



**EASTERN JACKSON COUNTY
WORKFORCE DEVELOPMENT BOARD**



Serving Eastern Jackson County Mo. including:
Independence, Blue Springs, Lee's Summit, Grandview, Raytown,
Sugar Creek, Buckner, Grain Valley, Oak Grove, Lone Jack, and other municipalities.

The Full Employment Council, Inc. (FEC) is the fiscal
agent and workforce support organization for the
Eastern Jackson County Workforce Development Board.

March 6, 2020

Mr. Mardy Leathers, Director
Missouri Department of Higher Education and Workforce Development
Office of Workforce Development
P.O. Box 1087
301 West High Street, Suite 870
Jefferson City, MO 65102-1087

**Re: WIOA Four Year Local Workforce Development Plan and Regional Plan for Program
Years 2020 through 2023 for Eastern Jackson County Workforce Development Region**

Dear Mr. Leathers,

Enclosed is the Eastern Jackson County WIOA Four Year Local **Workforce Development Plan**
and the Kansas City Regional Plan, which were open to the public and made available for review
and comment for a minimum of 30 calendar days.

The Plan includes the following:

- Executive Summary
- 4 Year Local Plan and Kansas City Regional Plan for Program Years 2020 through 2023
- Notice of Publication (copy of the EJAC WDB website posting)

Please contact me, FEC President/CEO Clyde McQueen, if you have any questions or desire
additional information at 816-691-2256 or via Email to cmcqueen@feckc.org. The original copy
of the plan is enclosed and an electronic copy has been sent to: mowioaplan@dhewd.mo.gov.
A copy of the Local and Regional Plan may also be viewed at www.ejacworks.org.

Sincerely,

The Honorable Eileen Weir
Mayor
City of Independence, Missouri

Sincerely,

Doug Goodwin
Chairperson
Eastern Jackson County
Workforce Development Board
Chief Financial Officer
Ronson Manufacturing

Sincerely,

Clyde McQueen
President/CEO
Full Employment Council
Managing Entity/Fiscal Agent

CM: FK
Enclosures

Notice of Publication (copy of website posting)

PUBLIC NOTICE

Pursuant to the Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128), which mandates that the Workforce Innovation and Opportunity Act Plan be published and made available for public review and comment, this is to advise that:

The East Jackson County (EJAC) Workforce Development March 15, 2020, the WIOA 4-Year Plan for Program Years 2020-2024 to the Missouri Office of Workforce Development.

A copy of the plan will be available on February 1, 2020 on the EJAC website and may be requested from the Full Employment Council, Inc., office, 1740 Paseo, Kansas City, Missouri, between 8:00 AM and 5:00 PM. Interested parties may petition the Governor for disapproval of this plan within fifteen (15) days of the date of submission if: (1) the party can demonstrate that it represents a substantial client interest; (2) the party took appropriate steps to present its views and seek resolution of disputed issues prior to submission of the plan and; (3) the request for disapproval is based on a violation of statutory requirements. Comments regarding the plan may be sent to the Full Employment Council, 1740 Paseo, Kansas City, Missouri 64108, or to the Office of Workforce Development, Jefferson City, Missouri 65102-1087.

It is the policy of the Full Employment Council not to discriminate in access to, or employment in, its programs and activities for any unlawful reason, such as race, color, national origin, sex, age, religion, or disability in Violation of the Civil Rights Act of 1991 and applicable regulations.

February 1, 2020

The Full Employment Council is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment via the Missouri Relay Service at 711.

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Resources



PUBLIC NOTICES and RFP

[EJAC 4-YEAR LOCAL PLAN FOR PY2020-PY2023 PUBLIC NOTICE](#)
[EJAC 4-YEAR LOCAL PLAN FOR PY2020-PY2023](#)
[EJAC 4-YEAR LOCAL PLAN ATTACHMENTS](#)
[2019-2020 Local Plan Mod for East Jackson](#)
[Read full public notice here.](#)
[EJAC Local Plan Modification 2019](#)

Workforce Innovation and Opportunity Act Plan (modifications)

Pursuant to the Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, which mandates that the Workforce Innovation and Opportunity Act Plan be published and made available for public review and comment, this is to advise that The Eastern Jackson County Workforce Development Area, which consists of Jackson County, exclusive of the City of Kansas City, Missouri, will submit on March 8, 2018, a modification to the WIOA 4-Year Plan for Program Years 2016-2020 to the Missouri Division of Workforce Development: [Read full public notice here.](#)

[EJAC Local Plan Modification](#)

[EJAC Local Plan Modification with attachments.](#)

[Public Notice & RFP WAN -Internet Services](#)
[RFP IT Outsourcing Services](#)

PRESS RELEASES, AND ANNOUNCEMENTS



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TTY/TDD: MO Relay Service at 711



Regional Plan Attestation Page

**The Kansas City Metropolitan Economic Region
Program Delivery Coordination Plan
(Program Years 2020-2023)**

The Workforce Innovation and Opportunity Act (WIOA) of 2014 requires local WIOA areas that make up an economic region to include a Program Delivery Coordination Plan on how services and programs will be delivered within the Region. The intent is to describe a coordination of resources across local areas.

The Kansas City Metropolitan Economic Region is comprised of the following Missouri Local Areas: Kansas City & Vicinity and East Jackson County.

By signature of the CEOs and Local WDB Director we attest that the reasons for submitting a regional plan modification have been reviewed at the two year mark and the Kansas City Metropolitan Economic Region Program Delivery Coordination Plan (PY20-PY23) is not impacted by changes:

§ 679.530 (b)

- (1) In regional labor market and economic conditions; and
- (2) Other factors affecting the implementation of the local plan, including but not limited to changes in the financing available to support WIOA title I and partner-provided WIOA services.

Kansas City Metropolitan Economic Region consisting of Cass, Clay, Jackson, Platte, and Ray counties

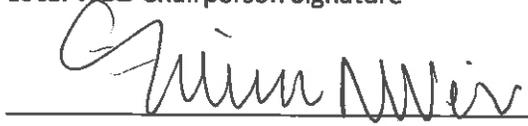
Region / County


Local WDB Director Signature


Date


Local WDB Chairperson Signature

3-10-20
Date


Chief Elected Official

3/11/20
Date

STATEMENT OF ASSURANCES CERTIFICATION

The officials listed below certify through their signature that the region has met the following requirements:

- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations and WIOA service providers) were involved in the development of this plan;
Assures a written agreement has been developed between the local workforce development board and the current one-stop operator(s);
Assures a written agreement has been developed between the chief elected official(s) and the local workforce development board;
Assures the chief elected official(s) agree(s) with the selection of the one-stop operator;
Assures the chief elected official(s) authorized the designation/selection of the region's fiscal agent;
Assures the Governor and his administrative staff that all WDB members are nominated, and maintenance of membership over time is completed, on good faith and actions in compliance with the Office of Workforce Development WDB member certification OWD Issuance 10-2018.
Assures the CEO, LWDB members and LWDB staff have read and understand the Conflict of Interest policy; and
Assures the plan received a 30-day public comment period.

The Eastern Jackson County Region Workforce Development certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The workforce area also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act and its regulations, written U.S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.

Handwritten signatures and dates for Chief Elected Official, Workforce Development Board Chair, and Workforce Development Board Director.

EASTERN JACKSON COUNTY WORKFORCE DEVELOPMENT BOARD FULL EMPLOYMENT COUNCIL, INC.

Managing Entity/Fiscal Agent

EXECUTIVE SUMMARY

To the *EASTERN JACKSON COUNTY*
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
4-YEAR PLAN FOR JULY 1, 2020 TO JUNE 30, 2024



The Full Employment Council is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment via the Missouri Relay Service at 711.

**EASTERN JACKSON COUNTY
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
4-YEAR LOCAL PROGRAM PLAN JULY 1, 2020 TO JUNE 30, 2024
EXECUTIVE SUMMARY**

INTRODUCTION

On July 22, 2014, the Workforce Innovation and Opportunity Act (WIOA) was signed into law. WIOA, which is designed to improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet skills requirements of employers, and enhance the productivity and competitiveness of the nation. The major content areas of the Plan include strategic and operational planning elements. WIOA separates the strategic and operational elements to facilitate cross-program strategic planning. The **Strategic Planning Elements** section includes a statement of the Vision, Goals, Priorities, Strategies, and an analysis of the region's Economic conditions, and workforce characteristics, and workforce development activities. This analysis drives the required vision and goals for the region's workforce development system and alignment strategies for workforce development programs to support economic growth. The **Operational Planning Elements** section identifies the region's efforts to support the strategic vision and goals and describes the infrastructure, policies, and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination. Operational planning elements include a discussion of the Local Administration and Governance which includes CLEO, Workforce Development Board, fiscal agent, budget, procurement, performance negotiations and local workforce development structure, which includes the Career Centers, Partners, MOUs, Service Delivery, Policies and Assurances, Core Programs, access and coordination

STRATEGIC ELEMENTS

VISION: Workforce Development Board's (WDB) Eastern Jackson County Workforce Development Region Vision is to supply employers with a skilled workforce and job seekers with successful training. To accomplish this, the business-led, private, WDB's mission is to obtain public and private sector employment for the unemployed and underemployed residents of the Eastern Jackson County Workforce region. The Eastern Jackson County Workforce Development Board accomplishes this goal by working in collaboration with business, local units of government, educational institutions, economic development organizations, labor and community-based organizations. This partnership responds to employer needs while reducing unemployment, underemployment and the public dependency of area residents.

This vision meets, interprets and furthers the State of Missouri's Governor's strategic vision for the workforce development system as stated in the PY20–PY24 WIOA Missouri Combined State Plan, which is "Missouri's WIOA partners will make economic self-sufficiency attainable for customers through high- quality services and a fully integrated workforce system."

2020-2023 Objective: Develop and execute a 21st Century Workforce system that prepares adult and young adult job seekers with competitive and specific skills that help employers to develop a 21st Century workforce, enabling them to sell goods and services in local, regional, national, and global markets. This highly skilled workforce will enable businesses to expand regional and global markets resulting in increased economic growth, increased market share and job creation at the local, regional and national levels.

The Eastern Jackson County Workforce Development Board (EJAC WDB) concur **with** Missouri's WIOA partners goals for achieving this vision based on the analysis in (a) above of the State's economic conditions, workforce, and workforce development activities, regarding (A) Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment⁸ and other populations, and (B) Goals for meeting the skilled workforce needs of employers.

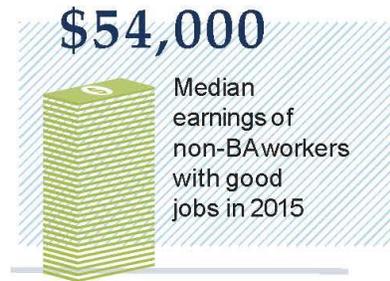
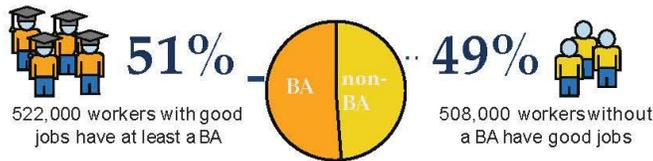
These five goals to achieve Missouri's vision are:

- 1. Overcome employment barriers.**
- 2. Maximize efficiency and access to services.**
- 3. Develop career pathways.**
- 4. Place a strong emphasis on employment retention.**
- 5. Engage employers to meet their needs.**

STRATEGIC FRAMEWORK

Missouri

Who has the good jobs? BA vs. non-BA



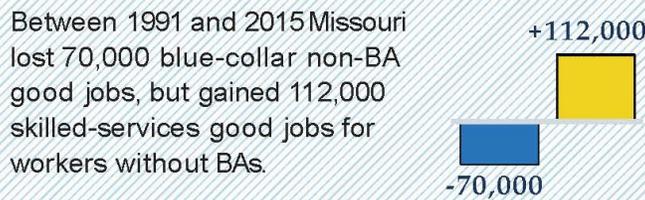
How big is the non-BA workforce?



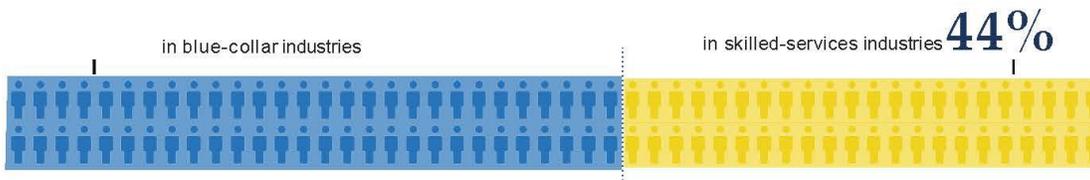
Earnings distribution of non-BA good jobs



Change in number of non-BA good jobs 1991-2015



Non-BA good jobs in blue-collar vs. skilled-services industries



Source: Georgetown University Center on Education and the Workforce analysis of Bureau of the Census, *American Community Survey* microdata 2013-2015, US Census Bureau and Bureau of Labor Statistics, *Current Population Survey (CPS)* March Supplement data, 1992-2016.
Note: Figures in charts and tables may not sum due to rounding.

Jobs by educational attainment

Educational attainment	Number of workers	Workers with good jobs	Median earnings	Median earnings of workers with good jobs
Non-BA Workers				
Less than high school	137,000	23,000	\$21,000	\$52,000
High school graduate	625,000	183,000	\$29,000	\$53,000
Some college	546,000	203,000	\$31,000	\$55,000
Associate's degree	216,000	99,000	\$36,000	\$55,000
All non-BA workers	1,524,000	508,000	\$30,000	\$54,000
BA+ Workers				
Bachelor's or higher	784,000	522,000	\$51,000	\$67,000
All workers	2,308,000	1,029,000	\$35,000	\$60,000

Top five industries

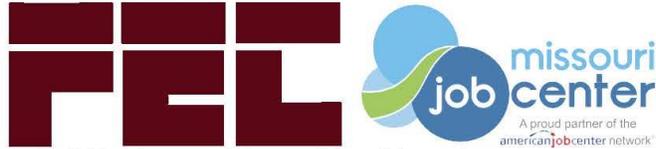
Industry	Number of non-BA good jobs	Share of non-BA good jobs	Share of non-BA workers with good jobs	Median earnings
Manufacturing	96,000	19%	43%	\$54,000
Transportation and utilities	59,000	12%	54%	\$60,000
Construction	58,000	11%	46%	\$57,000
Health services	57,000	11%	25%	\$52,000
Information, financial activities, and real estate	55,000	11%	45%	\$56,000

Source: Georgetown University Center on Education and the Workforce analysis of Bureau of the Census, *American Community Survey* microdata 2013-2015.

Note: Figures in charts and tables may not sum due to rounding.

SKILL FOUNDATION/EDUCATION/CAREER CONTINUUM

KANSAS CITY & VICINITY WORKFORCE DEVELOPMENT BOARD | EASTERN JACKSON COUNTY WORKFORCE DEVELOPMENT BOARD



Full Employment Council Inc./Managing Entity/Fiscal Agent

Early Start

Elementary

K – 5

Pre K

3-5 years of age

Objective

Develop foundation for social, emotional and kindergarten readiness

Parent Activities

Basic foundation of parent engagement and transition to school.

Objective

Develop foundation for basic literacy and numeracy skills

Student Activities

- 1) STEAM education & reading

Parent Activities

- 1) Monitor & support student's educational development
- 2) Establish healthy eating and physical activity habits
- 3) Basic foundation of parent engagement and transition to School

MIDDLE SCHOOL

Grades 6, 7, 8

Objectives

Students – Develop social workp skills & begin career exploration

Parents – Learn about 21st centu career pathways

Student Activities

- 1) Communication
- 2) Team work
- 3) Problem solving
- 4) Conflict resolution
- 5) Exposure to career pathways
- 6) Career exploration
- 7) Financial Literacy
- 8) Applied Learning

Financial/Family/Parental Activities

Learn about career pathways in high growth industries - Advanced Manufacturing, IT, Healthcare/Bioscienc Architecture/Engineering, Warehouse/Logistics, Construction, Transportation

School Staff/Faculty Activities

- 1) Provide Labor Market Information
- 2) Facilitate industry expert Presentations

GUIDING PRINCIPLES

Early Start is a Better Start: Developing foundational skills for the future (life-long learning)

Accessibility: Getting to and from education/skills training and work

Affordability: No-cost/low-cost; education/skills training; and credential acquisition

Family Support: Child care, work/training supplies, emergency support access

Accelerated Educational Track Calendar: Just-in-time calendar through classroom training, work-based learning, concurrent vs. sequential training

Financial Literacy: Good financial competency to increase financial solvency without extreme debt reliance.

DEVELOPMENT

HIGH SCHOOL

Grades 9, 10, 11, 12

Objectives

- 1) Acquire dual credit industry certifications
- 2) Integrate workplace skills into classroom instruction
- 3) Integrate high school curriculum with vocational education
- 4) Integrate work experience /job shadowing with curriculum content

Student Activities

- 1) Communication
- 2) Team work
- 3) Problem solving
- 4) Conflict resolution
- 5) Exposure to career pathways
- 6) Career exploration
- 7) Financial Literacy
- 8) Dual credit enrollment
- 9) Paid work experience (internships)
- 10) Interact with industry experts

Parent Activities

- 1) Host industry experts at PTA meetings/open houses
- 2) Attend career days at schools
- 3) Become familiar with post secondary funding options i.e. FAFSA & scholarships

School Staff/Faculty

Activities

- 1) Provide Labor Market Information
- 2) Facilitate industry expert presentations

POST-SECONDARY EDUCATION

Objectives

- 1) Engage students concurrently in career certifications that may consist of a 6 month, 1 year, 2 year or 4 year time frame for degree or certification
- 2) Student exposure to combined classroom training and work-based learning – internships, job shadowing & work study programs

Student Activities

- 1) Communication
- 2) Team work
- 3) Problem solving
- 4) Conflict resolution
- 5) Exposure to career pathways
- 6) Career exploration
- 7) Financial Literacy
- 8) Gain career certifications in 1 yr or less
- 9) Gain career certs. in 2 yrs or less
- 10) Gain career degrees through 4 yr certifications & degrees

Activities

- 1) Conduct career assessments using career ready certifications and industry advised certifications that utilize a combination of work-based learning, apprenticeships, classroom training.
- 2) Utilize sector intermediaries to identify perspectives on employment vacancies and sector-specific skill competency requirements
- 3) Conduct career connecting activities through job placement, internships, & apprenticeship activities
- 4) Identification of career pathways distributed through incumbent worker dislocated worker populations for career training/job placement.
- 5) Promote life-long learning through continuous education and training from youth and throughout adulthood.



CAREER

Objectives

Increased earning power through training, career pathway development, job placement, and lifelong learning.

