs. 33% in 2019) and offer increased wages (64% in 2021 vs. 49% in 2019) to meet skill shortages.
- The top business concerns looking forward are attracting or retaining talent, financial impacts on operations, and supply chain disruptions.



To address skills shortages, 81 percent of employers acknowledged hiring less experienced workers than preferred and needing to train them. Employers in 2021 were also more likely to hire from outside the local area (52% in 2021 vs. 33% in 2019) and offer increased wages (64% in 2021 vs. 49% in 2019) to meet the shortages. Fifty-nine percent of non-metro employers said they would hire from outside the local area compared to 47 percent in metro areas. In all other measures, however, responses were similar regardless of geography.

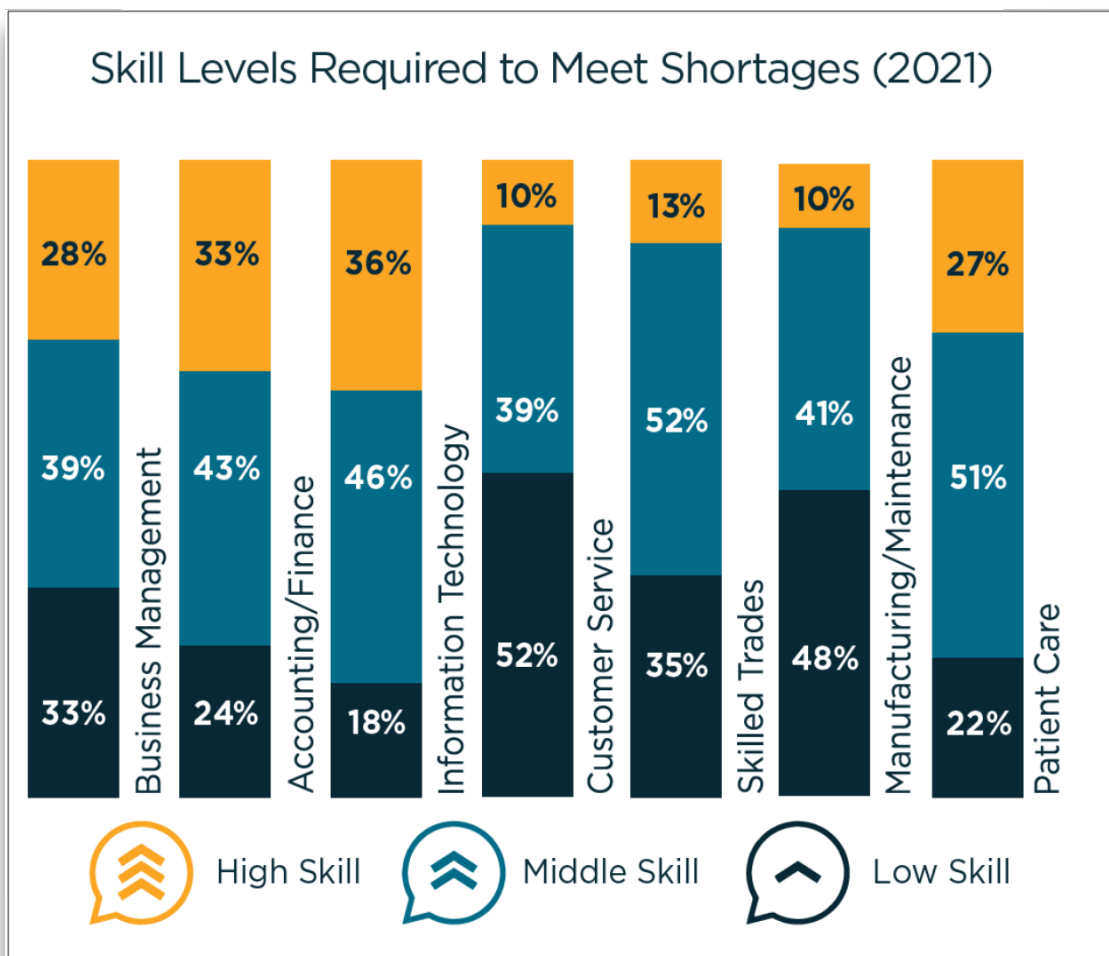


From skilled trades to administration, companies employ workers in a variety of areas with different functional work tasks and duties. In 2021, the number of employers who reported a shortage of skilled applicants in functional areas increased when compared to reported shortages in 2020 and 2019. The Skilled Trades functional area has had a steady increase in the shortage of skilled applicants each year of the survey, increasing from 49 percent in 2019 to 72 percent in 2021.



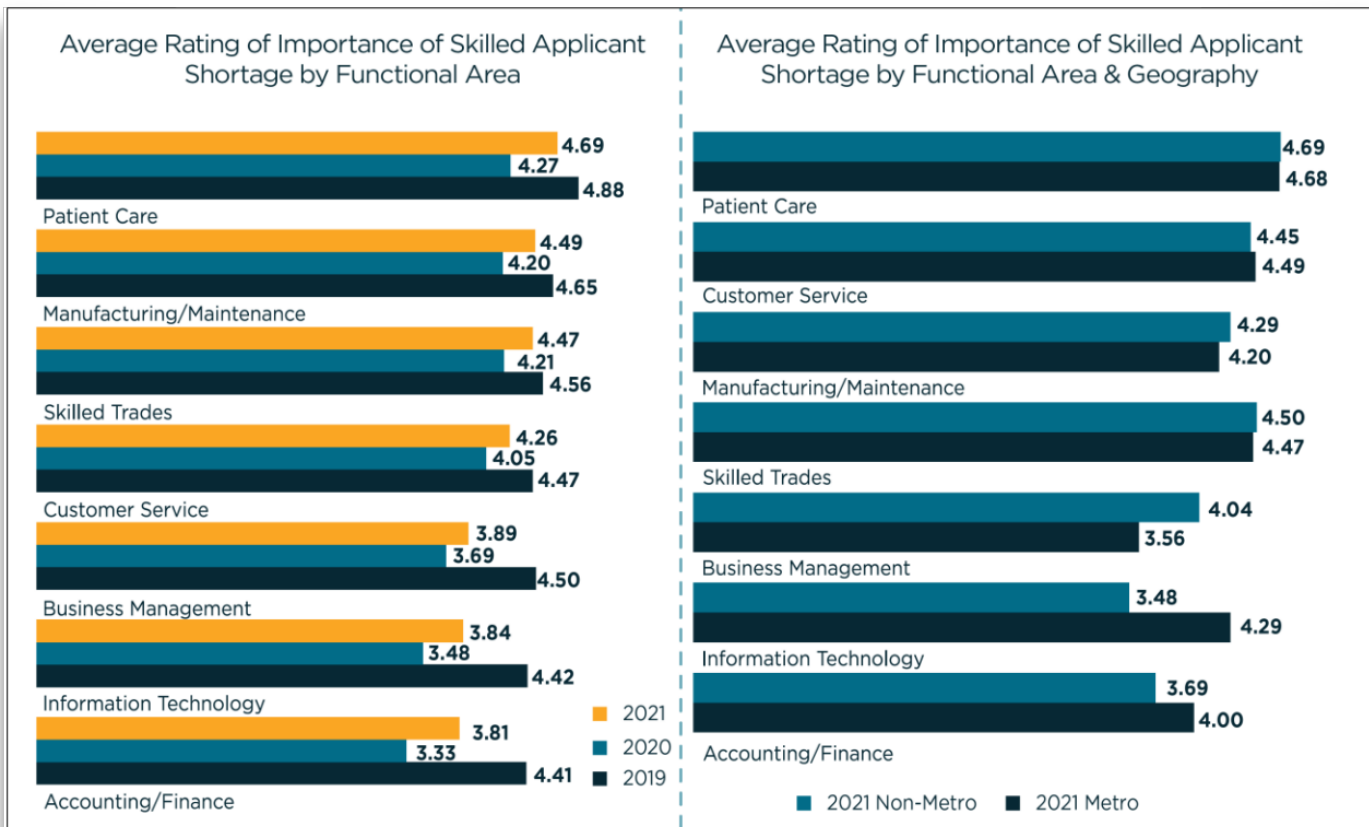
Employers identified the skill level needed to meet applicant shortcomings in each functional area. These levels were described as low skill - requiring high school or less, middle skill - requiring education beyond high school but less than a four-year degree, and high skill - requiring a four-year degree.