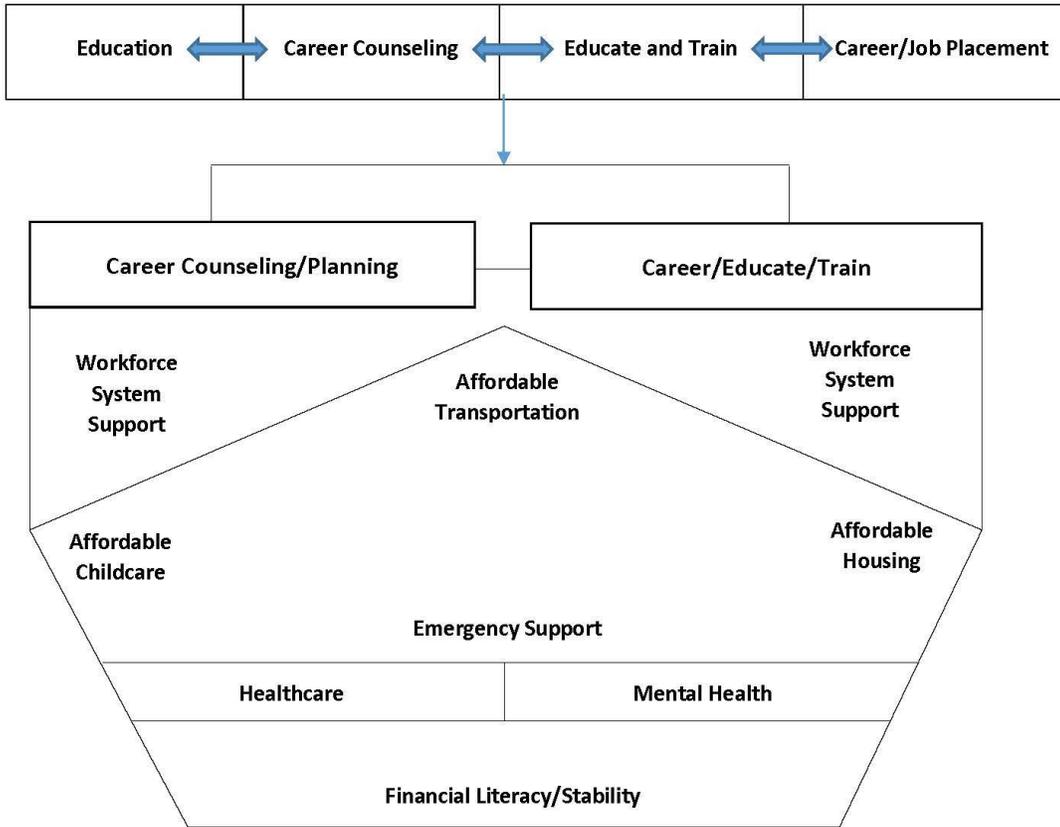
Objective

Target dislocated, unemployed or underemployed workers who need "up-skilling" or new credentials to sustain, retain, regain, or secure employment

POST-SECONDARY CAREER / CHANGE MANAGEMENT

07/27/18

**Kansas City & Vicinity Workforce Development Board
Full Employment Council
Managing Entity/Fiscal Agent**



Guiding Principles

1. Reduce Redundancy of Application Process
2. Decrease the Social Benefit Cliff
3. Increase Onsite Application for Multiple Programs
4. Real-Time/Just-in-Time Training/Not Necessarily Tied to a Semester Timetable, but is industry informed
5. Accessibility/Affordability of Training & Education Offerings (Coursework must be industry informed & reviewed.)
6. Increase Job Retention
7. Facilitate Career Development
8. Reduce Family Debt and Increase Financial Solvency
9. Promote shorter training courses available through Pell Grant and Career Technical Education to reduce financial strain on low/moderate income families
10. Promote Skill Up for low income/incumbent workers
11. Promote A+ Schools to low income students and families

As the designated Public Workforce System for the Eastern Jackson County Workforce Development Region, the EJAC WDB focus is engagement, service transactions and results for business employers, job seekers, the community at large and local elected officials that provide governance and oversight. The EJAC WDB FEC leadership and staff provide strategic environmental alignment to coordinate and implement regional economic development activities.

These activities include:

- 1. Developing and executing local workforce plan for the region,**
- 2. Convening and brokering local workforce stakeholders,**
- 3. Employer engagement,**
- 4. Providing career pathway development,**
- 5. Local labor market information,**
- 6. Coordination and selection of education providers, and**
- 7. Expansion of services to underserved populations, including those with barriers to employment.**
- 8. Specific focus on out of school economically disadvantaged youth 16-24 years old**
- 9. Focus on economically disadvantaged workers and low income population, unemployed and the working poor**

The Strategic Framework for Missouri's Career Centers is in alignment with Workforce Innovation and Opportunity Act (WIOA). Ten key strategies supported in EJAC WDB WIOA Plan are the following: sector partnerships, career pathways, cross-program data and measurement, and job-driven investments, affordable and accessible child care, affordable and accessible transportation services, expanding Pell grants to short term training programs, more opportunities for adjunct faculty, Industry advisory councils and review of in-demand training, and A+ programming at the secondary school level:

- 1. Support for sector partnerships to spur the growth of this proven industry-driven strategy for advancing workers and addressing employer skill needs.**
- 2. Encouragement of career pathways to increase the integration of basic education, skills training, and support services, helping more individuals attain postsecondary credentials and higher earnings.**
- 3. Creation of common metrics that can reliably measure key outcomes from a large number of programs and help unify workforce programs as a coherent system**
- 4. Emphasis on job-driven investments that directly connect training to employment to provide more people with jobs.**
- 5. Promotion of affordable and accessible child care to enable more low income families to participate in training and employment opportunities**
- 6. Promotion of affordable and accessible transportation services through broad based mass transit options to facilitate the employment of underserved populations**
- 7. Promotion of accelerated Pell grants based programming to short term training programs to offer more flexibility and expand availability of training to low income population**
- 8. Work with institutions to create more opportunities for adjunct faculty from industry experts to alleviate the shortage of skilled instructors**
- 9. Industry advisory councils for in-demand training and review of in-demand training at least every 3 years to ensure alignment of skills to industry demand**
- 10. Promote A+ programming at the secondary school level to promote the use of A= programming for low income families**

11.

AAA Operational Plan: The public policy objective of the Public Workforce System lead by the EJAC Workforce Development Board and the Full Employment Council, Managing Entity, is to develop a skilled workforce for area employers, and given the overall unemployment rates of traditional/skilled workforce populations, a crucial strategic objective is to increase the labor market participation of underserved groups for whom, training, childcare access, and transportation access are critical. Therefore workforce system office locations; on site program service/training models; times of operation for skills training, transportation, childcare; and co-locations of workforce service/wrap around support services are crucial to increasing the labor market participation of these underperforming populations. These populations typically experience barriers to employment due to their lack of 21st Century skilled credentials, which means access to training institutions, the calendar of training courses, and the time at which they are offered are crucial. The ability to participate in workforce skill training activities, successfully complete them, secure employment, and be retained for at least four quarters is directly related to the career support network of transportation, childcare, healthcare, and ongoing career counseling when necessary. Further, time management/consumption is also a consideration for targeted career seekers and therefore maximum collocation/execution of career training and wrap around support services are essential.

In consideration of these factors, the EJAC WDB has developed the AAA system to assess, business operating locations, service models, service matrix, and service delivery system:

- A. **ACCESSIBILITY / INTEGRATION OF SERVICES** - To facilitate easier customer service, and less eligibility protocols for job seekers and employers. The closer proximity of workforce services to each other through, co-location, memorandums of understanding, reduction of unnecessary protocols and requirements, this factor increases labor market participation, employer and job seeker participation. This factor looks at the ability of the client to access workforce system and employment locations, via personal or public transit. Further the increased emphasis at co-location/partnership management of services to increase the opportunity for one-stop service access for workforce training and wrap around support services, as well as the access for persons with disabilities. Parking, safety, and other factors are also a consideration. The ability to sponsor on site partnerships and partnership sites is essential in this factor. This factor increases job seeker participation.

Integration of services / Facility integration of services - **Strategic program implementation occurs through a seamless system integration of services provided through multi agency partners and programs.** The Eastern Jackson County Region Workforce Development Board will utilize, **through multi agency partners, contracted career services providers and programs, formalized** Memorandums of Understanding to facilitate a user-friendly systems referral that increases labor market participation; training completion. Memorandums of Understanding have been signed with the following organizations to facilitate program integration:

Memorandums of understanding agencies:

Colocation One-Stop Partner MOUs

- 1) WIOA Adult Program (Title I)
- 2) WIOA Dislocated Worker Program (Title I)
- 3) WIOA Youth Program (Title I)
- 4) Wagner-Peyser Labor-Exchange/Employment Services
- 5) Adult Education and Literacy (AEL) Title II)

- 6) Vocational Rehabilitation
- 7) The Senior Community Service Program
- 8) Trade Adjustment Assistance
- 9) Jobs for Veterans State Grants
- 10) Community Services Block Grant
- 11) State Unemployment Compensation Law Activities
- 12) Temporary Assistance for Needy Families (TANF)

Non Colocations One-Stop Partner MOUs

- 1) Job Corps (WIOA Title I)
- 2) YouthBuild (WIOA Title I)
- 3) WIOA Indian and Native American (INA) Programs
- 4) WIOA Migrant and Seasonal Farmworker Programs
- 5) Perkins Career and Technical Education
- 6) U.S. Department of Housing and Urban Development Employment and Training Activities
- 7) Reintegration programs for eligible offenders

Office Colocations / Comprehensive One Stop Center(s)

Utilizing AAA (Accessibility Integration; Availability; and Affordability for employer/job seeker customers) as guiding criteria each office was assessed:

COMPREHENSIVE ONE STOP LOCATION(S)

The EJAC/Full Service Career Center - office is located at 15301 E. 23rd Street, Independence, MO. 64055. The EJAC Office is a prominent One-Stop Center with outreach offices that are managed by the Community Service League One-Stop operator. These locations include Sugar Creek, Grain Valley, Raytown, Oak Grove, Blue Springs, Lee's Summit, and Buckner. Outreach sessions and on-site intake will be facilitated through the outreach center location of the CSL One-Stop operator.

BRANCH OFFICE LOCATION

Independence Youth Conference Training Center – This office is located at 1524 E 23rd. Street, Independence, MO 64055. The AEL, youth programs, and on-site classroom training occurs at this location. Employer recruitment events are held at this center as well. This location is an AAA as it meets the criteria for the AAA assessment.

- AA. AVAILABILITY / ACCELERATION OF PROGRAMMING** - To facilitate demonstrated proficiency through training, through reduction of classroom training time while increasing competency, through work based learning, industry expert instruction, and minimization of non-prescribed protocols. Further collocation of workforce service systems will reduce the time, stress, and expense on financially stressed job seekers. Extended time frames and unnecessary requirements are barrier and burden to training completion and job retention of unemployed, underemployed, and low income job seekers and their families. This factor increases employer and job seeker participation. This factor looks at the times of service offerings and employment, as time availability will also determine success of training completion, and job retention. Further it also looks at availability of wrap around service offerings when they are offered. This factor systematically impacts job seeker training, employment completion and retention.

1) Just in Time Training:

Just in time training that focuses upon 21st Century Careers with Industry advice on a non-semester based format. Employers require a trained/credentialed skilled workforce through a more accelerated non-semester based training calendar that enables employers and trainees; as well as to train through industry sanctioned curriculum that accelerate entry into the workplace. This training focuses upon demonstrated proficiency of skill competencies through industry based certification vs. the reliance upon seat time that does not necessarily demonstrate workplace competence in the specific sector skill arena. This calendar acceleration more rapidly meets employer demand for an industry credentialed workforce that makes them globally competitive, but also meets the needs of career seekers, whose lack of labor force participation is driven by the lack of credential certification or the possession of credentials/certifications that are not relevant in the 21st century labor market. Furthermore, accelerated training creates less stress on the financial means of lower income or unemployed job seekers, whose limited income or means of sustenance are severely stressed during extended semester focused train intervals, decreasing the likelihood of training completion and credential acquisition. This approach requires working with training institutions and the US Department of Education to increase the rate of approval of more contemporary skill training curriculum that is not semester based, while engaging federal approval authorities to sanction non-semester based training, as Pell eligible coursework. If accomplished this will alleviate the financial pressure upon formula funded USDOL funding to be the primary source of industry sanctioned accelerated training. Further, the Public Workforce System overseen by the Eastern Jackson County Workforce Development Board, can promote this non debt/industry sanctioned skilled training to dislocated workers, TANF Recipients, opportunity youth, economically disadvantaged, Reentry populations, etc., increasing their rate of sign up due to the reduction of training time and debt accumulation perceived by these populations as what they have traditionally expected to accompany their skill building efforts. This advanced calendar approach will be pursued at the Community College, Technical School, Proprietary training institutions, and University levels, to insure this approach of accelerated training that focuses upon demonstrated proficiency is systematic and not silo oriented in its application. If funds become depleted, which is typical, the Public Workforce system can utilize its highly skilled team of career counselors and its superior skill assessment system to identify the approximate career goals and skills of the applicant; develop an appropriate/objective career development plan, which becomes the basis of their skill based training pursuits, while increasing the likelihood of credential completion and entry into the workforce. Further, it's highly advanced team of workforce development professionals with their on the ground employer contacts and working relationships with employers and employers' associations will result in accelerated employment upon completion of training and credential award. Such success will increase the participation of underserved populations in the training and labor market activities that accompany success in a more systematic way, through these efforts, through friend and family success dialogue.

2.) Development of Adjunct Faculty:

The identification and utilization of industry sector experts as adjunct faculty at training institutions, is crucial, to alleviating the skill training staff shortages at all levels of the post-secondary training market. The adjunct faculty skill requirements deviate between the community college and university levels, further agitating the

lack of skilled industry based faculty at all levels, contributing to the inability of these institutions to execute expeditiously, contemporary 21st Century skill based training courses. The EJAC WDB has been able to secure adjunct faculty on an as need basis and will continue to utilize its diverse industry network of employers.

3.) Apprenticeship Program Development:

The utilization and adaptation of apprenticeship programming to establish the integration of work based learning and classroom training with a defined career pathway with salary levels defined at each level of defined proficiency will be institutionalized to accelerate workforce participation, training, and employment with underserved, dislocated, underemployed, and low income populations while accelerating sector trained workforce for employers. The apprenticeship system reduces the stress on the classroom training sector by integrating work based learning into the training continuum. The Full Employment Council/Managing Entity has been certified as an apprenticeship intermediary and is able to act on USDOL's behalf in certifying apprenticeship efforts.

4.) Sector Based Training:

The EJAC WDB targeted its limited training resources on targeted industry sectors that include construction, advanced manufacturing, financial services, transportation, warehouse logistics, information technology, and healthcare as well as apprenticeship occupations. Other training occupations are referred to other resources, and new ones may be added based upon demand. This approach maximizes the utilization of training funds to high career paying occupations.

AAA. AFFORDABILITY - This factor relates to the ability of the job seeker to access training, wrap around support services, to facilitate, complete training, credentialing, and job retention within their means to result in successful completion through the Eastern Jackson County Region Workforce system. This relates to the ability of the job seeker working in conjunction with the workforce system to successfully access and utilize the system, within their financial and economic means, until such time they have successfully transitioned into employment and achieved 4 quarter job retention.

- 1) Pell grants for non-semester based training
- 2) Low cost / no cost transportation
- 3) Financial support for work wardrobes / books and supplies
- 4) Debt / student default loan relief
- 5) Dual credit coursework at the high school level supported by local school districts. Supported by State level education agencies including Missouri Department of Higher Education, and Missouri Department of Secondary Education.
- 6) Increased participation for low income families in A+ post-secondary programming funded through the State of Missouri
- 7) Low cost child care

LOCAL ADMINISTRATION

CLEO, board, fiscal agent, budget, procurement, performance negotiations

The EJAC WDB is governed by Members of the local workforce development board that represent at least 51% business representatives, with the remainder representing educational entities, labor

organizations, community-based organizations, economic development agencies, and one-stop partners, in accordance with the Workforce Innovation and Opportunity Act (WIOA) of 2014 (the “Act”). Appointments are made in accordance with the Consortium Agreement made and entered into by and among the entities represented by the County Executive for Jackson County, Mayor of the city of independence, and by the co-chairpersons of the Eastern Jackson County Betterment Association. The WDB Standing Committees are Executive Committee / Strategic Planning Committee, Youth Council Committee, Operations Committee, and Budget and Oversight Committee.

Designated Fiscal Agent

The Full Employment Council is the designated organization to serve as the fiscal agent for the Eastern Jackson County Workforce Development Board and fulfills that duty by ensuring the audit readiness of the Formula Funds of the WIOA Youth, Adult and Dislocated Worker Program Funds, and commissions an annual audit of these funds. In addition as fiscal agent, it is also the duty of the FEC to generate other discretionary funds in the public and private arena external to the formula budget. FEC has already generated nearly \$2 million dollars in discretionary funds from the Department of Labor, Department of Health and Human Services, Department of Housing and Urban Development, COMBAT as well as others through competitive processes and fundraising to supplement the Formula funds of \$2.5 that it administers. FEC on the average has already generated at least \$2 million dollars in multi-year contracts over the next four years through 2020 for Eastern Jackson County.

Designated Staffing Agent

The Full Employment Council is designated the Staffing organization for the Eastern Jackson County Region Workforce Development region to provide business and career services. **Business Services** These Business Services will include employer engagement, job seeker recruitment, apprenticeship development, job training facilitation and assessment. **Career Services** Career services will include career assessment, employment planning, and training referral, and the coordination of support services. **Youth Services** Youth service support includes eligibility determination, career planning, the development of work experience and internship, and coordinate the availability of the 14 elements of youth services.

Financing of Training and Support Service

Financing of Training and Supportive Service support is approved through an Admissions/Quality Control Committee, which determines those persons most in need and best able to benefit from limited employment and training funds. This committee also reviews and monitors 100% of all documents submitted for eligibility.

Financial and Program Oversight

The Eastern Jackson County Workforce Development Board has competitively procured an independent monitor to perform independent program monitoring of the Eastern Jackson County program and One Stop Operator. The monitoring review complies with federal and state regulations.

An annual independent audit of the FEC as the fiscal agent is procured and performed annually.

Training Services will only be provided by employers and Board certified training institutions. Neither the FEC, as managing entity and fiscal agent, nor Community Service League will provide training services through WIOA funds, pursuant to Federal guidance. Reports are made to the Board on program and activities of the One Stop Operator, the Managing entity and partners.

Procurement of the One Stop Operator

Through a competitive process, the Eastern Jackson County Workforce Development Board selected the **Community Service League** as the One Stop Operator for the FEC Missouri Job Center, located on 15301 East 23rd Street in Independence, Missouri. The Community Service League provides program orientation, triage service referral, and community recruitment for the Missouri Job Center.

Career Services for persons with special needs, low income and disadvantaged workers

Through competitive procurement application the **Jewish Vocational Services Agency** career services to persons with special needs, low income, working in partnership with Vocational Rehabilitation Services, the Eastern Jackson County WDB, and the Full Employment Council, as well as persons who are unemployed and economically disadvantaged, or laid off.

Youth Services

Youth Services are provided by the **Independence School District Adult Education and Literacy (AEL) services** program for youth who are high school drop outs who desire to secure their HiSet certification for further career or post-secondary certification pursued at the vocational schools, community college or university levels.

OPERATIONAL ELEMENTS

Local structure, centers, partners, MOUs, Service delivery, programs, access and coordination

The Eastern Jackson County Region, is a region of 250 square miles which comprises the county of Jackson, excluding the City of Kansas City, Missouri. It is one of the smaller regions in the state of Missouri. Some of its communities' increase concentration of poverty. Independence is the largest city in the EJAC Region which has a population of 116,925 and a poverty rate of 16%. Lee's Summit is the next largest city in the EJAC region with a poverty rate of 5.5%. After Lee's Summit is the city of Blue Springs with a population of 55,104 and a poverty rate of 8.3%, Oak Grove with a population of 100,182 and a poverty of 8.5%, Grandview with a population of 24,962 and a poverty rate of 16.5%. Following is Raytown with a population of 28,993 and a poverty rate of 20.5% and then Grain Valley with a population of 14,277 and poverty rate of 7.3%. All have a significant degree of poverty as part of this small population. The public transportation in the city is existent but very minimal, as well as childcare and healthcare services which are available for those who seek it. The workforce challenges in the region require similar strategies that are approachable to the region and are highlighted later.

Key provisions, designed to better align employment and training services for youth and adults with adult education and vocational rehabilitation services include requiring states to develop unified plans and use common accountability measures. Key changes in the WIOA plan focus on the needs of businesses and workers which will drive workforce solutions and Boards are accountable to communities in which they are located as summarized below:

PROGRAM ELEMENTS

Service delivery

Adult/dislocated workers

Youth

Business services

Innovative strategies – re-entry, incumbent workers, and faith based

SERVICE DELIVERY

Eastern Jackson County Region, EJAC WDB will provide, to the maximum extent possible, site-based employment and training services through its network of MOU partners, comprehensive One Stop Centers and affiliate and branch office locations, as follows:

SERVICE LOCATIONS

EASTERN JACKSON COUNTY MISSOURI JOB CENTER LOCATIONS:

EASTERN JACKSON COUNTY REGION

Population: 346,904

Poverty: 13.80%

Unemployment: 3.0%

Independence city; 3.4%

Lee's Summit city: 2.3%

Blue Springs city; 2.7%

Grandview city: 3.4%

Raytown city: 3.9%

Eastern Jackson County American Job Center Locations:

The Eastern Jackson County Workforce Development Board (EJAC WDB) serves diverse communities in the eastern part of Jackson county's more than twelve (12) cities and towns including Independence, Lee's Summit, Blue Springs, Raytown, Grandview, Grain Valley, Oak Grove, Greenwood, Sugar Creek, Buckner, Lake Lotawana, Lone Jack and other municipalities. County/City. The Eastern Jackson County Region consisting of Jackson County, exclusive of Kansas City, is a mix of suburban and urban areas of approximately 296.97 square miles, in the eastern part of Jackson County and the eastern part of the Kansas City metropolitan area, with a 2016 population of 380,702. The county seat and the largest city in the county is the City of Independence. The 2016 Population Estimates for the cities in Eastern Jackson County, Missouri are: Independence city, Missouri: 117,030, Lee's Summit city, Missouri: 96,076, Blue Springs city, Missouri: 54,431, Raytown city, Missouri: 29,261, Grandview city, Missouri: 25,190, Grain Valley city, Missouri: 13,684, Oak Grove city, Missouri: 7,994, Greenwood city, Missouri: 5,658, Sugar Creek city, Missouri: 3,304, Buckner city, Missouri: 3,055, Lake Lotawana city, Missouri: 2,047, Lone Jack city, Missouri: 1,160, Lake Tapawingo city, Missouri: 724, Sibley village: 360, and Levasy city, Missouri: 83. There are 157 public schools in Eastern Jackson County's ten school districts, serving more than 82,544 students.

The region's population is served by a State of Missouri Certified Comprehensive Job Center office that targets adult and dislocated worker population and a dedicated Branch office, the **Young Adult Career Connections Center** that is co-located with the Independence School District /AEL, which targets young adults 16 to 24 years of age.



Certified Comprehensive Missouri Job Center Independence /Eastern Jackson County Career Center

15301 East 23rd Street South
Independence, MO 64055
816-521-5700



Branch Office of FEC:

Independence Young Adult Career Connections Center (Target Ages 16 TO 24)
1524 E. 23rd Street
Independence, MO 64055
816-521-5700

SERVICE DELIVERY

One of the key strategies for Business Services is industry advised curriculum based on individual needs initiated with Just- in-Time training basis that will work with business to secure adjustments and facilitate customized training integrated with classroom training with work based learning.

Coordination with education will have sector intermediaries working with education institutions to facilitate dual credit instruction at the secondary level and target sectors integrated with Adult Education and Literacy and Missouri Options program with local school districts. These include but are not limited to Independence School District and Blue Springs School District. These will be program prototypes to identify best practices with the objective to create scalable solutions on a system wide basis to accelerate credential based training at the secondary level and post- secondary level. Further EJAC WDB will promote early intervention at the secondary level of A+ school programs beginning at the sophomore level to further accelerate post- secondary credentialing in high demand occupation in the region. (See Workforce Education Continuum Attachment.)

The Board and staff will promote A+ programming at the secondary school level. Coordination with education will have sector intermediaries working with education institutions to facilitate dual credit instruction at the secondary level and target sectors integrated with Adult Education and Literacy. Further EJAC WDB will promote early intervention at the secondary level of A+ school programs beginning at the sophomore level to further accelerate post-secondary credentialing in high demand occupation in the region. (See Workforce Education Continuum Attachment.)

In addition, the EJAC WDB will work with MOU partners to facilitate wrap around support services in areas such as child care, transportation, work supplies and classroom training materials. These activities will increase the amount of funds made available through U.S. Department of Labor funding through training purposes.

ADULT JOB SEEKER SERVICES FOCUS

For the Adult Job Seeker including the Dislocated Worker, services include recruitment, orientation, eligibility determination, counseling and intake, enrollment, training, placement, and follow-up services, as well as:

1. Serving and meeting the needs of the most vulnerable adult workers will be an area of increased focus. Planning and accountability policies will be aligned across core programs to support more unified approaches to serving low-income, low-skilled individuals adults and youth who have limited skills, lack work experience, and face other barriers to economic success,
2. Giving priority to recipients of public assistance, other low-income individuals, veterans, and individuals who are basic skills-deficient,
3. Strengthening and promoting of the integration and alignment between adult education and literacy with postsecondary education,
4. Eliminating the “sequence of services,” and combining core and intensive services into a new “career services” category,
5. Providing Labor market information, including employment and placement data and sector strategies, analysis of the current workforce, economic conditions, existing and emerging in-demand industry sectors and occupations, and employer needs will be used to inform performance reporting goals, objectives, and strategies,
6. Establishing Common Performance accountability measures across the core programs performance measures,
7. Promoting education and job training activities for individuals reentering society after incarceration and the reduction of recidivism for incarcerated individuals.

YOUTH SERVICES FOCUS

For youth, services include recruitment, orientation, eligibility determination, counseling and intake, enrollment, training, placement, and follow-up services as well as:

1. Focusing on primarily on out-of-school youth between the ages 16 to 24; at least 75 percent of funds available to local areas must be spent on workforce investment services for out-of-school youth,
2. Co-locating career centers with the Adult Education and Literacy Programs where youth can pursue a high school equivalency diploma and pursue occupational skill training concurrently,
3. Incorporating work based learning: At least 20 percent of Youth formula funds must be spent on paid and unpaid work experiences that incorporate academic and occupational education for out-of-school and in-school youth.
4. Promote low to no cost credential training for unemployed and disadvantaged youth that are credential focused and have a shorter training calendar.
5. Promote apprenticeships as well as earn and learn programs to insure course completers gain specific work experiences and training
6. Promote policy regulations to streamline Pell grants for shorter skill courses

BUSINESS EMPLOYER FOCUS

Business services include recruitment services, work based learning and customized classroom training.

A. Employer Services

- 1) Sectors will be targeted which include Advanced Manufacturing, Healthcare, Information Technology, Construction, Warehouse & Logistics, Financial Services, Business Services, and Transportation and in demand developing careers.
- 2) Recruitment and Assessment Services: Services will include recruitment assessment services; employers will use FEC facilities for recruitment, interviews and incumbent worker training.
- 3) Training services – Employers will be provided training services for new and incumbent workers. Training will include classroom training, training in apprenticeship formats that include classroom instruction and work based learning, as well as on-the-job training, and paid work experience where appropriate.

B. Essential Skills - Overwhelming feedback from employers has indicated the need for improved competence in communication, teamwork, problem solving and skills for job seekers. These “essential skills” competencies, communication skills integrated into skills training, to the maximum extent possible.

C. Business Engagement Services

Business engagement services will be conducted through face to face business group encounter sessions with job seekers and business services organizations including trade associations,

Chambers of Commerce, Economic Development Council’s (organizations). The objective of these sessions will be to utilize real time strategic workforce information to meet present and pending workforce needs that include expansion and contraction.

Finance Sector Employer Roundtable Strategy Meeting



I. **ADULT PROGRAM**

One of the key features of the new WIOA law is extensive emphasis on meeting the needs of individuals with multiple barriers to employment, with a **Priority on Veterans, individuals on Public Assistance, TANF recipients, and individuals who are basic skills deficient, Youth** who are in or have aged out of the foster care system, **Individuals with Disabilities, Ex-Offenders, other low-income individuals** and economically disadvantaged individuals, Dislocated Workers and the long-term unemployed, seniors, and then to individuals who do not qualify for other programs administered by the Workforce Development Board. Key changes include the elimination of the sequence of services, and provides “**Career Services** and Training Services to adults with barriers.

Adult Workers

The Adult Worker grants target specific populations with special needs, such as the economically disadvantaged, long-term unemployed; laid-off, dislocated workers; veterans; TANF recipients; unbanked and ex-offenders.

Dislocated Workers

The Dislocated Worker Grants target specific populations with special needs, such as the long-term unemployed; laid-off, dislocated workers; veterans; TANF recipients; unbanked and ex-offenders.

Special Program Initiatives for Adults

In addition to programs funded by the normal WIOA formula grants, the EJAC WDB generated through special program initiatives an additional \$4.1 million dollars to the region for training and employment services.

The Eastern Jackson County Workforce Development Board Full Employment Council operated American Job Centers in the Eastern Jackson County region have implemented a number of special initiatives to help meet the needs of the unemployed and respond to the continued economic challenges which caused an unprecedented number of people to seek employment and training assistance and services. These include integrated cross-program strategies for specific populations and sub-

populations identified in the state’s economic analysis, strategies for meeting the workforce needs of the state’s employers, and regional and sector strategies tailored to the state’s economy.

Workforce Development Initiative through Innovative Infrastructure and Special Demonstration Projects

Target high-growth industries sector

EJAC WDB FEC will continue to develop strategies for and allocate resources by generating funding for unemployed and dislocated workers through a number of special funding programs to provide special focus to target high-growth industries:

- Advanced Manufacturing
- Health Sciences & Services Biosciences
- Information Technology
- Business and Professional Services
- Transportation
- Warehouse/Logistics
- Financial Services
- Construction

Healthcare Sector Focused Programs

Missouri Healthcare Industry Training and Education (HITE): This grant was based successful performance with a 5 year, \$5 million grant funded by the U.S. Department of Health & Human Services. The purpose of the HPOG grant was to assist unemployed, economically-disadvantaged individuals in successfully entering or advancing in the Healthcare field, in occupations that pay well and are expected to either experience labor

shortages or be in high demand. This program included an evidenced based methodologically rigorous random assignment study design research evaluation conducted by ABT Associates and the Urban Institute.

EJAC successfully partnered in 2015 with the State of Missouri’s **Department of Social Services**, Missouri Healthcare Industry Training and Education (HITE) located in Jefferson City, MO. to be awarded a second 5 year (September 30, 2015 - September 29, 2020) \$14 million grant HPOG grant. The



Graduates of the Certified Medical Technician Training Program, Independence, Missouri

Health Profession Opportunity Grants (HPOG), administered by the Administration for Children and Families, U.S. Department of Health & Human Services, was created to provide education and training to TANF recipients and other low-income individuals for occupations in the health care field that pay well and are expected to either experience labor shortages or be in high demand.

Collaborating partners from Kansas City, St. Louis, and Central Missouri Regions will expand and replicate model components of the Full Employment Council of Kansas City (FEC) 21st Century Healthcare Works program. The project’s partners include FEC, St. Louis Agency on Training and Employment (SLATE), and Central Region Workforce Investment Boards (CWIB). The **Target Population** are TANF recipients, other low-income individuals, African Americans, Latinos, and other minority populations. HPOG participants are given the opportunity to obtain higher education, training and support services needed to secure positions that have opportunity for advancement and sustainability, ultimately leading these individuals on a pathway to financial self-sufficiency.

Information Technology and Advanced Manufacturing Sector Focused Programs

TechHire Focus for Young Adults. The Greater Kansas City Technology Career Collaboration (GKCTCC) 5-year program funded by the US DOL, which ends in 2020 served youth and young adults, 17-29, with barriers to training and employment opportunities, who lack the educational attainment, work experiences and/or skill level necessary to secure full-time employment in middle or high-skill jobs in target industries **Information Technology, Healthcare, Advanced Manufacturing and Financial Services**, GKCTCC program identify competency/skills essential to each industry and work with the training providers to customize curriculum and training programs. The Full Employment Council (FEC), partnered with Industry Intermediaries such as the Missouri/Kansas Hospital Association (MHA) and education and training providers, such as University of Central Missouri and Metropolitan Community College, to provide training for entry into H-1B careers for youth and young adults between the ages of 17 and 29 years of age, who are out-of-secondary school, and have barriers to training and employment. These young adults will have the benefit of a training model that integrates credentialed occupational skills classroom training, internships, work experiences and on -the-job training opportunities along with specialized job placement strategies including Career-o-Rama's, job fairs and hiring events. The Full Employment Council (FEC), through the Kansas City & Vicinity, The Eastern Jackson County Workforce Development Boards, will continue this focus on targeting youth and young adults for careers in high skill, high demand Information Technology, Healthcare, Advanced Manufacturing and Financial Services industries.



Trained graduates of the “Object Oriented Software Using JAVA” Information Technology Class

America's Promise Grant. FEC was awarded a 4 year \$1.2 million grant award as a member of the Compete Midwest America's Promise Alliance, to provide case management, computerized career assessments, career development, job training, job placement and supportive services to 300 participants pursuing H-1B occupations in sectors such as advanced manufacturing, healthcare, information technology, warehouse/logistics, and business/financial services in partnership with other major workforce development entities: Employ Milwaukee, St. Louis Agency of Training and Employment, City of Minneapolis Training and Employment, Detroit Employment Solutions Corporation, the Northwest Indiana Workforce Investment Board, Southwest Ohio Region Workforce Investment Board, Wisconsin Regional Training Partnership/Building Industry Group, Skilled Trades Employment Program (Big Step), Council for Adult and Experiential Learning, and IT training organization Per Scholas. Overall, \$6 million dollars was awarded to the entire consortium, with more than \$1.5 million dollars in leveraged funding dedicated to support this major national strategic effort.

Integrated Cross-Program Strategies

EJAC WDB will use a combination of computer assisted training and job search systems to increase proficiency in computer based job search, applications and social networking for employment; Conduct “Career Clinics” designed to provide job seekers with the appropriate information and tools to identify where the jobs are; soft skill techniques; teamwork; problem solving skills; and Utilize and “organize training systems that include “just in time” non-semester based training; semester based training; as well as training “combos” that integrate classroom training with work based training to train job seekers to achieve occupational certifications and employment specific competencies.

Vocational Rehabilitation services will be assigned on a rotating basis to a Missouri Career Center site and directly connected to the career center by formalized agreements.

The FEC initiated an approved apprenticeship program in the healthcare field with the Office of Apprenticeship in 2015 and will continue to build on that process.

Dislocated Worker Special Programs

RESEA Reemployment Services and Eligibility Assessment services must be provided to UI claimants receiving Emergency Unemployment Compensation (EUC). Required Job Services (RJS), services that afford UI claimants the opportunity to acquire skills to compete for high-wage jobs in emerging industry sectors. The Missouri RESEA Program funded by U.S. Department of Labor Employment and Training Administration and the Missouri Division of Workforce Development implements a new vision of reemploying UI claimants through an integrated workforce system. Under this program, UI claimant received enhanced services which allows them to be better job candidates and to return to work in a shorter length of time.

Trade Adjustment Assistance Act Program- is intended to help individuals whose jobs have been affected by international trade and helps them to return to suitable employment provides Training assistance, Job Search allowance, and Relocation allowance and other support services.

Veterans

Veterans Program- Missouri Career Center DVOP and LVER are fully integrated into the career centers and are part of the Business Services Teams. DVOP/LVER staff assists veterans with significant barriers to employment as defined by U.S. Department of Labor to gain employment through intensified direct services such as case management and employer job developments within their separate roles. The full array of employment, training, and placement services are available under priority of service; this includes connection to education and training programs, benefits and services, connection to supplemental services, one-on-one assessments, resume reviews, follow-up as appropriate, matching to employer base and matching to specific employers committed to hiring veterans, such as employers participating in the “Show me Heroes” initiative.

Show-Me Heroes – The Show-Me Heroes program funded by the Missouri Division of Workforce Development helps Missouri’s Veterans and members of the National Guard and Reserve reconnect with meaningful careers, and showcases Missouri employers who have pledged to do so.

Persons with Limited English- Speaking Population (LEP)

FEC instituted a program to provide immediate assistance to Spanish-speaking customers. Spanish-speaking, bi-lingual Staff services are available to serve the Spanish-speaking youth and adult populations and help address barriers to employment and career advancement for Latino workers. FEC will continue to offer the bi-lingual mobile program to provide immediate assistance to Spanish-speaking customers with Spanish speaking bi-lingual personnel hired to serve the youth and adult of this Limited English-speaking Populations (LEP) and help address barriers to employment and career advancement of Latino workers. In addition, the American Job Centers utilizes Language Link, a multilingual communication service, which is an interpretative service that has the capacity to interpret over 150 different languages.

Temporary Assistance for Needy Families (TANF) and Public Assistance

TANF –Missouri Work Assistance (MWA) Program - Another major initiative is the TANF (Temporary Assistance for Needy Families) MWA Program, a partnership with the Local Investment Commission (LINC) to provide employment and training services to individuals who receive Temporary Assistance from the state of Missouri with the goal of helping the client in overcoming barriers to become self-sufficient and no longer dependent upon public assistance. This is a referral based program. TANF recipients are referred from the Local Investment Commission (LINC) to FEC to provide employment and training services to those clients deemed work ready. MWA helps participants gain work experience, workplace skills, and involvement in other work activities, including: classroom training, on-the-job training (OJT), resume assistance, job assessment and placement, and career counseling. Financial aid is available for training classes at local technical and vocational schools, community colleges, and four-year colleges, and training on the job.

Missouri Food Stamp Program SkillUP (Employment and Training Program) - Another major initiative is the [SkillUP program](#) which offers Food Stamp recipients in Missouri the opportunity to gain skills, training and work experience. SkillUP is offered at no cost to the participant and helps promote employability and self-sufficiency.