Middle-skill jobs had the highest shortages in most areas, with the exception of Customer Service and Manufacturing/Maintenance.

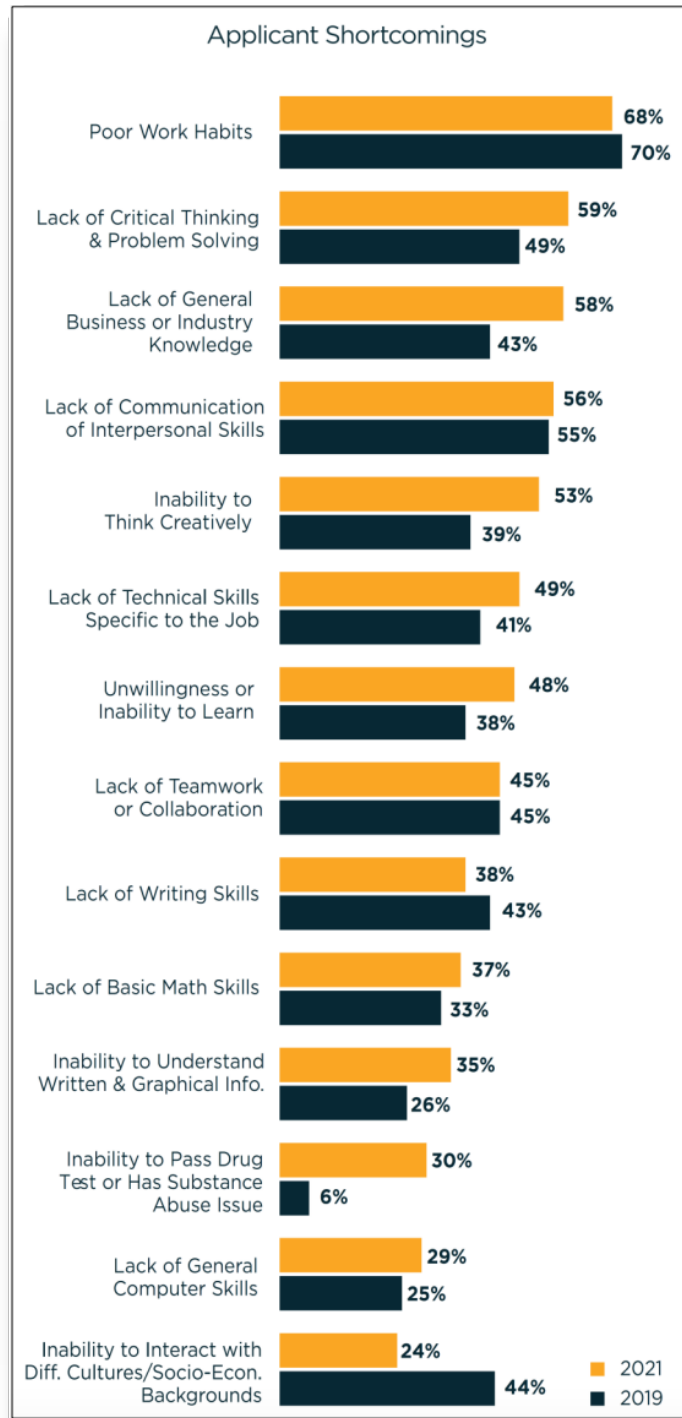


Missouri employers were also asked to rate the importance of skill shortages to their businesses with one being not important and five being very important. Patient Care was rated the most important shortage, with an average importance rating of 4.69, followed by Manufacturing and Maintenance (4.49) and Skilled Trades (4.47). The importance of these shortages increased from 2020, but was slightly below the 2019 ratings.

Responses in most functional areas were similar in metro and non-metro areas, with the exception of Information Technology (4.3 in non-metro vs. 3.5 in metro) and Business Management (4.0 in metro vs. 3.6 in non-metro).