II. YOUTH PROGRAM

The key changes in WIOA Youth services include investments in serving disconnected youth and other vulnerable populations; specifically, WIOA requires that 14 **youth** program elements be made available to all youth who are served by the WIOA youth system, **75 percent youth formula funds used to serve Out-Of-School Youth** (where Out-of-school youth are 16-24, not attending school and have one barrier and do not have to meet the low income requirement, and In-school youth are 14-21, who are low income, and have one barrier). **Twenty percent (20%) percent of youth formula funds must be spent on Work Experience** activities, such as summer jobs, pre-apprenticeship, on-the-job training, and internships opportunities that will occur year round and done in concert with AEL, Financial literacy and Classroom Skills Training so that youth can be prepared for employment.

The FEC opened a Young Adult Career Center in Independence Missouri at 15301 E. 23rd St at the annex building. This facility is located on the bus line and is easily accessible to the youth. This will provide a home base for the youth to become comfortable in and a safe place to network with other peers in similar situations while they plan their short term and long term life goals with caring adults.

The main objectives for opening a site in Independence are: 1) Make available a place where individuals who live in Eastern Jackson County have easy access to services designed to assist youth in obtaining proper training in in-demand industries and long term meaningful employment. 2)

Caring Adults that are trained professionals to assist in removing barriers to education and employment opportunities and 3) a holistic approach to defining and setting long term goals for clients that not only meet their individual needs, but take into consideration their family or other individuals they might live with.

The EJAC WDB has developed and implemented a number of special projects, initiatives and best practices to further develop and expand the innovative infrastructure and capacity to serve the region. One of the strategies to address the skills needs of the workforce is promoting flexible education methods that provide substantive skills training. These special training initiatives will provide the innovation infrastructure that will accelerate the pace and offerings of skill training of vocational schools, community colleges, 4 year institutions, and proprietary schools, beyond traditional spring, summer, and fall semester based training courses. In addition, these funds have enabled Eastern Jackson County Region to put into place a “multiple credential” training system, whereas training candidates can achieve multiple skill certifications concurrently, without having to re-enroll in a new training program.



Adult Education & Literacy graduates from the Independence School District receive HiSET and Certified Nursing Assistant Certificates at the Young Adult Career Center in Independence, Missouri

One innovation for EJAC WDB is that Adult Education and Literacy (AEL) services are now co-located either or immediately adjacent to or within a Missouri Job Center site. EJAC WDB has AEL programs co-located with the Missouri Job Center offices located in the Eastern Jackson County location at the Independence Career Center. The EJAC WDB has a direct relationship with the local Independence School District and Blue Springs School District AEL providers in the region to promote the concurrent attainment of the HiSET/GED and high school diploma with occupational skills training.

Special Program Initiatives for Youth

In addition to programs funded by the normal WIOA formula grants, the EJAC WDB generates through special program initiatives, additional dollars to the region for training and employment services.

Jobs League – is a program with the Missouri Family Support Division that was created for Missouri’s emerging workforce, ages 16 to 24, disconnected youth, economically disadvantaged in-school youth, those most at risk of dropping out, youth in and aging out of foster care, youth offenders and those at risk of court involvement, homeless, runaway youth, children of incarcerated parents, migrant youth, Native American youth, youth with disabilities and out-of-school youth to provide them with the opportunity to gain valuable work experience to prepare for tomorrow’s careers. The EJAC WDB FEC program combines paid work experience with an educational component.

III. BUSINESS SERVICES

A major change in the WIOA law is **Employers** are now included as a customer and will have a set of performance measures, as yet to be defined, that must be met. The WDB’s priorities for the EASTERN JACKSON COUNTY Workforce Development Region are to become business-focused

on the services provided and to develop strong educational partnerships to meet the skill needs of businesses. This workforce training system responds to the immediate and long term workforce talent needs of regional employers, utilizing approaches to training conducted in the classroom; training on the job; or combination of both. The focus of employer services will be the engagement of employers in growth industries and sectors within each county and regions of Eastern Jackson County, specifically Manufacturing, Healthcare, Transportation, Warehouse/Logistics, Business and finance services, and Information Technology.

IV. DATA, RESEARCH, EVALUATION AND RESULTS

EJAC WDB FEC Plan effectively uses internal and external systems to evaluate programs, approaches, and goals to replicate programs with quality results and improve or eliminate those that require improvements.

The plan analyzes the region’s current and projected economic conditions and trends and labor market, including identifying pertinent industrial and occupational labor demand. A key aspect of a truly demand-driven system is to understand the nature of the demand for labor. Therefore, the EJAC WDB is dedicated to gathering, analyzing, and disseminating labor market information.

Performance Goals for the Region Program Year 2020:

For PY 2020, states and region negotiated new WIOA and Wagner Peyser performance goals and Current negotiated performance levels (i.e., PY 2020) will be extended until new goals are negotiated.

Performance Goals for the Region Program Year 2020:

		East Jackson	
		Employment Rate 2nd Quarter After Exit	Employment Rate 4th Quarter After Exit
		Final negotiated rate	Final negotiated rate
Adult Employed		68.0%	64.0%
Dislocated Worker		69.8%	67.0%
Youth		70.0%	70.3%
Wagner-Peyser		62.6%	60.0%
		Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
		Final negotiated rate	Final negotiated rate
Adult Employed		\$4,454.00	42.0%
Dislocated Worker		\$5,200.00	48.0%
Youth		N/A	70.0%
Wagner-Peyser		\$4,000.00	N/A

**EASTERN JACKSON COUNTY
WORKFORCE DEVELOPMENT BOARD
FULL EMPLOYMENT COUNCIL, INC.**
Strategic Workforce Organization/Fiscal Agent

[Eastern Jackson County](#)

**WORKFORCE INNOVATION AND OPPORTUNITY
ACT (WIOA)**

4-YEAR PLAN

JULY 1, 2020 TO JUNE 30, 2024



The Full Employment Council is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment via the Missouri Relay Service at 711.

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

4-YEAR PLAN

JULY 1, 2020 TO JUNE 30, 2024

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Local Workforce Development Board: **(Eastern Jackson County)**

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.

Construction The Workforce Development Board's (WDB) Eastern Jackson County Workforce Development Region Vision is to supply employers with a skilled workforce and job seekers with successful training and information resulting in career oriented employment.. To accomplish this, the business-led, private, nonprofit WDB's mission is to obtain public and private sector employment for the unemployed and underemployed residents of the Eastern Jackson County region. The Eastern Jackson County Workforce Development Board accomplishes this goal by working in collaboration with business, local units of government, educational institutions, economic development organizations, labor and community-based organizations. This partnership responds to employer needs while reducing unemployment, underemployment and the public dependency of area residents.

This vision meets, interprets and furthers the State of Missouri's Governor's strategic vision for the workforce development system as stated in the PY20–PY24 WIOA Missouri Combined State Plan, which is "Missouri's WIOA partners will make economic self-sufficiency attainable for customers through high- quality services and a fully integrated workforce system."

The EJAC WDB is dedicated to ensuring that our region has a workforce development system that is responsive to the needs of employers, job seekers, and incumbent workers. The EJAC WDB is committed to the ideal that workforce development is an essential part of economic development, and that a system that can produce workers with skills matching the needs of employers provides significant benefits to the region's economy.

The EJAC WDB plan incorporates using data-driven strategic and tactical plans to accomplish the vision and target high-growth industries that will drive economic growth in the region.

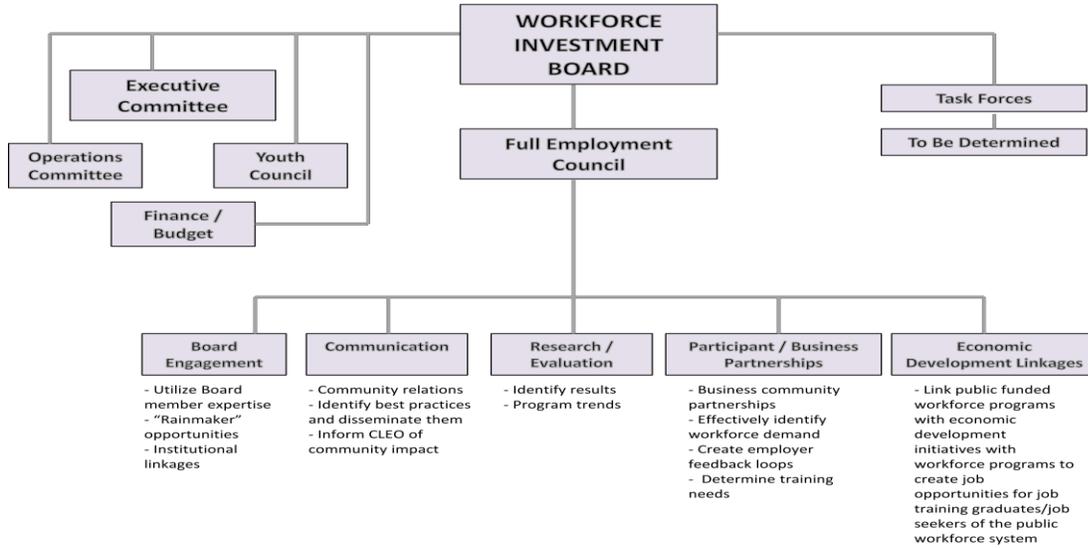
Cross-Program Strategies: integrated cross-program strategies for specific populations and sub-populations identified in the state's economic analysis, strategies for meeting the workforce needs of the state's employers, and regional and sector strategies tailored to the state's economy.

The target industries include businesses in the following sectors:

- Advanced Manufacturing

- Health Sciences & Services
- Information Technology
- Business & Professional Services
- Transportation & Logistics
- Financial Services

STRATEGIC LEADERSHIP 21ST CENTURY PROGRAM OBJECTIVES



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.

2020-2023 Objective: Develop and execute a 21st Century Workforce system that prepares adult and young adult job seekers with competitive and specific skills that help employers to develop a 21st Century workforce, enabling them to sell goods and services in local, regional, national, and global markets. This highly skilled workforce will enable businesses to expand regional and global markets resulting in increased economic growth, increase market share and job creation at the local, regional and national levels.

The Eastern Jackson County Workforce Development Board (EJAC WDB) **concur with Missouri's WIOA partners goals for achieving this vision based on the analysis in (a) above of the State's economic conditions, workforce, and workforce development activities, regarding (A) Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment⁸ and other populations, and (B) Goals for meeting the skilled workforce needs of employers.**

These five goals to achieve Missouri's vision are :

- 1. Overcome employment barriers.**
- 2. Maximize efficiency and access to services.**
- 3. Develop career pathways.**
- 4. Place a strong emphasis on employment retention.**
- 5. Engage employers to meet their needs.**

The public policy objective of the Public Workforce System lead by the EJAC Workforce Development Board and the Full Employment Council, Managing Entity and Fiscal Agent, is to develop a skilled workforce for area employers, and given the overall unemployment rates of traditional/skilled workforce populations, a crucial strategic objective is to increase the labor market participation of underserved groups for whom, training, childcare access, and transportation access are critical. Therefore workforce system office locations; on site program service/training models; times of operation for skills training, transportation, childcare; and co-locations of workforce service/wrap around support services are crucial to increasing the labor market participation of these underperforming populations. These populations typically experience barriers to employment due to their lack of 21st Century skilled credentials, which means access to training institutions, the calendar of training courses, and the time at which they are offered are crucial. The ability to participate in workforce skill training activities, successfully complete them, secure employment, and be retained for at least four quarters is directly related to the career support network of transportation, childcare, healthcare, and ongoing career counseling when necessary. Further, time management/consumption is also a consideration for targeted career seekers and therefore maximum collocation/execution of career training and wrap around support services are essential.

In consideration of these factors, the EJAC WDB has developed the AAA system to assess, business operating locations, service models, service matrix, and service delivery system:

A. ACCESSIBILITY / INTEGRATION OF SERVICES - To facilitate easier customer service, and less eligibility protocols for job seekers and employers. The closer proximity of workforce services to each other through, co-location, memorandums of understanding, reduction of unnecessary protocols and requirements, this factor increases labor market participation, employer and job seeker participation. This factor looks at the ability of the client to access workforce system and employment locations, via personal or public transit. Further the increased emphasis at co-location/partnership management of services to increase the opportunity for one-stop service access for workforce training and wrap around support services, as well as the access for persons with disabilities. Parking, safety, and other factors are also a consideration. The ability to sponsor on site partnerships and partnership sites is essential in this factor. This factor increases job seeker participation.

Integration of services / Facility integration of services - The Eastern Jackson County Region Workforce Development Board will utilize, Memorandums of Understanding to facilitate a user-friendly systems referral that increases labor market participation; training completion. Memorandums of Understanding will be signed with the following organizations to facilitate program integration:

Agencies with whom Memorandums of understanding will be signed:

Colocation One-Stop Partner MOUs

- 1) WIOA Adult Program (Title I)
- 2) WIOA Dislocated Worker Program (Title I)
- 3) WIOA Youth Program (Title I)
- 4) Wagner-Peyser Labor-Exchange/Employment Services
- 5) Adult Education and Literacy (AEL) Title II
- 6) Vocational Rehabilitation/Missouri Department of Rehabilitation Services for the the Blind
- 7) The Senior Community Service Program
- 8) Trade Adjustment Assistance
- 9) Jobs for Veterans State Grants
- 10) Community Services Block Grant
- 11) State Unemployment Compensation Law Activities
- 12) Temporary Assistance for Needy Families (TANF)

Non Colocations One-Stop Partner MOUs

- 1) Job Corps (WIOA Title I)
- 2) YouthBuild (WIOA Title I)
- 3) WIOA Indian and Native American (INA) Programs
- 4) WIOA Migrant and Seasonal Farmworker Programs
- 5) Perkins Career and Technical Education
- 6) U.S. Department of Housing and Urban Development Employment and Training Activities
- 7) Reintegration programs for eligible offenders

Office Colocations / Comprehensive One Stop Center(s)

AAA (Accessibility Integration; Availability; and Affordability for employer/job seeker customers) each office and region

ONE STOP LOCATION(S)

The EJAC/Full Service Career Center - office is located at 15301 E. 23rd Street, Independence, MO. 64055. The EJAC Office is a prominent One-Stop Center with outreach offices that are managed by the Community Service League One-Stop operator. These locations include Sugar Creek, Grain Valley, Raytown, Oak Grove, Blue Springs, Lee's Summit, and Buckner. Outreach sessions and on-site intake will be facilitated through the outreach center location of the CSL One-Stop operator.

Independence Youth Conference Training Center – This office is located at 1524 E 23rd. Street, Independence, MO 64055. The AEL, youth programs, and on-site classroom training occurs at this location. Employer recruitment events are held at this center as well. This location meets the criteria for the AAA assessment.

AA. AVAILABILITY / ACCELERATION OF PROGRAMMING - To facilitate demonstrated proficiency through training, through reduction of classroom training time while increasing competency, through work based learning, industry expert instruction, and minimization of non-prescribed protocols. Further collocation of workforce service systems will reduce the time, stress, and expense on financially stressed job seekers. Extended time frames and unnecessary requirements are barrier and burden to training completion and job retention of unemployed, underemployed, and low income job seekers and their families. This factor increases employer and job seeker participation. This factor looks at the times of service offerings and employment, as time availability will also determine success of training completion, and job retention. Further it also looks at availability of wrap around service offerings when they are offered. This factor systematically impacts job seeker training, employment completion and retention.

1) Just in Time Training:

Just in time training that focuses upon 21st Century Careers with Industry advice on a non-semester based format. Employers require a trained/credentialed skilled workforce through a more accelerated non-semester based training calendar that enables employers and trainees; as well as to train through industry sanctioned curriculum that accelerate entry into the workplace. This training focuses upon demonstrated proficiency of skill competencies through industry based certification vs. the reliance upon seat time that does not necessarily demonstrate workplace competence in the specific sector skill arena. This calendar acceleration more rapidly meets employer demand for an industry credentialed workforce that makes them globally competitive, but also meets the needs of career seekers, whose lack of labor force participation is driven by the lack of credential certification or the possession of credentials/certifications that are not relevant in the 21st century labor market. Furthermore, accelerated training creates less stress on the financial means of lower income or unemployed job seekers, whose limited income or means of sustenance are severely stressed during extended semester focused train intervals, decreasing the likelihood of training completion and credential acquisition. This approach requires working with training institutions and the US Department of Education to increase the rate of approval of more contemporary skill training curriculum that is not semester based, while engaging federal approval authorities to sanction non-semester based training, as Pell eligible coursework. If accomplished this will alleviate the financial pressure upon formula funded USDOL funding to be the primary source of industry sanctioned accelerated training. Further, the Public Workforce System overseen by the Eastern Jackson County Workforce Development Board, can promote this non debt/industry sanctioned skilled training to dislocated workers, TANF Recipients, opportunity youth, economically disadvantaged, Reentry populations, etc., increasing their rate of sign up due to the reduction of training time and debt accumulation perceived by these populations as what they have traditionally expected to accompany their skill building efforts. This advanced calendar approach will be pursued at the Community College, Technical School, Proprietary training institutions, and University levels, to insure this approach of accelerated training that focuses upon demonstrated proficiency is systematic and not silo oriented in its application. The Public Workforce system can utilize its highly skilled team of career counselors and its superior skill assessment system to identify the approximate career goals and skills of the applicant; develop an appropriate/objective career development plan, which becomes the basis of

their skill based training pursuits, while increasing the likelihood of credential completion and entry into the workforce. Further, it's highly advanced team of workforce development professionals with their on the ground employer contacts and working relationships with employers and employers' associations will result in accelerated employment upon completion of training and credential award. Such success will increase the participation of underserved populations in the training and labor market activities that accompany success in a more systematic way, through these efforts, through friend and family success dialogue.

2. Development of Adjunct Faculty:

The identification and utilization of industry sector experts as adjunct faculty at training institutions, is crucial, to alleviating the skill training staff shortages at all levels of the post-secondary training market. The adjunct faculty skill requirements deviate between the community college and university levels, further agitating the lack of skilled industry based faculty at all levels, contributing to the inability of these institutions to execute expeditiously, contemporary 21st Century skill based training courses. The EJAC WDB has been able to secure adjunct faculty on an as need basis and will continue to utilize its diverse industry network of employers.

3. Apprenticeship Program Development:

The utilization and adaptation of apprenticeship programming to establish the integration of work based learning and classroom training with a defined career pathway with salary levels defined at each level of defined proficiency will be institutionalized to accelerate workforce participation, training, and employment with underserved, dislocated, underemployed, and low income populations while accelerating sector trained workforce for employers. The apprenticeship system reduces the stress on the classroom training sector by integrating work based learning into the training continuum. The Full Employment Council/Managing Entity has been certified as an apprenticeship intermediary and is able to act on USDOL's behalf in certifying apprenticeship efforts.

4. Sector Based Training:

The EJAC WDB targeted its limited training resources on targeted industry sectors that include construction, advanced manufacturing, financial services, transportation, warehouse logistics, information technology, and healthcare as well as apprenticeship occupations. Other training occupations are referred to other resources, and new ones may be added based upon demand. This approach maximizes the utilization of training funds to high career paying occupations.

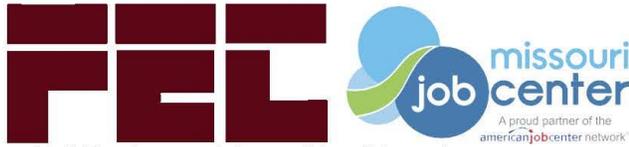
AAA. AFFORDABILITY - This factor relates to the ability of the job seeker to access training, wrap around support services, to facilitate, complete training, credentialing, and job retention within their means to result in successful completion through the Eastern Jackson County Region Workforce system. This relates to the ability of the job seeker working in conjunction with the workforce system to successfully access and utilize the system, within their financial and economic means, until such time they have successfully transitioned into employment and achieved 4 quarter job retention.

- 1) Pell grants for non-semester based training
- 2) Low cost / no cost transportation

- 3) Financial support for work wardrobes / books and supplies
- 4) Debt / student default loan relief
- 5) Dual credit coursework at the high school level supported by local school districts. Supported by State level education agencies including Missouri Department of Higher Education, and Missouri Department of Secondary Education.
- 6) Increased participation for low income families in A+ post-secondary programming
- 7) Low cost child care

SKILL FOUNDATION/EDUCATION/CAREER CONTINUUM

KANSAS CITY & VICINITY | EASTERN JACKSON COUNTY
WORKFORCE DEVELOPMENT BOARD | WORKFORCE DEVELOPMENT BOARD



Full Employment Council Inc./Managing Entity/Fiscal Agent

Early Start

Elementary

K - 5

Pre K

3-5 years of age

Objective

Develop foundation for social, emotional and kindergarten readiness

Parent Activities

Basic foundation of parent engagement and transition to school.

Objective

Develop foundation for basic literacy and numeracy skills

Student Activities

1) STEAM education & reading

Parent Activities

- 1) Monitor & support student's educational development
- 2) Establish healthy eating and physical activity habits
- 3) Basic foundation of parent engagement and transition to School

MIDDLE SCHOOL

Grades 6, 7, 8

Objectives

Students – Develop social workp skills & begin career exploration

Parents – Learn about 21st centu career pathways

Student Activities

- 1) Communication
- 2) Team work
- 3) Problem solving
- 4) Conflict resolution
- 5) Exposure to career pathways
- 6) Career exploration
- 7) Financial Literacy
- 8) Applied Learning

Financial/Family/Parental Activities

Learn about career pathways in high growth industries - Advanced Manufacturing, IT, Healthcare/Bioscienc Architecture/Engineering, Warehouse/Logistics, Construction, Transportation

School Staff/Faculty Activities

- 1) Provide Labor Market Information
- 2) Facilitate industry expert Presentations

GUIDING PRINCIPLES

Early Start is a Better Start: Developing foundational skills for the future (life-long learning)

Accessibility: Getting to and from education/skills training and work

Affordability: No-cost/low-cost; education/skills training; and credential acquisition

Family Support: Child care, work/training supplies, emergency support access

Accelerated Educational Track Calendar: Just-in-time calendar through classroom training, work-based learning, concurrent vs. sequential training

Financial Literacy: Good financial competency to increase financial solvency without extreme debt reliance.

DEVELOPMENT

HIGH SCHOOL

Grades 9, 10, 11, 12

Objectives

- 1) Acquire dual credit industry certifications
- 2) Integrate workplace skills into classroom instruction
- 3) Integrate high school curriculum with vocational education
- 4) Integrate work experience /job shadowing with curriculum content

Student Activities

- 1) Communication
- 2) Team work
- 3) Problem solving
- 4) Conflict resolution
- 5) Exposure to career pathways
- 6) Career exploration
- 7) Financial Literacy
- 8) Dual credit enrollment
- 9) Paid work experience (internships)
- 10) Interact with industry experts

Parent Activities

- 1) Host industry experts at PTA meetings/open houses
- 2) Attend career days at schools
- 3) Become familiar with post secondary funding options i.e. FAFSA & scholarships

School Staff/Faculty

Activities

- 1) Provide Labor Market Information
- 2) Facilitate industry expert presentations

POST-SECONDARY EDUCATION

Objectives

- 1) Engage students concurrently in career certifications that may consist of a 6 month, 1 year, 2 year or 4 year time frame for degree or certification
- 2) Student exposure to combined classroom training and work-based learning – internships, job shadowing & work study programs

Student Activities

- 1) Communication
- 2) Team work
- 3) Problem solving
- 4) Conflict resolution
- 5) Exposure to career pathways
- 6) Career exploration
- 7) Financial Literacy
- 8) Gain career certifications in 1 yr or less
- 9) Gain career certs. in 2 yrs or less
- 10) Gain career degrees through 4 yr certifications & degrees

Activities

- 1) Conduct career assessments using career ready certifications and industry advised certifications that utilize a combination of work-based learning, apprenticeships, classroom training.
- 2) Utilize sector intermediaries to identify perspectives on employment vacancies and sector-specific skill competency requirements
- 3) Conduct career connecting activities through job placement, internships, & apprenticeship activities
- 4) Identification of career pathways distributed through incumbent worker dislocated worker populations for career training/job placement.
- 5) Promote life-long learning through continuous education and training from youth and throughout adulthood.



CAREER

Objectives

Increased earning power through training, career pathway development, job placement, and lifelong learning.

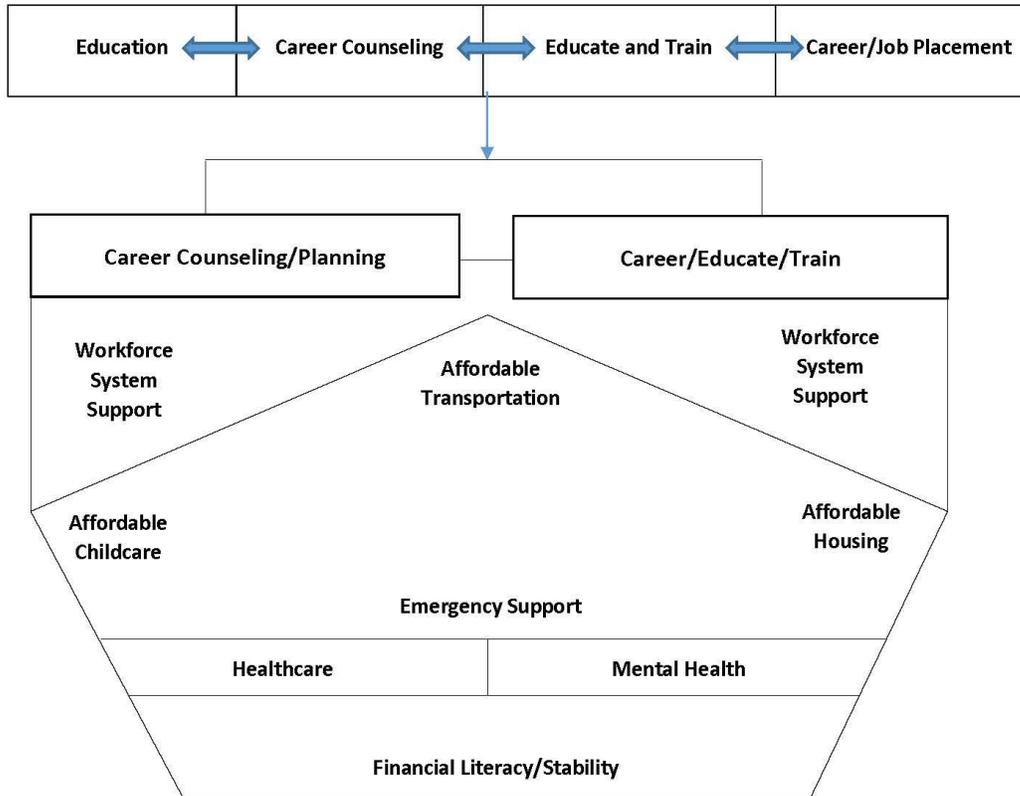
Objective

Target dislocated, unemployed or underemployed workers who need "up-skilling" or new credentials to sustain, retain, regain, or secure employment

POST-SECONDARY CAREER/CHANGE MANAGEMENT

07/27/18

**Kansas City & Vicinity Workforce Development Board
Full Employment Council
Managing Entity/Fiscal Agent**



Guiding Principles

1. Reduce Redundancy of Application Process
2. Decrease the Social Benefit Cliff
3. Increase Onsite Application for Multiple Programs
4. Real-Time/Just-in-Time Training/Not Necessarily Tied to a Semester Timetable, but is industry informed
5. Accessibility/Affordability of Training & Education Offerings (Coursework must be industry informed & reviewed.)
6. Increase Job Retention
7. Facilitate Career Development
8. Reduce Family Debt and Increase Financial Solvency
9. Promote shorter training courses available through Pell Grant and Career Technical Education to reduce financial strain on low/moderate income families
10. Promote Skill Up for low income/incumbent workers
11. Promote A+ Schools to low income students and families

3. Local Workforce Development Board's Priorities

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

The WDB's priorities for the Eastern Jackson County Workforce Development Region are to become business-focused on the services provided and to develop strong educational partnerships to meet the skill needs of businesses.

The EJAC WDB has identified that part of its core purpose is to be recognized as the area's Workforce Intelligence System. The EJAC WDB recognizes that having quality information about the area's economic characteristics and labor pool is crucial to building an effective workforce development system. The EJAC WDB is dedicated to developing and making available detailed information about the labor market, both on the demand side and the supply side. Such information includes information about high growth industries and careers, skill shortages, employer needs, labor pool quality, and a wide range of other information. Such information will be disseminated through EJAC WDB reports and publications, posting on the EJAC WDB's web site, and other means.

EJAC WDB uses various operating systems to support local area strategies. **EJAC WDB** uses labor market information (LMI) from a variety of sources. These LMI sources are all accessible via the internet and job seekers are free to browse them in our Job Centers.

These sources include:

- MERIC - <https://meric.mo.gov/>
- Regional Workforce Intelligence Network - <http://www.kcworkforce.com/>
- O*NET - <http://www.onetonline.org/>

The primary data system for **EJAC WDB** is MOJOBS and FEC MIS ACCESS database. We use these systems to enroll, track and manage participant cases for all funding streams. Some grants require separate reporting systems and staff may be required to do dual data entry.

EJAC WDB communicates in numerous ways with partners and with customers. Communicating with partners includes vehicles such as phone, email and in-person face- to-face meetings. These same methods are used when communicating with customers as well. In addition, **EJAC WDB** takes advantage of technology and social media with a website, Facebook page and a Twitter account. These can all be accessed through our website at: <https://www.ejacworks.org/>.

Workforce information gathered and disseminated by the EJAC WDB is used by businesses, job seekers, and partners in the workforce development system.

Workforce information is provided to businesses to support their growth. Businesses can benefit from knowledge about available skills in the workforce, current and projected demand for skills, and characteristics of the labor force. Access to such information can help guide businesses' decisions. Such information will be provided through publications, presentations to business groups, face-to-face meetings with business leaders, and distribution to economic development and business organizations.

Job seekers will benefit from having access to information about high demand and high growth careers and industries, as well as the skills necessary to obtain employment in these careers and industries. Such information can help job seekers make intelligent choices about training programs and education opportunities, and can help expedite their job searches.

System partners benefit by having information about the nature of the regional economy, including growing industries, and the demand for various skills and careers. Such information can help them design services and training programs that will help link job seekers to available jobs, helping to facilitate business growth and advance the well-being of a wide range of job seekers.

One of the primary goals of the EJAC WDB is to provide leadership in the area of workforce issues. To fulfill this goal, the EJAC WDB is working to gather information on a wide range of issues, particularly the needs of existing and prospective businesses as well as those of job seekers and incumbent employees. Developing this expertise is critical to meeting the EJAC WDB's other goals. First, it establishes a level of credibility that will encourage greater levels of business participation in the workforce development system. Second, the information will help identify areas to develop programs and focus training resources. Third, it will help guide the career counseling provided through the One-Stop service delivery system.

The EJAC WDB uses both statistical and qualitative information about Workforce Development needs. Statistical information is gathered from a number of sources. Key sources of statistical information include products of the MERIC. These documents provide a general picture of the needs of area employers and job seekers. Copies of the documents are available in all Job Center locations.

Data from MERIC publications are supplemented from a number of other sources. One of the most valuable of data is the U.S. Census. Household and demographic data gathered by the Census Bureau present a detailed picture of labor market characteristics. Other Census information, including data from the 2010 Census as well as other supplemental Census Bureau surveys provides useful demographic information about the region.

Another major source of statistical information comes from the U.S. Department of Labor's Bureau of Labor statistics.

The EJAC WDB has found and will continue to find survey data useful. Various organizations with which the EJAC WDB partners have conducted or are conducting surveys that have provided important information about workforce issues. Additionally, the EJAC WDB will pursue conducting other surveys to supplement available information when it determines a need to find specific information.

The EJAC WDB maintains regular contact with business organizations, including Chambers of Commerce, economic development organizations, and industry groups. This contact allows the EJAC WDB to have regular input from organizations that represent many different businesses.

The EJAC WDB participates in a number of task forces and initiatives that help it to remain informed about business and job seeker needs. These groups often bring together representatives or government, private sector businesses, service providers, and economic development organizations to address issues specific to certain industries.

Finally, the EJAC WDB region maintains contact with individual businesses, through face-to-face meetings, participation on Boards of Chambers of Commerce, economic development organizations working with employer intermediaries, direct one-on-one business contacts, working with organized labor and affiliate trade groups and with various other business associations.

The Eastern Jackson County WDB participates in groups that are addressing identified skills shortages in certain industries. These groups are working closely with employers to discover what shortages they face or will face, what positions are in particular demand, and what their skills requirements are for these positions.

Employer input is very important in the process of identifying skill requirements and the means to meet these requirements. Employers are the best source of knowledge about the particular skills that they are seeking and the training opportunities that will produce these skills. The EJAC WDB will continue to cultivate relationships with employers to ensure that they play a key part in the process of identifying skill requirements.

The EJAC WDB compile, analyze, and review all the quantitative and qualitative workforce information gathered through the above means. The EJAC WDB will share these reports with partner organizations, will publish them on the Internet, and will make them available in Job Centers.

Specific skill needs are being identified in the region and training opportunities will be provided to ensure that job seekers obtain the training required by employers. The results of this ongoing analysis will encourage partnerships with local school districts and community colleges to provide the specific training businesses need for their job applicants.

ADDRESSING THE SKILLS NEEDS AND SKILL GAP WITHIN THE WORKFORCE

The Eastern Jackson County WDB operational plan for Workforce Development is designed specifically to address the skills needs and skills gap within the workforce.

The Eastern Jackson County Region has a strong diverse mix of high growth industries and high profile companies that contribute to the local, regional and state economies. In an effort to support and build on that economic foundation, FEC and the EJAC WDB have adopted a number of strategic objectives and direction to address workforce needs of regional employers and create a training network to meet those needs. Through analysis of the Eastern Jackson County Region, FEC/EJAC WDB has concluded that the operational plan and special considerations for programs within the broader services are aimed to close the skills gaps around fundamentals such as communication, problem solving, and process flow. The EJAC WDB has targeted priorities of advanced manufacturing, healthcare, transportation, and logistics, information technology needs, financial services, and other sectors, in support of targeted skills as they may evolve.

Manufacturing careers have some of the highest wages per capita of all industries and occupations. FEC's EJAC WDB commitment to manufacturing is constant and will continue to make a strategic investment in manufacturing careers. In addition, the greater Kansas City area is rapidly becoming a major labor market for information technology. Careers in information technology are also among some of the highest in the region. The FEC has been successful in securing one million dollars in H1B grant funds from the U.S. Department of Labor for support of advanced manufacturing and information technology.

FEC's EJAC WDB will continue to commit to investing in employment and training in the healthcare careers. The FEC has been successful in securing more than ten million dollars in national and local competitions through the US Department of Labor and US Department of Health and Human Services and in 2015 was awarded \$5 million to continue the work started with the 21st Century Healthcare Works program. These grants target training and support for high demand healthcare careers.

The region is one of the most centrally located regions in the country and with a number of key assets poised for growth will make transportation and logistics a major employment influence in the region in anticipation of that growth. The Eastern Jackson County WDB also focuses on other high demand occupations in the region, including construction, Business Services and Warehouse operations.

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:

The Strategic Framework for Missouri's Career Centers is in alignment with Workforce Innovation and Opportunity Act (WIOA). Ten key strategies supported in EJAC WDB WIOA Plan are the following: sector partnerships, career pathways, cross-program data and measurement, and job-

driven investments, affordable and accessible child care, affordable and accessible transportation services, expanding Pell grants to short term training programs, more opportunities for adjunct faculty, Industry advisory councils and review of in-demand training, and A+ programming at the secondary school level:

These strategies are in line with the State’s strategies to:

- Strategy 1 - Utilize Partnerships to Provide High-Quality Customer Service
- Strategy 2 - Create Sector Strategies
- Strategy 3 - Develop Career Pathways
- Strategy 4 - Leverage Leadership from Core Partners to Move Forward on Missouri Goals
- Strategy 5 - Create Environments that Foster Local Partnerships
- Strategy 6 - Devote and Reallocate Resources that Generate Partnerships

a. Career Pathways

Support for sector partnerships to spur the growth of this proven industry-driven strategy for advancing workers and addressing employer skill needs.
Encouragement of career pathways to increase the integration of basic education, skills training, and support services, helping more individuals attain postsecondary credentials and higher earnings.
Promotion of accelerated Pell grants based programming to short term training programs to offer more flexibility and expand availability of training
Work with institutions to create more opportunities for adjunct faculty from industry experts to alleviate the shortage of skilled instructors
Promote A+ programming at the secondary school level

- (1) Definition of Sectors, (2) identification of core skill competencies within sectors, (3) publicize those career pathways and make available to secondary and post-secondary systems, (4) promote secondary and post-secondary integration and make financial aid available for low income while at the secondary level, (5) promote non-semester based training, and (6) promote work based learning combined with classroom instruction

Workforce Development Initiative through Special Demonstration Projects

Target high-growth industries sector – The Eastern Jackson County Workforce Development Board (EJAC WDB) will continue to develop strategies for and allocate resources to provide special focus to target high-growth healthcare, advanced manufacturing, energy solutions, biosciences, health sciences and services, information technology, financial and professional services and transportation and logistics and construction.

Strategic Initiatives and Emerging Opportunities

Health Profession Opportunity Grant (HPOG) program

The HPOG program is an ongoing program to assist with providing training for high-demand healthcare professions. Customers chosen for this program receive training and placement services to pursue careers in nursing, allied health, long-term health care and healthcare information technology to increase the number of trained healthcare workers.

Office of Workforce Development Apprenticeship program

FEC will utilize the Registered Apprenticeship Program model as an option. FEC will facilitate the development of employer-informed customized training programs that specifically provide the required skills necessary to enter the targeted occupations. Major occupational training providers such as the University of Central Missouri and Metropolitan Community College have committed to supporting this effort through training. EJAC WDB will provide opportunities expand Registered Apprenticeships throughout the Greater Kansas City area for jobs in Healthcare, Information Technology, Advanced Manufacturing, Construction, Warehouse/Logistics, Business/Financial Services, and Hospitality sectors.