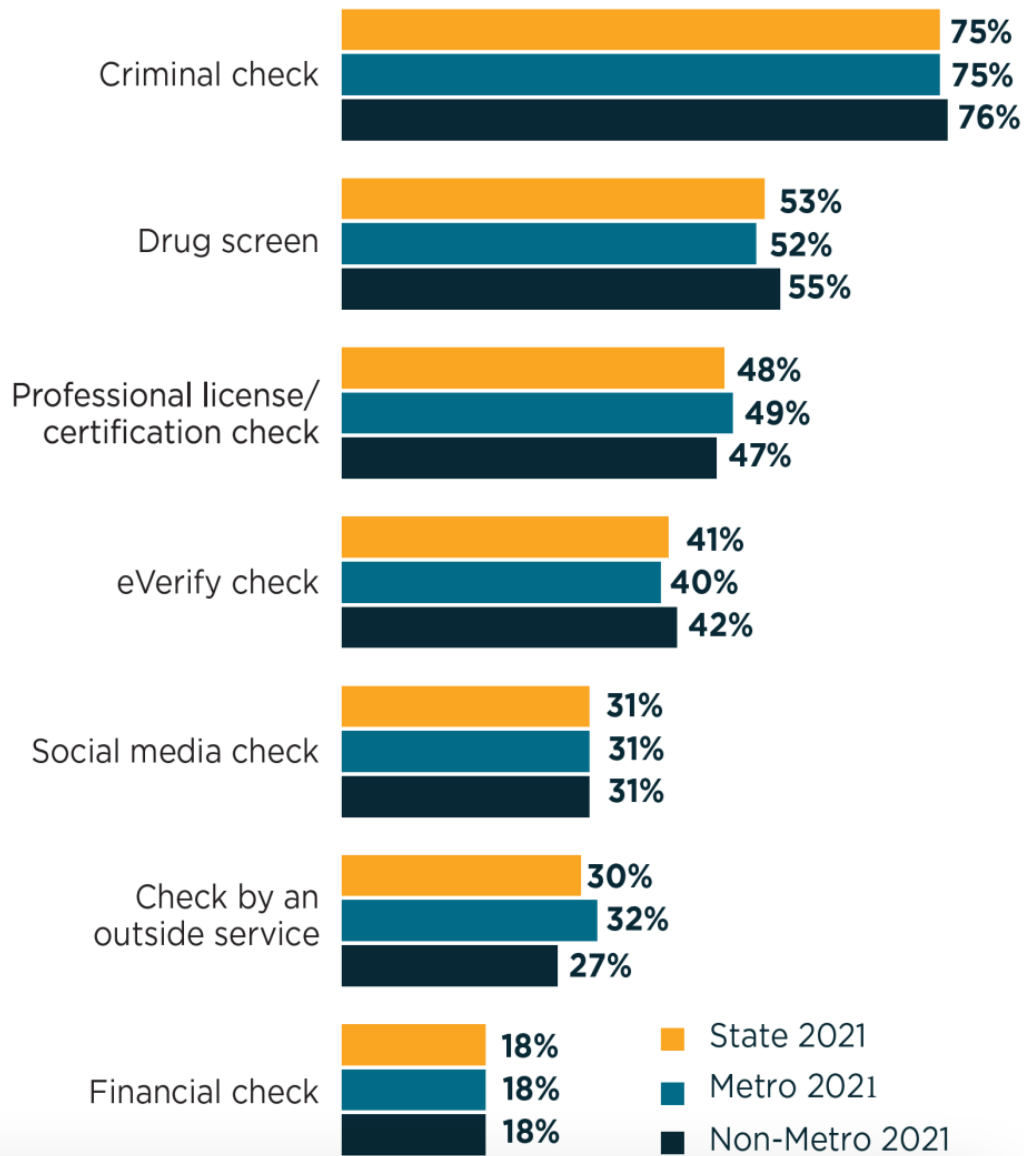


Employers were asked about possible shortcomings of applicants. Poor work habits was the most frequently cited shortcoming, with 68 percent of employers indicating that challenge. Other top shortcomings included lack of critical thinking (59%), lack of general business or industry knowledge (58%), and lack of communication or interpersonal skills (56%). While lack of communication skills was mentioned as often now as it was two years ago (55% in 2019), most other shortcomings were now mentioned considerably more often. For example, lack of critical thinking showed a 10 percent increase (49% in 2019), inability to think creatively showed a 14 percent increase (39% in 2019), and lack of general business knowledge had a 14 percent increase (43% in 2019).



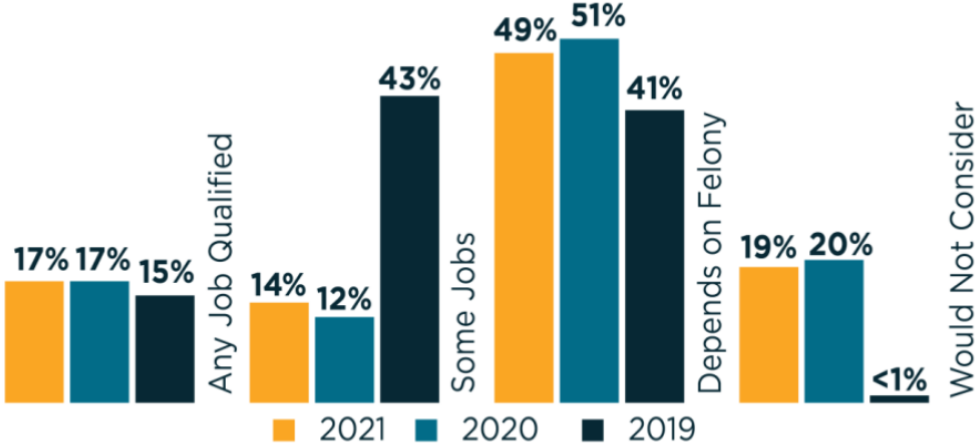
The screening process prior to hiring can help identify programs and services to assist job seekers. Criminal checks were the most common types of background checks conducted prior to hiring, with 75 percent of Missouri employers reporting they perform one. Drug screens followed with 53 percent. Close to half (48%) of employers performed professional license or certification checks prior to hire. Other less common checks included eVerify checks (41%), social media checks (31%), checks by an outside service (30%), and financial checks (18%).

Percent of Companies that Perform the Following Background Checks



In 2019, less than one percent of Missouri employers would not consider hiring an applicant convicted of a felony offense who had completed his or her sentence and/or probation. This increased to 20 percent in 2020 and stayed at that level in 2021 (19%). In 2021, close to half (49%) said it depended on the felony. The readiness to consider the applicant for any job for which they were qualified was close to previous years' results (17% in 2021 and 2020, and 15% in 2019). Results were similar in metro and non-metro areas.

Hiring Justice-Involved Applicants





9. WORKFORCE DEVELOPMENT, EDUCATION, AND TRAINING ACTIVITIES ANALYSIS

Describe the workforce development services and activities, including education and training in the LWDA, to address the education and skills needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners[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 Central Region has full service Job Centers in Rolla, Jefferson City, Lebanon, and Columbia with access points at Fort Leonard Wood, Fulton, Potosi, and the Lake of the Ozarks, located at State Fair Community College.

The CWDB and the Job Centers have a network of partnerships that are key to the success of workforce programs. The partnerships reduce duplication of services and enhance services to customers by braiding resources.

The Central Region Business Team, restructured in 2020, revised its approach to business services by creating a region-wide, robust, Business Team, in an effort to elevate the Region's overall mission – strengthening communities through workforce development efforts. The core members of the Business team are Wagner Peyser staff, WIOA service provider staff, and specifically, Job Center supervisors, veteran's representatives, WIOA employer specialists, OWD ERE Specialists, OWD Office of Apprenticeship, the CWDB communications coordinator, program manager, and the CWDB executive director. In early 2022, the Business Team expanded to add employer outreach staff from the Department of Social Services, Vocational Rehabilitation, and the Department of Corrections who join the team meetings quarterly.

The region's representative on the Missouri Workforce Development Board attends local Board meetings and provides updates of developments at the State level, to ensure the Board is in alignment with the State's initiatives

The Chief Local Elected Official is supportive of the Board's activities and directly engaged in several initiatives.

Many community agencies, training providers, faith-based organizations, and employers contribute by providing training opportunities, assistance with food, clothing, housing, and other supportive services.

Partnerships with MU Extension, the court system, and chambers of commerce have been recently established and will enhance workforce services in various communities.

Core program partners in the Central Region collaborate and braid services and funding streams when possible.

The Region is committed to strengthening partnerships and establishing new ones in the workforce system. Moving forward the Board and the partners have the capacity to meet the challenges in workforce development

WORKFORCE PARTNER PROGRAMS AND SERVICES THEY PROVIDE ARE:

TITLE I ADULT, DISLOCATED WORKER

Classroom Training
On-the Job Training
Pre-Apprenticeship/Registered Apprenticeship Services
Supportive Services
Paid and Unpaid Work Experience
Transitional Jobs
Career Readiness Program
Follow-Up Services
NCRC Testing
Labor Market Information
Employer Services
Referrals to Partner Agencies
Wagner-Peyser Services – With WIOA enrollment

TITLE I YOUTH PROGRAM

Tutoring, Study Skills Training, Dropout Prevention
Alternative Secondary School Services
Paid and Unpaid Work Experience
On-the Job Training
Occupational Skills Training
Leadership Development Opportunities
Supportive Services
Adult Mentoring
Comprehensive Guidance and Counseling
Financial Literacy Education
Entrepreneurial Skills Training
Labor Market Information
Post-Secondary Preparation and Transition

Follow-Up Services
NCRC Testing
Pre-Apprenticeships/Registered Apprenticeship
Objective Assessment
Individual Employment Plan Development
Employer Services
Referrals to Partner Agencies
Wagner-Peyser Services – With WIOA enrollment

TITLE II ADULT EDUCATION AND LITERACY

Adult Basic Education Classes
English as a Second Language Classes
High School Equivalency Test Preparation
Standardized Test Preparation
Referrals to Partner Agencies

TITLE III WAGNER PEYSER LABOR EXCHANGE & EMPLOYMENT SERVICES

Orientation
Provision of Information on Training Providers, Performance Outcomes, Provision of Labor Market Research ONET
Resume Preparation Assistance
Employment Transition Team Service

Outreach and Intake
Job Development Contacts
Bonding Assistance
Proficiency Testing
Required Job Services Program
Referrals to Partner Agencies
Assessment Services
Unemployment Compensation Assistance
Work Keys Assessment
Workshops
Career Guidance
Financial Aid Information
Job Search Activity
Reemployment Services and Eligibility Assessments (RESEA)
Employer Services

TITLE IV SOCIAL SECURITY ACT - TEMPORARY ASSISTANCE FOR NEEDY FAMILIES

Job and Skill Training
Work Experience
Supportive Service
Soft Skill Development
Goal Assessment and Planning
Interview Preparation
Resume Development
Job Attainment
Job Retention

CARL D PERKINS CAREER & TECHNICAL EDUCATION ACT PROGRAMS AND SERVICES

Classroom Training in:
Agriculture
Business
Health Sciences
Skilled Technical Sciences
Technology and Engineering
Community Work Experience
Referrals to Partner Agencies

TRADE ADJUSTMENT ASSISTANCE

Programs under the Trade Act of 1974 (TAA)
Provision of information on training providers and outcomes
Labor Market Research
Outreach and Intake
Job Development Contacts
Career Guidance
Financial Aid Information
Information on Supportive Services
Trade Relocation Allowance
Trade Job Search Allowance
Individual Employment Plan Development
Comprehensive Assessments
Trade Payments
Classroom Training
On-the-Job Training
Registered Apprenticeships Services
Basic Skills Remediation
Referrals to Partner Agencies

JOBS FOR VETERANS

Assessment
Career Guidance
Development of an Individual
Employment Plan
Interview Preparation
Resume Assistance
Referrals to Partner Agencies
Workshops
Employer Services

UNEMPLOYMENT INSURANCE PROGRAMS

Job Center Orientation
Labor Market Information
Review of Continued Eligibility and
Referral to Adjudication
Objective Assessment
Development of Individual
Employment Plan
Referral to Reemployment Services
Job Search Assistance
Work Search Verification
Resume Assistance
Referrals to Other Agencies

SNAP EDUCATION AND TRAINING - SKILLUP

Classroom Training
Supportive Services
Career Readiness Program
Follow Up Services
NCRC Testing
Labor Market Information
Employer Services
Referrals to Partner Agencies
Wagner-Peyser Services with
SkillUp Enrollment

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM

Job Training
Work Experience
Employer Services

NATIONAL DISLOCATED WORKER GRANTS

Employment and training services
for dislocated workers and other
eligible populations and disaster
relief employment

MIGRANT AND SEASONAL FARMWORKERS/NATIONAL FARMWORKER JOBS PROGRAM

Training opportunities
Stipends
Resume Assistance
Job Search Assistance
Supportive Service referrals
Job Retention Services
Job Center referrals

YOUTHBUILD

Education
Construction and Career Pathways
Support Services
Leadership Development

STRENGTHS

The unique capabilities and resources of the partners, dedicated staff, and their motivation to meet the demands of the workforce and employers bring strength to the region's capacity to provide workforce development services. The region is constantly building new partnerships with businesses, chambers of commerce, educational providers, and other workforce system partners.

WEAKNESSES

There are challenges that the region faces in the delivery of workforce services:

- Declines in funding have resulted in a reduction of staff and service locations
- Covid-19 negatively affected the presence of workforce partners in the job centers. Pre-Covid, partners maintained a presence in job centers, meeting with customers to provide braided services. Partner communication and the referral system has improved, but follow-up appointments are not always kept by customers.
- The shortage of job seekers has created a challenge for the workforce system. Traffic is low in the job centers and in other partner programs. Workforce partners struggle to find workers to meet the employer demand.
- Mental health issues have become an increased barrier among participants. Workforce partners would all benefit from training on recognizing and dealing with mental health issues.
- Lack of public transportation, affordable housing, and a lack of childcare providers are problems throughout the region.

OPERATIONAL ELEMENTS

LOCAL STRUCTURE

10. LOCAL WORKFORCE DEVELOPMENT AREA (LWDA) PROFILE

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

The 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.

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.

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.

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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

Central Region Top Employing Industries

Industry	Employment		Net Change	2013-2018	2018
	2013	2018		Empl. CAGR	Annual Wages
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

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 LWDA.

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

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 Office of Workforce Development Employment Transition Team to promote economic recovery by developing a comprehensive approach to identifying, planning for, and responding to layoffs and preventing or minimizing their impact on workers, businesses, and communities. Services are provided to affected workers to assist them in transitioning to new employment as quickly as possible.

The region's Employer Relations and Engagement Specialist (ERES) leads the process in responding to layoff events and is responsible for coordinating, providing, and oversight of Employment Transition Team services.

The Employer Relations and Engagement Specialist is a core member of the region's Business Team which enhances coordination and collaboration.

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.

”

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

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 in 2022 through which Central Ozarks Private Industry Council (COPIC) was selected as the region's One-Stop Operator and the Adult, Dislocated Worker, and Youth services provider.

The performance of COPIC is assessed on an on-going basis through regular programmatic file reviews and quarterly data validation to test compliance in every funding stream and identify areas for improvement. Monitoring reports are provided to COPIC on a monthly basis that identify file errors for correction, quarterly monitoring summaries are provided that outline overall monitoring results and improvement needs along with a quarterly report card. At the end of the program year, a yearly monitoring report and a yearly one-stop operator review are also provided to COPIC. In addition, monthly performance calls are held with COPIC leadership to review and discuss performance results and identify a plan to address deficiencies and improve outcomes.

Financial monitoring is conducted on a quarterly basis to ensure fiscal integrity and a monitoring report is provided to COPIC. Equal Opportunity monitoring is also conducted on a quarterly basis to ensure COPIC is conducting WIOA programs and activities in a nondiscriminatory manner. An annual review of COPIC's performance as the One-Stop Operator is conducted at the end of each program year.





MoPerforms data, customer survey results, and the OWD Continuous Improvement review team also provide oversight.

CWDB staff are in daily communication with COPIC staff and work closely on program operation. Biweekly meetings are held with the COPIC Director to allow for continuous feedback and address participant/employer needs. The COPIC executive director also attends board meetings and provides reports to the Board, meets with area chambers of commerce, and individual employers to understand local needs.

Close communication, strengthening partnerships, and braiding services with One-Stop partners and service providers ensures the continuous improvement of service delivery. WIOA partners serve on the Board and are involved in the region's service delivery process and review of performance outcomes.

Opportunities for successful employment placement is a weighted factor in the Region's review prior to enrollment into training. As a result, and as a part of the Region's policy, if a provider does not have a successful track record for training that generates viable employment opportunities, then the Region will no longer utilize that provider.



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

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

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.