TechHire focus

The TechHire Partnership Grant Program, funded by U.S. Department of Labor (DOL) Employment & Training Administration (ETA), which provides education, training, and job placement assistance will end in 2020, however KCV WDB will continue to support opportunities to train young adults in in high demand occupations within the sectors of Information Technology, Healthcare, Advanced Manufacturing and Business and Financial Services.

America's Promise program

America's Promise program assists unemployed, underemployed and dislocated workers with training in selected occupations in Advanced Manufacturing, Health Care, Information Technology and Financial Services to avoid displacement of workers by H1-B Visa applicant workers. The program also seeks to build skilled worker connections, broaden the regional pool of qualified workers and attract industries and employers. This program serves underemployed, underemployed and incumbent workers in addition to underserved populations (women, minorities, long term unemployment, limited English proficiency, disabilities, persons with child care needs, prior criminal conviction, or other barriers).

“INNOVATION SKILLS TRAINING INFRASTRUCTURE”

These special training initiatives will provide the innovation infrastructure that will accelerate the pace and offerings of skill training of vocational schools, community colleges, 4 year institutions, and proprietary schools, beyond traditional spring, summer, and fall semester based training courses.

In addition, these funds have enabled the Eastern Jackson County Region to put into place

a “multiple credential” training system, whereas training candidates can achieve multiple skill certifications concurrently, without having to re-enroll in a new training program.

b. Employer Engagement

Emphasis on job-driven investments that directly connect training to employment to provide more people with jobs.

BUSINESS ENGAGEMENT

Utilize WDB members, business/community leaders, community organizations, etc. to provide input, direction, to regional workforce policy/programs undertaken in the public and private sector that meet the needs for skilled and employers; while providing quality paid careers for job seekers.

Develop and sustain community and business partnerships that lead to results oriented workforce training/ placement systems

(1) Dedicated team of business engagement professionals, (2) memberships in Chambers of Commerce and economic development organizations to interact regularly with the business sector, (3) Staff efforts focused upon development, non-transaction- based activities as well as transaction based activities focused upon job placement, (4) engagement with intermediaries such as Missouri Hospitals Association, (5) ongoing interface with trade associations and other sector specific organizations.

c. Business Needs Assessment

A key element of the EJAC WDB’s vision for the workforce development system is that it focuses on and meets the demands of employers throughout the labor market. We believe that the board is the key link between employers and the largely public and nonprofit sector workforce development system. To fulfill this role, the EJAC WDB through the One-Stop system will continue to develop connections with the business community and with organizations providing employment related services to individuals and the One-Stop system will develop services designed to meet business needs.

A key aspect of developing a truly demand-driven system is understanding the nature of the demand for labor. Therefore, the EJAC WDB is dedicated to gathering, analyzing, and disseminating labor market information that will clearly establish it as the area’s leading expert on workforce issues.

EMPLOYERS

Develop / refine / execute an “organic” workforce career training system that responds to the immediate and long term workforce talent needs of regional employers. Such approaches may utilize training conducted in the classroom through community colleges, vocational schools,

colleges and universities; through training on the job; or combination thereof to achieve a 21st Century workforce able to compete on the local and regional levels.

d. Alignment and Coordination of Core Program Services

ADULT JOB SEEKERS, 18 AND UP

Develop / refine a workforce system approach that enables adult job seekers to secure skills, competency, and communication abilities to successfully compete and secure 21st Century careers in the greater Kansas City and Vicinity Region.

YOUNG ADULT JOB SEEKERS, 16 – 24 YEARS OLD

Develop / execute comprehensive youth development approach that provides young adults with the social and emotional leadership, occupational specific skills; and work experience skills that create a specific talent bank for employers, while creating an emphasis on lifelong learning.

COMMUNITY ENGAGEMENT

Develop system linkages between workforce development programs and regional economic development efforts to enable successful job training graduates of the public workforce system to take advantage of jobs created through regional economic expansion. Concurrently, through community engagement, identify future economic trends to develop and/or identify training approaches to meet future talent needs.

Alignment and Coordination of Core Programs will occur through (1) quarterly meeting with core partners to determine best practices and areas for improvement (2) Presentation to the WDB or best practices of partners that increased services to employers and or job seekers with results.(3) MOU with core partners establishing the template for coordination with each core partner

Aligning policy to prevent duplication of services

Policy Alignment strategies : Align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities, The Job Center service model, Missouri’s unique implementation strategies for workforce development ensure policy alignment to prevent duplication of services in two significant ways.1) The Job Center creates basic outreach and marketing, customer registration, initial assessment and referral to the appropriate services in the same manner for all persons. There is no duplication of services when service source distinction (the program “silo”) is removed from the provision of services. 2) Workforce Board (MoWDB) provides policy alignment by providing representation of various State Agency heads and the review and approval by MoWDB of key policies for service delivery.

One-Stop Missouri Job Center has implemented the following approaches:

- Redesigned its case management system to be more service-focused, rather than program-focused.
- Developed collaborative partnerships to integrate service delivery.
- Eliminated duplicative services to ensure efficiency in service delivery.
- Implementation of ongoing review of internal and external labor market information that focuses on identifying and providing the skill levels needed by employers.
- Improved client access to all eligible services.
- Provision of business services to employers through the One-Stop Job Center.
- Collaboration and coordination with area economic and community development agencies, chambers of commerce, business community and training providers.
- Continue the implementation of Job Center model to provide a truly integrated service delivery approach and integrated customer flow to respond more effectively and efficiently to customer needs and increase the number of Job Center customers accessing skill and training services
- Focus on developing sector strategies that target and grow Kansas City region's high-growth industries, such as healthcare, life sciences, emerging bio-technology and advanced manufacturing, green economy, business sector and transportation and logistics and construction.
- Renewed commitment to leveraging Workforce Development funding and resources from federal, state and local programs and partner agencies to maximize resources available to skill-up and train the region's workforce
- Co-location of program services at one-stop centers to increase customer service to job seekers and employers

Developing a fully integrated workforce development system—The EJAC WDB is committed to making the area's system for delivering employment related services more fully integrated. The board will work with One-Stop partners to ensure that services within the One-Stop system are more fully integrated, including ensuring that mandatory partners make comprehensive services available through common physical locations and that services are coordinated. As part of its One-Stop oversight role, the EJAC WDB will require the One-Stop Operator to ensure that mandatory partners are working together to provide a seamless set of integrated services. Beginning July 1, 2017 Community Services League (CSL) is the One-Stop Operator for Eastern Jackson County.

The EJAC WDB will also work to more fully integrate the broader workforce development system through a comprehensive approach by working with other organizations providing employment services. The EJAC WDB will work with training providers, schools, nonprofits, and for-profit organizations, labor organizations, governmental entities, faith-based organizations, and economic development organizations to build a comprehensive workforce system. The EJAC WDB will work with system members to ensure that workforce needs are identified and met.

The EJAC WDB and its One-Stop Operator CSL will continue to work with One-Stop partners to reduce administrative expenditures and make program changes that will

maximize the number of individuals trained, and improve the quality of training received.

e. Coordination with Economic Development

EJAC WDB will continue to work and interact with businesses, economic development agencies such as the Independence Economic Development Council, Grandview Chamber of Commerce, Kansas City Economic Development Corporation, Clay County Economic Development Corporation, Platte County Economic Development Corporation and Cass County Economic Development Corporation, to inform the EJAC WDB 4-Year Plan regarding specific workforce issues, entry, internal skills and advanced skills requirements experiences in workforce issues.

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

COMMUNICATION/COMMUNITY ENGAGEMENT

Communicate best practices and program results for duplication and transformation of education/job training to establish a 21st century workforce system and to create an enabled/skilled competitive 21st Century workforce.

The Kansas City and Vicinity Region will use a 21st Century community engagement strategy to communicate best practices and program results for duplication and transformation of education/workforce systems.

Outreach to Job seekers: (1) will be accomplished through Client referral MOUs with Client serving agencies, (2) utilization of social media, (3) participation and sponsoring of community events, (4) door to door recruitment in high impact target areas.

Outreach to Businesses: (1) Individual contacts to companies; (2) referrals from present employer clients to supply chain or employer, (3) presentations at employer organizations including Chambers of Commerce, Trade partners, or other organizations, loinkage with economic development organizations, Chambers of Commerce in Clay, Cass, Platte, Jackson and Ray counties.

- g. Access—Improvements to Physical and Programmatic Accessibility

The WDB has career center full service centers or branch office locations in every region that it serves while also utilizing technology and on line training to reach underserved regions of the area. The Eastern Jackson County facilities are on a bus line. The WDB contracts with Jewish Vocational Services, as a career service provider to serve persons with special needs, and to provide training to career center staff, and works in concert with the vocational

rehabilitation agency of the state of Missouri. The WDB has an ongoing staff development program that focuses on customer service and professional development programs.

Developing key strategic partnerships

Partnerships strategies: Key strategic partnerships that is necessary to successfully implement the strategies, preparing its workforce for the future economy means that all stakeholders in Missouri’s economy must come together to face those challenges successfully. Missouri’s key strategic partnerships involve education institutions, workforce trainers, economic developers, and businesses that continue to implement many of the strategic initiatives for economic growth.

Leveraging other Federal, state, local, and private resources

Leveraging Resources strategies: Coordinate discretionary and formula-based investments across programs, use program funds to leverage other Federal, state, local, and private resources, in order to effectively and efficiently provide services.

h. Customer Service Training

Efforts have been initiated to cross-train OWD and FEC and all partners in all programs of the Job Center to insure more efficient and quality Job Center services. It is imperative that team members understand both the overall big picture and vision for the Job Centers. All Job Center staff meet weekly to ensure the integration of services and to increase the number of clients dually enrolled in WIOA and Wagner-Peyser activities. During these weekly meetings all staff are informed of and provided copies of relevant OWD and FEC Issuances and provided training on Issuances as needed. As a result of on-going combined Staff training customer seeking help at a Job Center can be immediately referred to the WIOA case manager or supervisor for assistance through the dual enrollment process and joint case management, all available WIOA staff are able to assist the customer and offer the full range of services available to them.

i. Assessment

EJAC WDB will use assessment instruments, such as Talify, Health care assessment through HSI, TABE, WorkKeys, and other systems as they may occur, and within budgetary constraints. The WDB will use a variety of Assessment platforms based on the sector and industry preference. In the Healthcare Sector, the WDB will use the Healthcare Skills Inventory (HSI), which is sanctioned by the Missouri Healthcare Alliance, to provide healthcare career assessments. FEC will use sector informed industry specific assessments, through Talify, with specific focus on advanced manufacturing, and information technology. The TABE, American College Testing (ACT), or the possession of a HiSET will be used to determine basic reading and math skills. Work Keys will be used when requested for industry specific testing not necessarily in the sectors targeted by the WDB if there are specific jobs tied to that sector

identified.

j. Support Services

Promotion of affordable and accessible child care to enable more low income families to participate in training and employment opportunities

Promotion of affordable and accessible transportation services through broad based mass transit options to facilitate the employment of underserved populations

WDB will provide support services to one-stop clients and work in conjunction with other agencies where possible. The WDB will use the one-stop partnership and community collaborators as a matter of practice to look first at external resources before spending WIOA resources for support services. Presently the WDB generates support services for clientele such as childcare through the TANF partner, Kansas City Local Investment Commission (LINC); emergency energy assistance and housing through the United Services Community Action Agency and West Central Missouri Community Action Agency; transportation through the Kansas City Area Transit Authority; food through the Harvester's Network and homeless shelters, etc. FEC will provide support services on the backend for employer specific items such as work wardrobes and uniforms, bus passes until the first paycheck for riding to and from training sites, work tools, medical required exams, vaccinations, and exams and other work-related needs.

k. Outcome measures assessment, monitoring and management

Creation of common metrics that can reliably measure key outcomes from a large number of programs and help unify workforce programs as a coherent system

DATA, RESEARCH, EVALUATION, RESULTS

Use internal and external systems to evaluate programs, approaches, and goals to replicate programs with quality results and improve or eliminate those that require **improvements**.

CONTINUOUS IMPROVEMENT ENVIRONMENT

Create a continuous improvement environment that fosters innovation, creativity and program quality among training suppliers, and workforce staff.

EJAC WDB FEC Plan effectively uses internal and external systems to evaluate programs, approaches, and goals to replicate programs with quality results and improve or eliminate those that require improvements.

The plan analyzes the region's current and projected economic conditions and trends and labor market, including identifying pertinent industrial and occupational labor demand. A key aspect

of a truly demand-driven system is to understand the nature of the demand for labor. Therefore, the EJAC WDB is dedicated to gathering, analyzing, and disseminating labor market information.

EJAC WDB has established that Monitoring shall be performed by an independent contractor selected through a competitive process that is publically/competitively procured, by a proposer who has familiarity and experience in monitoring Department of Labor programs and other federal programs. This monitoring, which is designed to determine compliance of programs with applicable federal, state, and One Stop Operator/WDB policies, is performed at least once yearly, and the results of the monitoring are presented to the Budget and Oversight Committee of the Local Workforce Development Board (WDB), who shall make a report to the entire WDB at the appropriate WDB meeting.

100% Quality Control Methodology

EJAC WDB Full Employment Council will complete the 100% active file review through the Quality Control/Admissions Committee in an effort to maintain quality assurance and review of new enrollments, FEC will conduct a monthly review of selected activities that will include the following activities - ITA's, COTs, OJTs, Internships, Work Experience, and Apprenticeship. Client files will be broken down according to five training activities as pulled from MoJobs via training activity codes:

- 1) On The Job Training Activities
- 2) Classroom Training Activities
- 3) Apprenticeship Activities
- 4) Youth Activities
- 5) Work Experience Activities

In addition the review will include a multi -tiered approach to review of the required Activity Codes, Case Notes (verified that are entered on date of discussion or date service provided), Objective Assessment, Employment Plan, Follow-up tab, Performance indicators, Measurable Skill Gains (MSG), Eligibility, review for Adult, DW, and Youth (as identified in the OWD Issuance 03-2015 WIOA Youth Framework, or other current guidance on the topic located at jobs.mo.gov/dwdissuances).

As required "Case Notes should be entered on the date of discussion with the participant or the date services are provided," "(Mandatory) Initial Case Note must include information regarding: summary of eligibility, plan of activities to be offered, and how the plan will be implemented," and "Case Notes must be detailed enough to communicate necessary information.

These will be examined and reviewed for accuracy.

FEC will package the review team results, identifying trends and technical assistance that will be needed and requested of OWD.

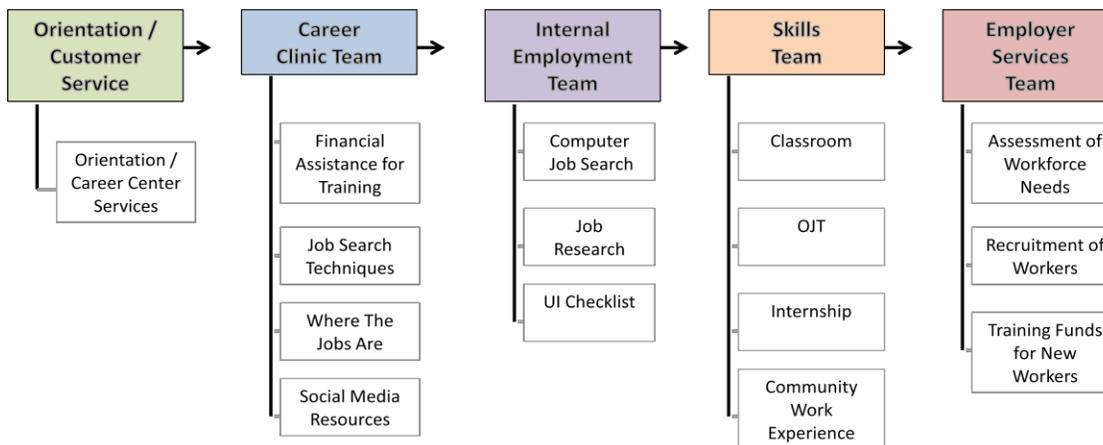
FEC has created monitoring checklist for each activity and has provided staff training. The checklists will be used as tool or guide for staff to follow.

Quarterly Staff training based on the results and analysis of the OWD monitoring reviews and comments will be initiated.

OPERATIONAL TACTICS

Adult Workforce Services, Ages 18 and Up

ADULT WORKFORCE SERVICES MATRIX



ORIENTATION OVERVIEW

Inform unemployed / underemployed job seekers of services they are eligible for, and ensure resources are available. Use Job Centers at well as partnerships with community organization and social technology.

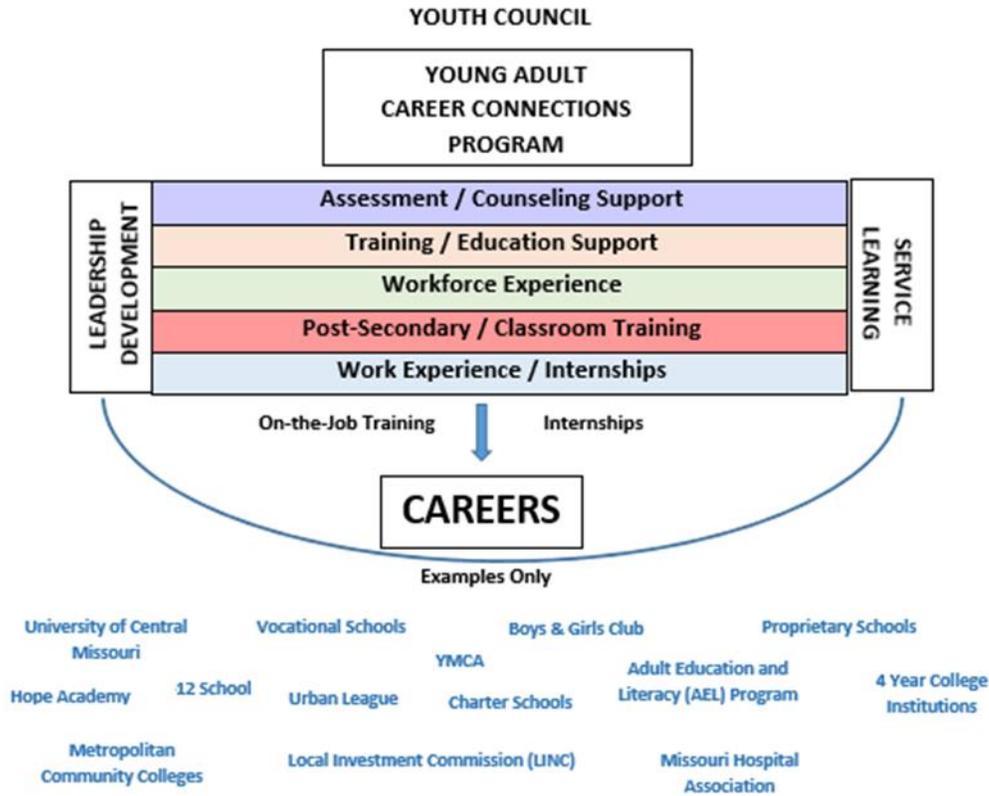
WORKFORCE SERVICES FOR ADULTS (ages 25 and up)

Use a combination of computer assisted training and job search systems to increase proficiency in computer based job search, applications and social networking for employment.

Conduct “Career Clinics” designed to provide job seekers with the appropriate information and tools to identify where the jobs are; apprenticeships; soft skill techniques; teamwork; problem solving skills.

Utilize and “organize training systems that include “just in time” non semester based training; semester based training; as well as training “combos” that integrate classroom training with work based training to train job seekers to achieve occupational certifications and employment specific competencies.

OPERATIONAL TACTICS



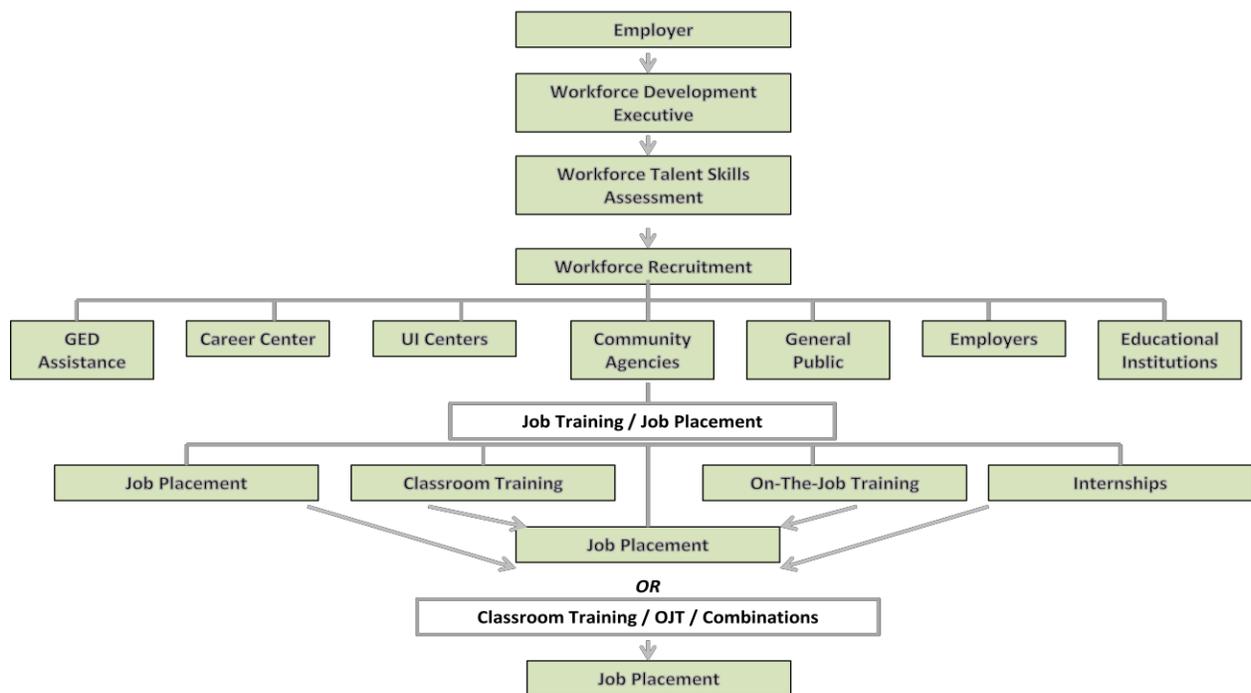
YOUNG ADULT WORKFORCE DEVELOPMENT SYSTEM, AGES 16-24

Develop a young adult workforce training system that provides:

1. Diverse learning and job training opportunities through classes at community colleges, vocational schools, and 4 year institutions and proprietary schools.
2. Provide opportunities for paid and unpaid work experience that develops the work ethic, while emphasizing the value of life- long learning and skill development through internships, service learning, part time employment, and full time careers upon graduation or credentialing from post-secondary institutions (community colleges, vocational schools, 4 year institutions).
3. Develop vocational occupations and business specific skills for the 21st Century through completion of semester and non semester based training programs.
4. Provide leadership opportunities to develop work maturity and citizenship skills that enhance the workplace and communities in which they live.
5. Integrate use of soft skill training i.e. communication, teamwork, problem solving into skilled based employment.
6. Provide counseling support and career information through a youth collaborative through staff and community agencies.
7. Provide connections to:
 - a. Good jobs and careers

- b. Post-secondary education opportunities
- 8. Provide counseling and support that leads to the engagement, retention, and completion of education, training, and work opportunities.
- 9. Provide an accountability mechanism with continuous improvement aspects.
- 10. Develop and execute an adult career mentoring component that provides mentors that can help the youth workforce and identify career, trends, and skill needs; develop a sense of community; and develop the “soft skills” necessary for a talented workforce.
- 11. Provide entrepreneurial training components as appropriate into classroom training courses.
- 12. Provide high school apprenticeships models that combine high school instruction with work experience, that lead to apprenticeships after high school graduation.

EMPLOYER WORKFORCE SERVICES TACTICS



EMPLOYER/WORKFORCE SERVICES TACTICS

- 1. Provide in the field professionals workforce developers to work with employers to identify workforce needs, and development of specific employment and training strategies.
- 2. Utilize the Job Center and onsite services to assess workers and recruit workforce talent to meet employer needs.

3. Recruit potential workers through the Missouri Job Center unemployment insurance system, community agencies, community referrals, friends and families, or general public in emphasizing the workforce needs for employers.
4. Coordinate just in time training, semester based training, or training combinations to skill up incumbent workers or develop a skilled workforce to meet employer talent needs.
5. Provide computerized / customized assessment system to determine the skill levels of job seekers in order to determine the appropriate job training/recruitment strategy.
6. Make available to employers Missouri Job Center facilities for outreach and recruitment of workers.
7. Analyze and categorize the skill levels of UI referrals for more accelerated matching with job opportunities.
8. Use of referral mechanism to accelerate the referral of applicants to employment opportunities while providing superior tracking capabilities.

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>

The source of the information is MERIC (Missouri Economic Research and Information Center) data

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;

- b. Number and percent of working-age population living at or below poverty level;
- c. Number and percent of working age population determined to have a barrier to employment;
- d. Unemployment rates for the last five years;

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

Personal Income

The Kansas City Region is comprised of 2 Workforce Development Areas (WDA). The East Jackson WDA splits Jackson County. However, most datasets are not available at a smaller geography than county level.

The per capita personal income of Jackson County is just below the is just below the state average of \$44,978 at \$44,432.

The statewide poverty rate of working age persons, or those 18-64 years, is 14.1 percent. Jackson County’s poverty rate is slightly higher at 14.5 percent.

	2017 Per Capita Personal Income	Working Age Population living at or below poverty level	
		Number	Percentage
Missouri	\$44,978	508,894	14.1
Jackson	\$44,432	61,503	14.5

Sources: Per Capita Personal Income - Bureau of Economic Analysis 2017

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

Statewide, 14.1 percent of working age Missourians report a barrier to employment. In Jackson County, the percentage of persons reporting a barrier to employment is just over the state average at 14.7 percent.

Barriers to employment can be homelessness, disabilities, and limited proficiency with the English language. In Jackson County, the percentage of the population reporting a disability is 12.2 percent and less than the state average of 12.7 percent. The percentage of the population with some difficulty speaking English in Jackson County is 2.4 percent, higher than the state average of 1.4 percent.

Barriers to Employment								
County	Emergency and transitional shelters for people experiencing homelessness	Population 18 to 64 years with a Disability	Percentage Population 18 to 64 years with a Disability	Population with Some Difficulty with English	Percentage Population with Some Difficulty with English	Total Working Age Population with a Barrier to Employment	Total Population age 18-64	% of Working Age Population with a Barrier to Employment
Missouri	2,609	463,456	12.7%	49,514	1.4%	515,579	3,658,653	14.1%
Jackson	905	51,656	12.2%	10,049	2.4%	62,610	424,847	14.7%

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

d. Employment rates for the last 5 years;

The unemployment rate in Jackson County has declined steadily from 5.9 percent in 2015 to 3.0 percent in 2018. In the first nine months of 2019, the unemployment rate has increased slightly in all regions. The unemployment rate for 2019 through September is above the state average of 3.4 percent in Jackson County at 3.8 percent.

Unemployment by County - Jackson County					
Year	2015	2016	2017	2018	2019 thru Sept
Missouri	5.0	4.6	3.8	3.2	3.4
Jackson	5.9	5.1	4.4	3.0	3.8

Source: Local Area Unemployment Statistics

e. Major layoff events over the past three years and any anticipated layoffs; and

The major layoffs over the past three years in Kansas City and Vicinity Region are shown below:

Missouri WARN Notices PY 2019, PY 2018, PY2017							
DATE RECEIVED	COMPANY NAME	LOCATION	COUNTY	REGION	TYPE	LAYOFF DATE	# AFFECTED
Missouri WARN Log PY 2017-2019							
Worker Adjustment and Retraining Notification Act (WARN Act) notices received from employers by the Missouri Office of Workforce Development's Dislocated Worker Program, by Program Year (July to June), July 2017 to present.							
7/8/2019	Pioneer ServicesPDF Document	Kansas City	Jackson	Kansas City & Vicinity	Closing	9/1/2019	89

9/18/2019	Sodexo, Inc., and Affiliates (Kansas City - Children's Mercy Hospital) PDF Document	Kansas City	Jackson	Kansas City & Vicinity	Closing	11/8/2109	96
10/8/2019	Haldex Brake Products CorporationPDF Document	Blue Springs	Jackson	Kansas City & Vicinity	Closing	12/13/2019	154
10/17/2019	Union Pacific Neff Diesel Locomotive ShopPDF Document	Kansas City	Jackson	Kansas City & Vicinity	Closing	12/17/2019	89
12/6/2019	ExlService.com, LLCPDF Document	Lee's Summit	Jackson	Kansas City & Vicinity	Closing	1/31/2020	82
10/2/2019	Cerner CorporationPDF Document (updated 11-12-2019)	Multiple Locations	Multiple Locations	Multiple Locations	Closing	1/14/2020	79
10/25/2018	SkinnyIT CorporationPDF Document	Kansas City	Jackson	Kansas City & Vicinity	Closing	11/22/2018	20
12/11/2018	Two Rivers Behavioral Health SystemPDF Document	Kansas City	Jackson	Kansas City & Vicinity	Closing	2/9/2019	129
12/20/2018	Henry Wurst, Inc.PDF Document	Kansas City	Clay	Kansas City & Vicinity	Closing	2/18/2019	172
1/4/2019	Beauty BrandsPDF Document	Kansas City	Clay	Kansas City & Vicinity	Closing	1/18/2019	81
2/27/2019	Crane Freight and CartagePDF Document	Kansas City	Platte	Kansas City & Vicinity	Closing	5/30/2019	28
3/1/2019	The Results Companies, LLCPDF Document	Kansas City	Platte	Kansas City & Vicinity	Closing	5/3/2019	82
3/13/2019	CVS Health subsidiary companies Aetna Resources LLC and CVS Pharmacy, Inc.PDF Document	Kansas City	Platte	Kansas City & Vicinity	Closing	5/20/2019	138
3/15/2019	PepsiCo, Inc. (Kansas City)PDF Document	Kansas City	Jackson	Kansas City & Vicinity	Closing	5/17/2019	57
5/10/2019	First Student Inc. (Kansas City)PDF Document	Kansas City	Jackson	Kansas City & Vicinity	Closing	6/30/2019	293
9/17/2018	Shop 'n Save Warehouse Foods PDF Document(St. Louis area)	Multiple Locations	Multiple Locations	Multiple Locations	Closing	11/19/2018	788
8/3/2017	Diodes Fabtech, Inc.PDF Document	Lee's Summit	Jackson	Kansas City & Vicinity	Closing	10/6/2017	167

11/2/2017	KmartPDF Document	Independence	Jackson	Kansas City & Vicinity	Closing	1/21/2018	62
11/7/2017	Kindred Hospitals East, LLC d/b/a Kindred HospitalPDF Document	Kansas City	Jackson	Kansas City & Vicinity	Closing	01/06/2018 - 01/20/2018	115
11/20/2017	Sedgwick LLP	Kansas City	Jackson	Kansas City & Vicinity	Closing	1/20/2018	75
12/5/2017	Knappco, Inc.PDF Document	Riverside	Platte	Kansas City & Vicinity	Closing	2/12/2018	58
12/14/2017	AT&T Communications, Inc.PDF Document	Kansas City	Jackson	Kansas City & Vicinity	Layoff	2/17/2018	87
3/15/2018	Toys "R" UsPDF Document (Updated 05-15-2018)	Lee's Summit	Jackson County	Kansas City & Vicinity	Closing	5/14/2018	191
4/19/2018	Select Medical CorporationPDF Document	Kansas City	Jackson	Kansas City & Vicinity	Closing	18-May-18	105
4/27/2018	Claycomo Releasing, Inc.PDF Document (Updated 05-10-2018)	Claycomo	Clay	Kansas City & Vicinity	Closing	30-Jun-18	172
5/10/2018	Cassens Transport CompanyPDF Document	Claycomo	Clay	Kansas City & Vicinity	Closing	30-Jun-18	29
5/29/2018	Harley Davidson Motor Company, Inc. - Kansas CityPDF Document (Updated 03/25/2019)	Kansas City	Jackson	Kansas City & Vicinity	Closing	3-Aug-18	485
6/15/2018	syncreon, U.S.PDF Document (Updated 04/01/2019)	Kansas City	Kansas City	Kansas City & Vicinity	Layoff	17-Aug-18	378
10/10/2017	TD Ameritrade CorpPDF Document. (updated 08-22-2018)	Multiple Locations	Multiple Locations	Multiple Locations	Layoff	11/21/2017	1208
						TOTAL	5509

f. Any other factors that may affect local/regional economic conditions.

7. Labor Market Analysis

Provide an analysis of the LWDA's current labor market including:

a. Existing Demand Industry Sectors and Occupations

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

b. Emerging Demand Industry Sectors and Occupations

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

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.

7. Labor Market Analysis

a. Existing Demand Industry Sectors and Occupations

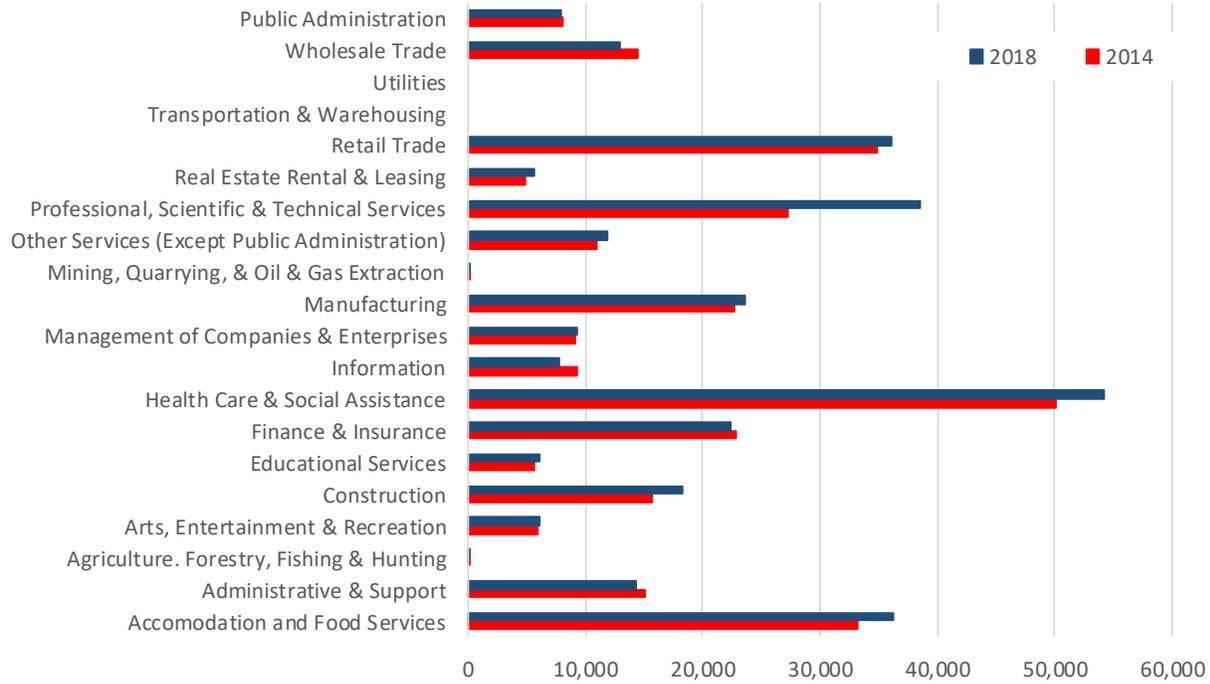
Provide an analysis of the industries and occupations for which there is existing demand.

Current Industry Demand

Over time, several of the Jackson County WDA's industries have grown steadily. Over the past 5 years, 6 industry groups have increased employment at a pace higher than the region's average growth rate of 7.2 percent. Those industries are *Professional, Scientific, and Technical Services* (11,252 at 41.2 percent), *Health Care and Social Assistance* (4,016 at 8.0 percent), *Accommodation and Food Services* (3,108 at 9.4 percent), *Construction* (2,562 at 16.3 percent), *Other Services (Except Public Administration)* (859 at 7.8 percent), and *Real Estate Rental and Leasing* (782 at 16.2 percent).

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

Industry Growth 2014-2018 - Jackson County



Source: Quarterly Census of Employment and Wages

Location Quotient

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

The LQ was calculated for the greater Kansas City Region and includes the counties of Cass, Clay, Jackson, Platte, and Ray. Since the economies and workforce are interrelated for this geography, projections are made for the 5 county area, and not individual Workforce Development Areas.

The Kansas City Region has one industry with a LQ higher than 2, *Data Processing and Hosting* (2.2). Other industries with high LQs are *Transportation Equipment Manufacturing* (1.9), *Paper Manufacturing* (1.6), and *Support Activities for Transportation* (1.5).

2018 Kansas City Region Location Quotients		
Industry	Employment	Location Quotient
Data Processing and Hosting	2,726	2.2
Transportation Equipment Manufacturing	12,151	1.9
Paper Manufacturing	2,241	1.6
Support Activities for Transportation	4,129	1.5
Professional and Technical Services	50,559	1.4
Performing Arts, Spectator Sports	2,685	1.4
Insurance Carriers and Related	11,966	1.4
Printing Support	2,134	1.3
Broadcasting (except internet)	1,312	1.3
Elec Mrkts, Agents, Brokers	2,582	1.3
Management of Companies and Enterprises	11,060	1.2
Gasoline Stations	4,239	1.2
Truck Transportation	6768	1.2
Building Materials and Garden Supplies	5807	1.2

Source: MERIC, QCEW, 2018 Annual Averages

Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From July 2018-June 2019, over 155,000 on-line job ads were placed for jobs located in Jackson County according to Labor Insight/Burning Glass.