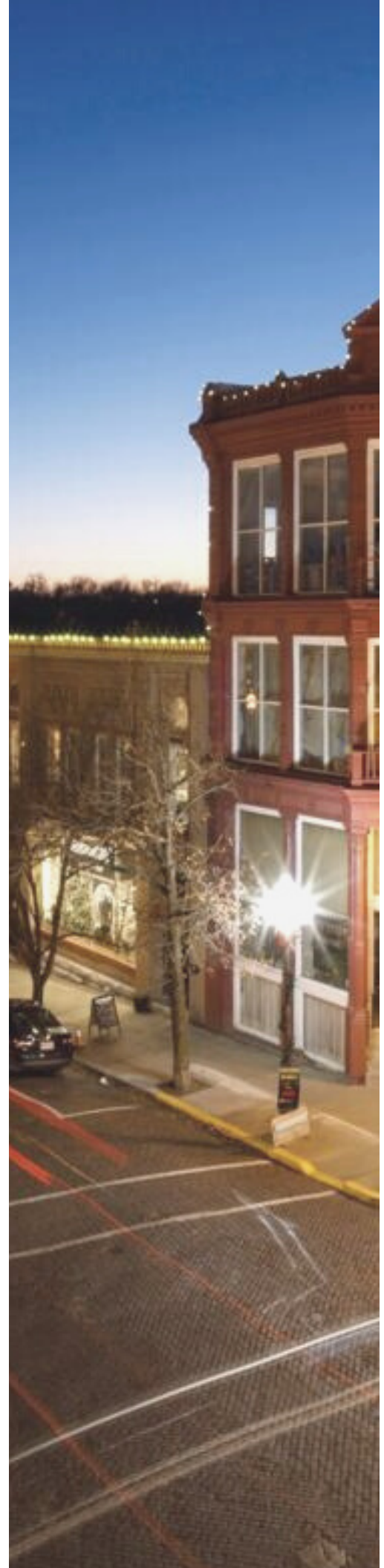
See OWD Issuance 22-2015 Policy on Designation of a Local Fiscal Agent by the Chief Elected Official.

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

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

(SEE THE STATE OF MISSOURI NON-DISCRIMINATION PLAN.

[HTTPS://JOBS.MO.GOV/SITES/JOBS/FILES/NDP_2019_SUMMARY_ALL_SECTIONS_AND_ELEMENTS_FINAL_COPY_WITH_BOOKMARKS.PDF](https://jobs.mo.gov/sites/jobs/files/NDP_2019_SUMMARY_ALL_SECTIONS_AND_ELEMENTS_FINAL_COPY_WITH_BOOKMARKS.PDF))



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.

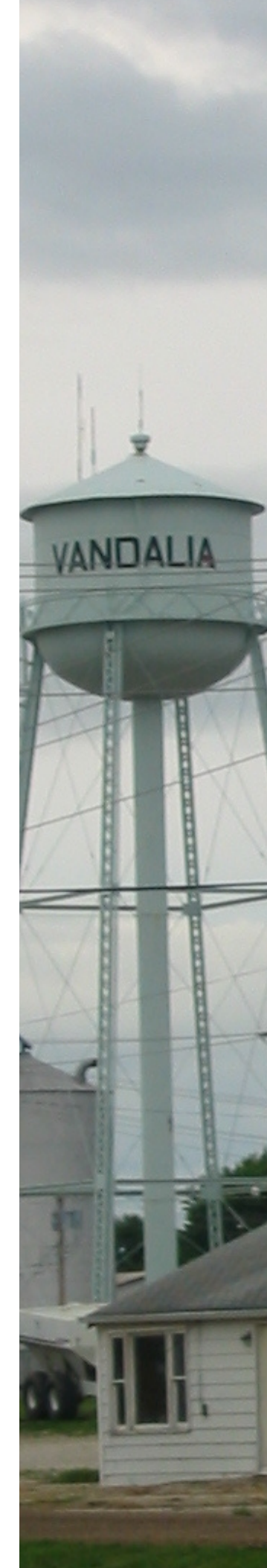
Employment Q2					
	PY20-21 State Proposed Target	PY20-21 Region Proposed Goal	State Counter	Region Counter	PY20-21 Final Negotiated Rate
Adult	70.00% - 72.00%	72.00%			72.00%
DW	72.50% - 73.50%	73.50%			73.50%
Youth	72.50%	72.50%			72.50%
WP	68.10% - 68.50%	68.10%			68.10%

Employment Q4					
	PY20-21 State Proposed Target	PY20-21 Region Proposed Goal	State Counter	Region Counter	PY20-21 Final Negotiated Rate
	67.50% - 69.00%	69.00%			69.00%
	70.50% - 72.00%	72.00%			72.00%
	65.50% - 66.00%	65.50%			65.50%
	64.00% - 65.00%	65.00%			65.00%

Median Earnings					
	PY20-21 State Proposed Target	PY20-21 Region Proposed Goal	State Counter	Region Counter	PY20-21 Final Negotiated Rate
Adult	\$5000 - \$5275	\$ 5,250.00			\$ 5,250.00
DW	\$5900 - \$6100	\$ 6,100.00			\$ 6,100.00
Youth	\$2900 - \$2950	\$ 2,900.00			\$ 2,900.00
WP	\$5000 - \$5150	\$ 5,100.00			\$ 5,100.00

Credential Attainment					
	PY20-21 State Proposed Target	PY20-21 Region Proposed Goal	State Counter	Region Counter	PY20-21 Final Negotiated Rate
	69.00% - 73.00%	69.00%			69.00%
	75.50% - 76.00%	73.50%			73.50%
	60.00% - 62.00%	58.00%			58.00%

Measurable Skills Gain					
	PY20-21 State Proposed Target	PY20-21 Region Proposed Goal	State Counter	Region Counter	PY20-21 Final Negotiated Rate
Adult	60.00% - 63.00%	61.00%			61.00%
DW	56.00% - 57.50%	57.00%			57.00%
Youth	33.00% - 33.50%	33.00%			33.00%
WP					



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

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





36. YOUTH- OUT OF SCHOOL YOUTH (OSY)

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



THE GARDENS

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

DESCRIBE THE LWDAS YOUTH INCENTIVE PAYMENT POLICY. YOUTH INCENTIVES MUST BE TIED TO RECOGNITION OF ACHIEVEMENT RELATED TO WORK EXPERIENCES, TRAINING, OR EDUCATION. PLEASE INCLUDE THE YOUTH INCENTIVE PAYMENT POLICY AS ATTACHMENT 17.

SEE ATTACHMENT 17

40. VETERANS - PRIORITY OF SERVICE

DESCRIBE HOW VETERAN'S PRIORITY, AS REQUIRED BY PUBLIC LAW 107-288, WILL BE INCORPORATED INTO ALL PROGRAMS. PLEASE INCLUDE THE VETERANS PRIORITY OF SERVICE POLICY AS ATTACHMENT 18.

SEE OWD ISSUANCE 10-2016 PRIORITY OF SERVICE FOR VETERANS AND ELIGIBLE SPOUSES.

SEE ATTACHMENT 18

41. BASIC SKILLS ASSESSMENT (TESTING) POLICY

Describe the basic skills assessments for the LWDA. Include the Basic Skills Assessments (Testing) Policy as Attachment 19.

See OWD Issuance 14-2016 Determining Basic Skills Deficiencies for Workforce Innovation and Opportunity Act Applicants/Participants.

SEE ATTACHMENT 19

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

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

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)

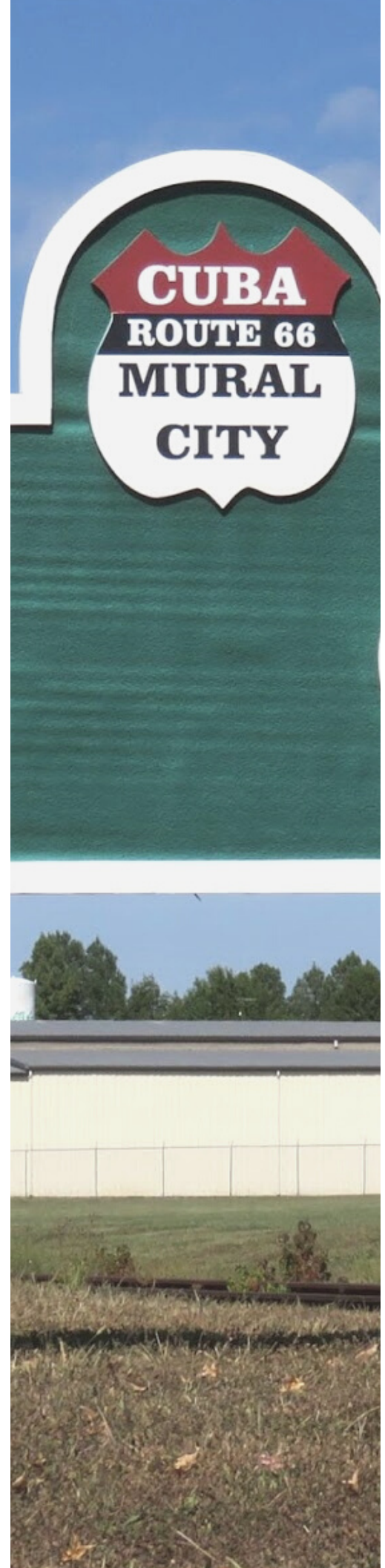
Title IV of the Rehabilitation Act includes both VR/RSB programs. Describe how the Board will coordinate workforce development activities with these programs. Boards are encouraged to develop a subcommittee on disability services. If the Board has a subcommittee, please describe it and the partnership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

SEE ATTACHMENT 25

”

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

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.

WIOA requires Follow-up Career Services be made available to program participants. The purpose of follow-up career services is to ensure that the participant is able to retain employment, to obtain wage increases, and to advance in a career. Although follow-up services are available to employed participants, not every participant will need or want these services.

The region provides follow up career services to all WIOA participants. Follow up services will be provided to ensure the participant is able to retain employment, obtain wage increase and/or advance in their career. For Adult and Dislocated Worker participants, follow up services will be made available for up to 12 months after unsubsidized employment is secured. As staff follow up with participants, they will discuss their situation and needs, which will help determine if services are needed and what services would be most beneficial. For Adult and Dislocated Workers, follow up services will include Career Planning and Counseling; Assistance with work related problems; Referrals and Information regarding educational opportunities.

Adults and Dislocated Worker program participants may not receive Supportive Services.

For TAA participants, a referral must be made to the WIOA Dislocated Worker program after the TAA funded training is complete in order to participate in follow-up services.

For Youth participants, follow up services will be offered no less than 12 months after the completion of WIOA activities. Youth will be offered follow up services that align with their Individual Service Strategy, specific to their unique situation and to support them in their post-secondary education or unsubsidized employment. Staff follow up discussions with Youth will be used to determine if services are needed and what services would be necessary to the success of the individual. Youth follow up services will include Supportive Services, Financial Education and Literacy, Career counseling/exploration and services to help transition to post-secondary education or training.

Follow-up career services must be documented in the statewide case-management system by posting the appropriate activity or service and entering an accompanying case note.

Missouri Office of Workforce Development and U.S Department of Labor related policies are incorporated by reference.

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](https://www.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

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)

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 REEMPLOYMENT 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)

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 work-based learning programs and On-the-Job training (OJT) is accomplished through direct engagement with local chambers, employers, job fairs, hiring events and Business Team outreach. The Region's Service Provider employs a full time Employment Specialist focused on employer engagement and the development of work-based learning and OJT opportunities. OJTs are promoted as an employer service that provides a wage reimbursement to the employer to help offset the cost of providing training and supervision to the worker. OJT agreements may be developed with employers who are using the Job Center for recruitment assistance and have an open job order in the MoJobs system. OJT agreements may be entered into with the Registered Apprenticeship program sponsors or participating employers in Registered Apprenticeship programs for the OJT portion of the Registered Apprenticeship program. Work Experience is promoted to employers as an opportunity to provide participants with career exploration, skill development and overcome barriers to employment. Work Experience may lead to an OJT opportunity and/or a direct hire for the employer.

WIOA is not an entitlement program. Meeting eligibility requirements is not a guarantee of approval of assistance. Both the availability of and level of any assistance approved are determined by each individual's respective needs, as well as the availability of funding

OUTREACH STRATEGIES INCLUDE

- Researching companies before contact to be aware of labor needs
- Targeting high-growth and in-demand industries in the region
- Educating employers about how work based learning and OJT can skill up the workforce, reduce training costs, and increase profits
- Offering the employer assistance with completing the required paperwork.

DISPUTE RESOLUTION POLICY

Any OJT employer disputes related to program administration will be resolved in accordance with State and Local Policy and the OJT Agreement. Any employer dispute regarding a participant will be immediately investigated by the Program Operator. The Program Operator will make every attempt to adequately resolve the issue and maintain the OJT. In situations where a resolution is Revised 8-23-2023 unlikely or continuation of the OJT is not in the best interest of the participant or the program, the OJT will be terminated.

NEPOTISM

Prospective participants shall not be placed in OJT with a business owned and operated by a member of the participant's immediate family and no member of a prospective participant's immediate family shall be engaged in an administrative capacity for the OJT employer.

AGREEMENT MODIFICATIONS

Agreement modifications will be made when any change occurs affecting the participant's rate of pay, the total reimbursement amount to the employer, the start or end date of training or extending the date of training to allow for full completion of hours as a result of holidays, participant illness, vacation days or other circumstances. All modifications will be discussed and approved by the employer and Program Operator, and a Supplemental Agreement will be completed to reflect the modification.

EMPLOYED WORKERS ELIGIBILITY POLICY

OJT for employed workers is a lower priority and only available at the approval of the CWDB Executive Director for extenuating circumstances. An OJT contract may be developed with an employer for a current employee when the employee is not currently earning a self-sufficient wage and the OJT supports the acquisition of new skills necessary and required for upgrading to a new position within the company. The OJT must be for training in a different occupation requiring a different set of skills than the participant's current position and paying a wage that will lead the participant to self-sufficiency. In determining the appropriate length of the OJT contract for an employed participant, consideration will be given to the skill requirements of the new occupation, the education and occupational skill level of the participant and their prior work experience.

FORMER EMPLOYEE ELIGIBILITY POLICY

An OJT agreement with a participant's former employer is discouraged and should only be considered when options for a different placement are exhausted. The OJT position must be in a higher skill and higher paying position than the participant previously held with the employer. A participant may not be placed in an OJT with a former employer without prior approval from the Office of Workforce Development.

FUNDS TO SUPPORT REGISTERED APPRENTICESHIPS

An OJT contract may be developed with RA programs for training participants. Contracts may be developed with the employer or RA program sponsor. Contracts may cover some or all of the OJT portion of an RA, not to exceed 1,040 hours at a reimbursement rate of 50%. In determining the appropriate length of the OJT contract for RA participants, consideration will be given to the skill requirements of the occupation, the education and occupational skill level of the participant and their prior work experience. The determination of hours may not support the full OJT hours required to complete the RA.

MAXIMUM REIMBURSEMENT RATE

OJT reimbursements will be limited to 50% in most cases, however, the Program Operator may submit a request to the CWDB Executive Director for approval to increase the reimbursement rate up to the allowed maximum set forth in current OWD policy when special circumstances exist. The Board will consider the following factors when considering reimbursement level increases:

- The characteristics of the participant and whether they have a barrier to employment as defined in WIOA Sec. 3(24);
- The size of the employer:
 - Employers with 50 or less employees may be considered for the maximum allowable reimbursement rate.
 - Employers with 51 – 100 employees may be considered for a 75% reimbursement rate.
 - Employers with 101 or more employees will be limited to a 50% reimbursement rate.
- The industry sector that includes the OJT position;
- The occupation rating as shown in the Missouri Economic Research and Information Center (MERIC) Missouri Occupational Outlook Projections for 2014-2024. The occupation must rate as A or A+ to be considered;
- The quality of the employer provided training and advancement opportunities or the training will lead to an industry recognized credential;
- The wage and benefit level provided by the employer; and
- The relation of the training to the competitiveness of the participant.

55. CREDENTIAL ATTAINMENT / WORKKEYS ASSESSMENT

EXPLAIN THE BOARD'S STRATEGIES FOR INCREASING THE ATTAINMENT OF CREDENTIALS, DEGREES, AND CERTIFICATES BY PARTICIPANTS IN YOUR LWDA AND ANY ACCOMMODATIONS YOU HAVE MADE TO MAKE ATTAINMENT EASIER (I.E., COLLOCATION OF AEL CENTERS, EXTENDED HOURS, ETC.). IN ADDITION, PLEASE DESCRIBE THE BOARD'S APPROACH TO ENSURING EVERY MISSOURI JOB CENTER CUSTOMER HAS THE OPPORTUNITY TO TAKE THE WORKKEYS ASSESSMENTS AND OBTAIN A NCRC. THIS SHOULD INCLUDE HOW THE BOARD COLLABORATES WITH THE LOCAL COMMUNITY COLLEGE(S) IN THE LWDA TO PROVIDE SPACE AND/OR PROCTORING SERVICES FOR WORKKEYS ASSESSMENTS ON AN AS-NEEDED BASIS.

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

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

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, procurement of the Youth WIOA provider and the local plan. They provide oversight of the Youth program to ensure that the 14 elements are included in the provided services. The committee meets as needed for planning, procurement, and program review.

The committee members are:

Ray Crouch, Chair	Business
Mark Maasen	Business
Patrick Kelly	Business
Curtis Koelling	Labor
Suzanne Absheer	Dept. of Social Services
Tamara Tateosian	Economic Development
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 COMMITTEE'S REQUIREMENTS.

The Youth Committee participates in the procurement of youth service providers by recommending eligible youth providers to the Board, assisting in the development of the Request for Proposal, and being part of the evaluation process.

The Youth Committee provides oversight of the Youth programs to ensure the 14 elements are made available to participants. The region's youth services provider provides an activity report at each Board meeting.

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

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 identification of eligible providers of youth services is based on the recommendation of WIOA partners, education and employment partners, members of the Board, including the Youth Committee and criteria contained in the State plan.

WIOA Youth service providers are selected through a Request for Proposal (RFP) process. A Request for Proposal is prepared and a notice announcing the availability of the RFP is posted on the CWDB website, posted in two newspapers, and distributed to potential bidders listed on the region's bidders list. The CWDB maintains a list of potential bidders that has been created by referrals from other regions, service providers that have requested to be on the bidders list, and recommendations from board members and partner agencies.

Responsive bids are evaluated using the criteria in the region's procurement policy. The evaluation committee makes their recommendation to the Board for approval.

Central Ozarks Private Industry Council, Inc. (COPIC) was competitively procured in March 2022, following the Board's procurement process.

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

CWDB conducts monthly reviews and evaluates COPIC's performance using MoJobs and MoPerforms reports and predictive rosters; areas requiring improvement are promptly addressed. CWDB meets monthly with the COPIC Executive Director to discuss performance, the service delivery process, address deficiencies and work collectively to improve outcomes.

Youth program monitoring takes place on an on-going basis through file reviews and data validation. File review reports are provided monthly along with quarterly monitoring summaries and report cards. Training needs are continually assessed, with the CWDB and COPIC providing staff training on an as needed basis.

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 for the region and provides the 14 program elements that are required to be made available to youth participants. Career exploration and guidance, career pathway development, occupational skills training in indemand industries, work experiences, and post secondary education are emphasized.

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

60. INNOVATIVE SERVICE-DELIVERY PROJECTS FOR OSY

PROVIDE A DESCRIPTION OF ANY INNOVATIVE SERVICE-DELIVERY PROJECTS FOR OSY CURRENTLY OPERATING IN THE LWDA OR A PROJECT THE BOARD IS PLANNING TO IMPLEMENT. DESCRIBE THE BOARD'S INVOLVEMENT IN THE PROJECTS, AND THE BOARD'S EFFORTS TO CONTINUE INVOLVEMENT AND FUNDING FOR THE CONTINUATION OF THESE PROJECTS.

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.

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

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.

Employer engagement is conducted through the coordinated efforts of the Business Team members, which is a comprehensive group of Job Center staff, including Wagner-Peyser, local Veteran's representatives, WIOA job developers, apprenticeship staff, OWD Employer Relations and Engagement staff and board staff. The team also includes supplemental members from DSS, DOC, and VR.

Board members representing advance manufacturing, healthcare, and other high-growth sectors bring a wealth of knowledge concerning the needs of business. The Board recognizes the need to engage employers and is discussing the most effective methods to facilitate communication and determine their needs. Business team staff are active in various Chambers of Commerce, local workforce task forces, and regional planning organizations. Hiring events, LMI, and Chamber input are utilized to facilitate engagement with employers.

Job Center staff assist employers with recruitment by posting their announcements in MoJobs, managing those orders, and referring qualified applicants in accordance with the employer's preferred method of application.

63. SERVICES TO MEET THE WORKFORCE NEEDS OF EMPLOYERS

Staff maintain knowledge of WIOA, Trade Act, Missouri Registered Apprenticeships, On-the-Job training, Work Opportunity Tax Credits, Federal Bonding, and other programs that are available to employers.

When appropriate, staff assist candidates in completing the application process, including developing resumes and completing online applications. Job Center staff provide technical assistance to employers using the MoJobs site in conducting their own recruitment efforts.

The Trade Navigator provides information regarding the Trade Act program to employers who are reducing their workforce, relocating, or closing their business due to foreign competition and assist trade-affected workers.

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 subregion is partnering with local chambers of commerce through workforce committees. Various representatives of the Central Region Business Team, not only attend, but engage with these chamber committees in an effort to address workforce issues in the region. The types of services vary depending on local employer needs but generally include community-wide hiring events, personalized recruitment events, the marketing and promotion of available jobs, personalized job orders, developing incumbent worker training projects, and

facilitating connections to new talent pools such as Justice Involved Individuals re-entering the workforce, faith-based organizations, Lincoln University internships, refugees, and transitioning military personnel.

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 Central Business Team has designated one of its members as a point person for all Economic Development Attraction Projects in the region. The OWD Employer Relations and Engagement Specialist coordinates all Missouri One Start projects with Central's Job Centers.

The Board itself engages its economic development and other members for guidance on the symbiosis of economic development and workforce development.

Board meetings regularly engage members to discuss and provide policy direction in addressing workforce issues to enhance and streamline efforts to grow local economies. Members represent local chambers of commerce, labor, cities, and educational institutions, who bring expertise in local needs, and strategies for recruiting, hiring, skills training, and entrepreneurial opportunities.

The Central Region uses its partnerships with local chambers to coordinate and enhance economic development efforts; primarily focusing on the development of a pipeline of workers in the Mid Missouri area. This work is done locally in the three sub economies and under the umbrella of the Central Workforce Development Region, in order to identify best practices and yet fit within the framework of the local economy.

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.

As with other sections of the Plan, the Sector Strategy/Career Pathways initiative, requires modification in the wake of recent economic changes.

First, review of Labor Market Information (LMI) available through MERIC, which includes information from the 2020 Census and the Bureau of Labor Statistics, is conducted bi-annually for the purpose of presenting to the Board and the CLEO Caucus. In addition, monthly LMI reports provided by the Office of Workforce Development are reviewed and discussed at staff meetings. Industry and occupational data are critical in identifying areas of growth and opportunities for career paths.



The LMI is important in shaping policy, however, some aspects are not always available in real time. Therefore collaboration with key stakeholders is just as critical in developing sector and pathway strategies.

Three separate sub-economies exist in the Central Workforce Development Region (CWDR) – the Meramec Region, the Lake Area Region, and the mid-Missouri corridor. While important sectors such as Healthcare, Manufacturing, and Construction apply to the entire area, there are unique sectors within the three sub-economies, such as public administration and education in the mid-Missouri corridor, and hospitality in the Lake Area. Therefore, partnerships to collaborate and align services should be unique to those three sub-economies.

Formal workforce coalitions and committees have been established by respective local chambers of commerce specifically designed to address workforce issues. The Columbia Chamber of Commerce, the Jefferson City Area Chamber of Commerce, and the Lake Area's Tri-County Chamber(s), all have active committees with the Central Workforce Development Region as a major partner. It is the perfect forum to share information and hear directly from the respective sectors in those communities.

The Meramec Regional Planning Commission encompasses the southern portion of the CWDR and staff regularly engage in its bi-monthly meetings, along with Board Members and CLEOs participating on the Commission. This asset is effective in the development of sector and pathway initiatives across an 8- country area, because it is more regionally based and specific demographically.

Regionalism also means going beyond the boundaries of workforce development areas. The CWDR has embarked on multiple initiatives with other workforce areas to provide career services for participants in key sectors. The CWDR and the Southeast Workforce Area have partnered on a Rural and a Delta Central Region May 1, 2022 Section 65 – Sector Strategy Regional Authority grant proposal to develop a pipeline of healthcare workers for Washington County, which aligns more closely to the Park Hills Job Center. The CDWR also partnered with the Ozark Region, the Southeast Region, and the South Central Region to pursue an EDA Good Jobs Challenge grant to develop a pipeline of workers in the healthcare and transportation industries, using the concept of the I44 and I-70 corridors.

Finally, engaging Board members to provide input into strategies has become a formalized portion of the Central Region Board meeting agendas. A thirty minute period is set aside at meetings to engage members in a discussion about a workforce development topic and translating that into policy and practice for the CWDR.

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

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)

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

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

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

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

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:

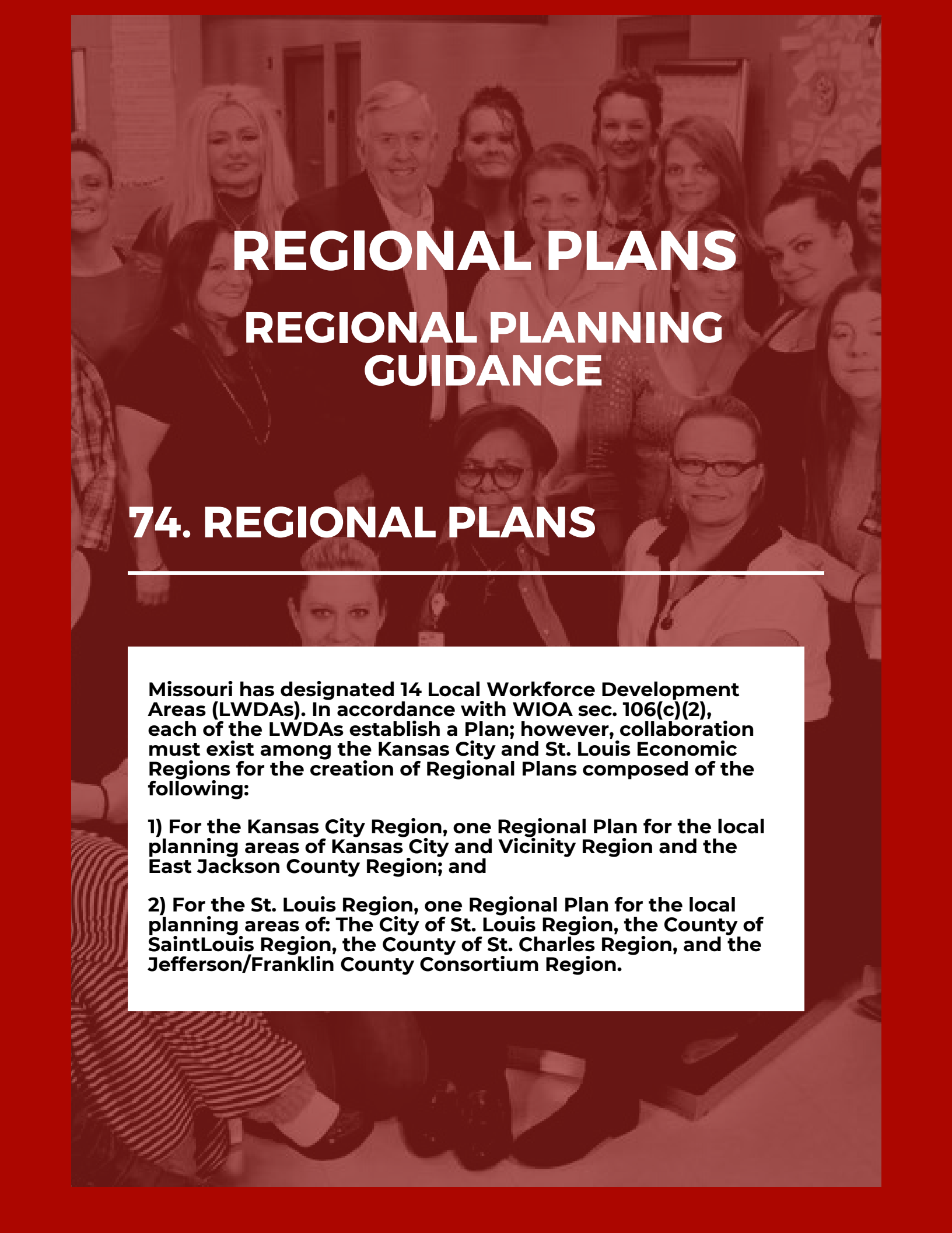
(1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop Delivery System; and

(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

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 LWDA's 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.