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

Now occupations with the highest number of job postings include *Customer Service Representatives, Retail Salespersons, Laborers and Freight, Stock, and Material Movers, Janitors and Cleaners, and Security Guards*. Occupations with the most job postings in the Next category are *Sales Representatives, Heavy and Tractor-Trailer Truck Drivers, Supervisors of Retail Sales Workers, Maintenance and Repair Workers, and Secretaries and Administrative Assistants*. Later occupations with the highest number of job postings are *Registered Nurses, Managers, Computer Occupations, Software Developers, and Sales Managers*.

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 - Jackson County		
Occupation	Job Postings	
NOW - Typically requires high school education or less and short-term training		
Customer Service Representatives	4,408	★
Retail Salespersons	4,001	★
Laborers and Freight, Stock, and Material Movers, Hand	2,264	★
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,650	★
Security Guards	1,508	
Combined Food Preparation and Serving Workers, Including Fast Food	1,501	★
Childcare Workers	1,407	★
Waiters and Waitresses	1,353	★
Maids and Housekeeping Cleaners	1,323	★
Stock Clerks and Order Fillers	1,295	★
NEXT - Typically requires moderate/long-term training or experience or education beyond high school		
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5,845	★
Heavy and Tractor-Trailer Truck Drivers	2,968	★
First-Line Supervisors of Retail Sales Workers	2,766	★
Maintenance and Repair Workers, General	2,156	★
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,887	★
Food Service Managers	1,526	
Computer User Support Specialists	1,467	★
Nursing Assistants	1,404	★
Bookkeeping, Accounting, and Auditing Clerks	1,372	★
Production Workers, All Other	1,066	
LATER - typically requires a bachelor's degree or higher education		
Registered Nurses	7,381	★
Managers, All Other	3,308	★
Computer Occupations, All Other	3,038	★
Software Developers, Applications	2,647	★
Sales Managers	1,937	
Medical and Health Services Managers	1,758	
Human Resources Specialists	1,474	★
General and Operations Managers	1,380	★
Accountants and Auditors	1,325	★
Management Analysts	1,148	★

Source: Labor Insight/Burning Glass job ads between July 2018-June 2019

★ = Top Job Openings in Now, Next and Later categories, 2016-2026 Occupational Projections for Kansas City WDA, MERIC

Missouri Workforce 2019 Survey

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

A portion of the survey questions asked employers about changes in employment levels, within the past 12 months. The responses from employers were very similar, and in fact, within 2 percentage points of the state average. Almost half of employers reported that employment levels remained the

same as the year before. Employment increased slightly for 22 percent of businesses and significantly for an additional 8 percent. Twenty-one percent of employers report decreases in employment.

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

b. Emerging Demand Industry Sectors and Occupation

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

Industry Projections

Industry and occupational projections are made for the greater Kansas City Region and include the counties of Cass, Clay, Jackson, Platte, and Ray. Since the economies and workforce are interrelated for this geography, projections are made for the 5 county area, and not individual Workforce Development Areas.

The long-term industry projections help determine the industries that are expected to add positions within their organizations over time. The latest round of projections are through the ten-year period ending in 2026.

The projections reveal several industries with both high employment numbers and above average growth rates compared to the regional average. The top 5 industries by numeric employment change are *Professional, Scientific, and Technical Services, Ambulatory Health Care Services, Specialty Trade Contractors, Hospitals, and Local Government (excluding Education and Hospitals)*.

Industry Projections 2016-2026 - Kansas City Region					
NAICS	Industry	Employment			
		2016 Estimated	2026 Projected	# Change	% Change
	Total All Industries	556,648	596,253	39,605	7.11%
541000	Professional, Scientific, and Technical Services	44,779	56,547	11,768	26.28%
621000	Ambulatory Health Care Services	21,889	25,080	3,191	14.58%
238000	Specialty Trade Contractors	17,551	20,533	2,982	16.99%
622000	Hospitals	27,770	30,583	2,813	10.13%
999300	Local Government, Excluding Education and Hospitals	20,351	21,699	1,348	6.62%
236000	Construction of Buildings	4,690	5,866	1,176	25.08%
713000	Amusement, Gambling, and Recreation Industries	6,565	7,603	1,038	15.81%
492000	Couriers and Messengers	1,820	2,664	844	46.38%
518000	Data Processing, Hosting and Related Services	2,934	3,763	829	28.26%
711000	Performing Arts, Spectator Sports, and Related Industries	2,813	3,503	690	24.54%

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

Occupational Projections

Job openings occur due to 3 reasons – exits, transfers and growth. Exits occur as people leave the workforce for reasons such as retirement. Transfers occur when workers leave one occupation for a different occupation. Occupational growth occurs as businesses grow and need more workers to serve their customers.

Emerging occupations can be identified through growth openings. The chart below identifies occupations that have the highest number of growth openings and most have a higher than the average growth rate of 7.25 percent for the Kansas City Region. The total number of openings indicates the projected number of vacancies that businesses will need to fill annually.

Missouri uses a system of Now, Next and Later to categorize occupations according to these levels. Now jobs typically require a high school education or less and short-term training. Next occupations typically require moderate to long-term training or experience or education beyond high school. Later occupations typically require a bachelor's degree or higher.

Growth openings are projected at all education and training levels and are listed by the highest number of growth openings. The highest number of growth openings in Now occupations are *Personal Care Aides, Food Preparation and Serving Workers, Waiters and Waitresses, Construction Laborers, and Store Clerks and Order Fillers*. The largest growth in Next occupations is in the occupations of *Cooks, Nursing Assistants, Carpenters, Computer User Support Specialists, and Medical Secretaries*. Later occupations with the highest growth are *Software Developers, Registered Nurses, General and Operations Managers, Accountants and Auditors, and Market Research Analysts and Marketing Specialists*. These occupations are consistent with the industries identified as emerging industries.

Highest Growth Openings - Kansas City Region						
Occupation	% Growth	Average Wage	Annual Openings			Total
			Exits	Transfers	Growth	
NOW- Typically requires high school education or less and short-term training						
Personal Care Aides	38.92%	\$21,918	720	543	294	1,557
Food Preparation and Serving Workers	18.58%	\$20,308	1,269	1,327	244	2,839
Waiters and Waitresses	8.12%	\$23,377	854	1,309	90	2,254
Construction Laborers	14.39%	\$45,253	179	338	69	585
Stock Clerks and Order Fillers	9.22%	\$26,232	372	486	60	918
Light Truck or Delivery Services Drivers	17.04%	\$32,696	159	236	59	454
Cashiers	4.20%	\$21,577	1,299	1,268	57	2,624
Childcare Workers	12.11%	\$23,184	384	291	54	729
Laborers and Freight, Stock, and Material Movers	6.03%	\$29,451	388	669	46	1,103
Janitors and Cleaners	6.15%	\$27,993	468	452	43	963
NEXT - Typically requires moderate to long-term training or experience or education beyond high school						
Cooks, Restaurant	13.24%	\$26,183	318	434	67	819
Nursing Assistants	10.35%	\$27,263	376	313	61	750
Carpenters	13.59%	\$56,561	141	228	52	420
Computer User Support Specialists	16.48%	\$49,873	68	173	51	292
Medical Secretaries	15.33%	\$34,060	174	169	46	389
Insurance Sales Agents	16.70%	\$55,690	118	156	45	319
First-Line Supervisors of Food Preparation and Serving Workers	10.49%	\$31,474	200	426	45	671
Paralegals and Legal Assistants	20.50%	\$52,994	69	138	39	246
Maintenance and Repair Workers	6.22%	\$39,317	259	353	38	650
Teacher Assistants	9.80%	\$27,325	217	180	37	434
LATER - Typically requires a bachelor's degree or higher education						
Software Developers, Applications	45.20%	\$94,915	85	303	228	616
Registered Nurses	14.19%	\$66,059	407	309	188	904
General and Operations Managers	10.36%	\$109,202	214	617	102	933
Accountants and Auditors	12.04%	\$67,315	232	452	89	772
Market Research Analysts and Marketing Specialists	28.40%	\$61,566	78	201	73	352
Computer Systems Analysts	20.56%	\$87,655	64	155	65	284
Elementary School Teachers, Except Special Education	10.50%	\$58,392	214	241	65	520
Lawyers	14.50%	\$105,306	85	93	58	236
Management Analysts	17.95%	\$90,060	88	141	45	273
Computer and Information Systems Managers	22.11%	\$125,755	39	121	44	204

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

c. Employers' Employment Needs

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

Real-Time Labor Market Data

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

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

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

Employer Skill Needs - Jackson County			
Industry	Specialized Skills	Certifications	Software and Programming
Professional, Scientific & Technical Services	Project Management	Driver's License	SAP
	Customer Service	Certified Public Accountant (CPA)	Oracle
	Budgeting	Security Clearance	SQL
	Scheduling	Project Management Certification	Software Development
	Information Systems	IT Infrastructure Library (ITIL) Certification	Java
Health Care & Social Assistance	Patient Care	Registered Nurse	Word Processing
	Scheduling	Basic Cardiac Life Support Certification	Epic Systems
	Treatment Planning	Basic Life Saving (BLS)	Meditech
	Life Support	Advanced Cardiac Life Support (ACLS) Certification	SQL
	Customer Service	Driver's License	ICD-9-CM Coding
Accommodation & Food Services	Cleaning	Driver's License	Cerner
	Customer Service	ServSafe	Word Processing
	Guest Services	Food Handler Certification	SQL
	Scheduling	Alcohol Awareness Certification	Google Drive
	Cooking	Food Service Certification	Delphi
Construction	Repair	Driver's License	AutoCAD
	Scheduling	Leadership In Energy And Environmental Design (LEED) Certified	Microsoft Project
	Project Management	Electrician Certification	Accounting Software
	Budgeting	Occupational Safety and Health Administration Certification	Revit
	Plumbing	Licensed Professional Engineer	ArcGIS
Other Services (except Public Administration)	Repair	Driver's License	Adobe Indesign
	Customer Service	First Aid Cpr Aed	Adobe Photoshop
	Scheduling	Automotive Service Excellence (ASE) Certification	Customer Relationship Management (CRM)
	Sales	Group Exercise Instructor	Quickbooks
	Cleaning	Cosmetology License	Adobe Creative Suite
Real Estate Rental & Leasing	Customer Service	Driver's License	Yardi Software
	Property Management	Real Estate Certification	Oracle
	Repair	EPA CFC/HCFC Certification	Salesforce
	Budgeting	Commercial Driver's License (CDL)	Word Processing
	Sales	Property Manager Certification	Suspicious Activity Report (SAR) Requirements
Information Technology	Customer Service	Driver's License	SQL
	Sales	Certified Public Accountant (CPA)	Salesforce
	Retail Industry Knowledge	Security Clearance	Java
	Retail Sales	Project Management Certification	Software Development
	Customer Contact	CompTIA Security+	Linux

Source: Labor Insight/Burning Glass, 2018 job ads

8. Workforce Analysis

Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA¹. This population must include individuals with disabilities among other groups² 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.

b. Labor Market Trends

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

c. Education and Skills Levels of the Workforce Analysis

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

d. Skills Gaps

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

8. Workforce Analysis

Describe the current workforce, including individuals with barriers for employment, as defined in section 3 of WIOA¹. This population must include individuals with disabilities among other groups in the economic region and across the LWDA.

a. Employment and Unemployment

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

Population Data

The U.S. Census Bureau estimates that Missouri’s population grew to over 6.1 million, up by 0.3 percent in 2018 from the previous year. The population of Jackson County grew at a faster rate than the state as a whole over the past year. Over the past year, the population increased by nearly 2,600, and by over 20,000 residents from 2013 to 2018.

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.

Jackson County Population Change				
County	1 Year Change 2017-2018		5 year change 2013-2018	
	Percentage	Number	Percentage	Number
Missouri	0.3%	17,840	1.4%	85,794
Jackson	0.4%	2,587	3.0%	20,477

Source: US Census, Population Estimates

Demographics

In some ways, the region’s population is similar to the Missouri population. The population of individuals under the age of 25 and age 35-54 is comparable to the Missouri average. The population of residents age 55 and up is lower than the state average, but slightly higher than the state average for the age group 25-34 years. The male/female gender makeup is slightly different than the state average with 48 percent male and 52 percent female in Jackson County.

In Missouri, 9.7 percent of citizens are civilian veterans. The percentage of veterans in Jackson County is 8.0 percent.

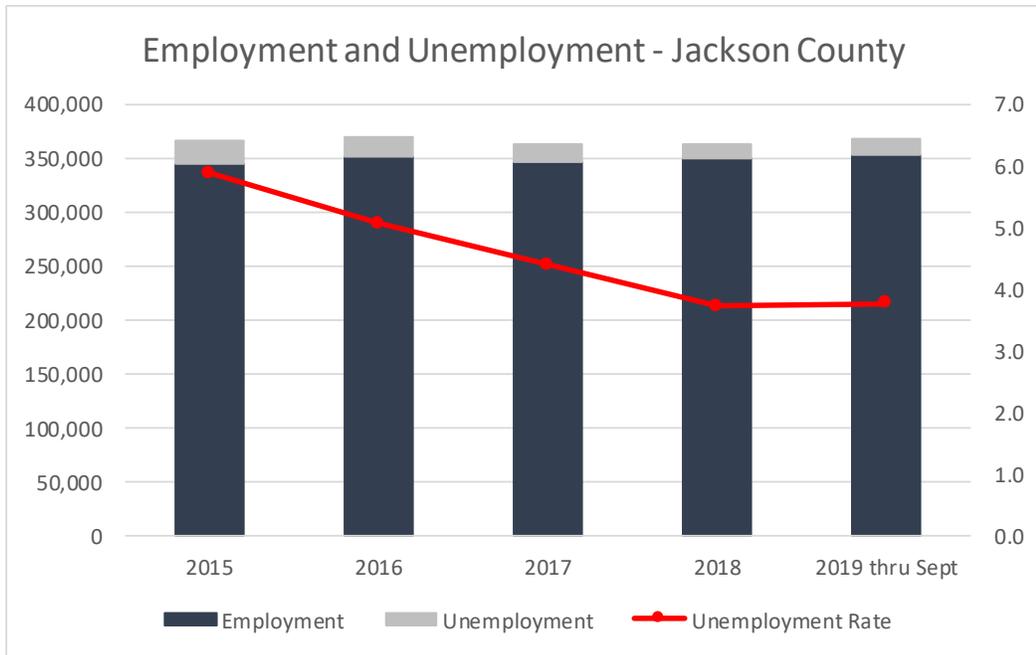
Race/Ethnicity statistics for Missouri are different than the county averages of most counties in the region. The population of Jackson County is more diverse than the state average.

County	Total Population				Gender		Veteran Civilian Veterans	Race/Ethnicity							
	Under 25 years	Age 25-34	Age 35-54	Age 55+	Male	Female		White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Some other race	Two or more races	Hispanic or Latino
Missouri	32.5%	13.3%	25.3%	28.9%	49.1%	50.9%	9.7%	79.8%	11.5%	0.4%	1.8%	0.1%	0.1%	2.2%	4.0%
Jackson	32.5%	15.2%	25.5%	26.7%	48%	52%	8.0%	62.5%	23.4%	0.4%	1.8%	0.3%	0.3%	2.5%	8.8%

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Employment and Unemployment

The civilian labor force Jackson County has increased overall during the past 5 years to over 367,000. The number of persons employed has increased from nearly 344,000 in 2015 to over 353,000 in the first 9 months of 2019. The unemployment rate has also decreased from 5.9 percent in 2015 to a low of 3.7 percent in 2018. The unemployment rate is 3.8 percent in January – September 2019.



Labor Force Participation

The Labor Force Participation Rate is the number of people available for work as a percentage of the total population. Using American Community Survey 5 year data through 2017, Missouri’s Labor Participation Rate is 63.2 percent. In comparison, the rate for Jackson County is higher at 66.3 percent.

b. Labor Market Trends

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

Top Growing Occupations

Industry and occupational projections are made for the greater Kansas City Region and include the counties of Cass, Clay, Jackson, Platte, and Ray. Since the economies and workforce are interrelated for this geography, projections are made for the 5 county area, and not individual Workforce Development Areas.

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

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

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

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

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

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

Top occupations by the total number of openings in the Now category are *Food Preparation and Serving Workers* (28,394), *Cashiers* (26,244), *Retail Salespersons* (23,756), *Waiters and Waitresses* (22,535), and *Personal Care Aides* (15,566). The reason for a high number of openings is turnover within these occupations.

Occupations with the highest number of openings in the Next category are *Heavy and Tractor-Trailer Truck Drivers* (8,724), *Restaurant Cooks* (8,185), *Nursing Assistants* (7,497), *Bookkeeping, Accounting, and Auditing Clerks* (6,850), and *Supervisors of Food Preparation and Serving Workers* (6,705). Four of the top five occupations by the number of projected openings also saw a high number of job ads.

Later occupations with the highest number of openings are *General and Operations Managers* (9,328), *Registered Nurses* (9,039), *Accountants and Auditors* (7,724), *Software Developers* (6,157) and *Elementary School Teachers* (7,051), and *Business Operations Specialists* (6,983). Four of the jobs listed in this category are also in high demand in the region according the job ads.

Many high demand occupations correspond directly with the high growth industry groups for the greater Kansas City Region, such as *Health Care*. Other high demand occupations cross many industry groups, like *Cashiers*, *Bookkeeping, Accounting and Auditing Clerks*, *General and Operations Managers*, and *Accountants and Auditors*.

Kansas City Region Long-Term Occupational Projections								
Occupation	2016	2026	Growth		Total	Median		
	Estimate	Projected	Openings	Exits				Transfers
NOW								
Combined Food Preparation and Serving Workers	13,111	15,547	2,436	12,688	13,270	28,394	\$18,897	
Cashiers	13,555	14,124	569	12,994	12,681	26,244	\$20,281	🔥
Retail Salespersons	16,191	16,574	383	10,372	13,001	23,756	\$22,183	🔥
Waiters and Waitresses	11,092	11,993	901	8,544	13,090	22,535	\$19,706	🔥
Personal Care Aides	7,553	10,493	2,940	7,201	5,425	15,566	\$21,932	
NEXT								
Heavy and Tractor-Trailer Truck Drivers	8,076	8,224	148	3,456	5,120	8,724	\$45,470	🔥
Cooks, Restaurant	5,084	5,757	673	3,176	4,336	8,185	\$25,699	🔥
Nursing Assistants	5,884	6,493	609	3,760	3,128	7,497	\$26,684	🔥
Bookkeeping, Accounting, and Auditing Clerks	6,435	6,289	-146	3,939	3,057	6,850	\$39,310	🔥
First-Line Supervisors of Food Preparation and Serving Workers	4,242	4,687	445	2,000	4,260	6,705	\$30,194	
LATER								
General and Operations Managers	9,829	10,847	1,018	2,143	6,167	9,328	\$85,029	🔥
Registered Nurses	13,267	15,149	1,882	4,068	3,089	9,039	\$64,974	🔥
Accountants and Auditors	7,403	8,294	891	2,317	4,516	7,724	\$61,984	🔥
Software Developers, Applications	5,040	7,318	2,278	845	3,034	6,157	\$94,035	🔥
Elementary School Teachers, Except Special Education	6,172	6,820	648	2,144	2,405	5,197	\$52,836	

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

Source: MERIC Occupational Projections 2016-2026

c. Education and Skill Levels of the Workforce

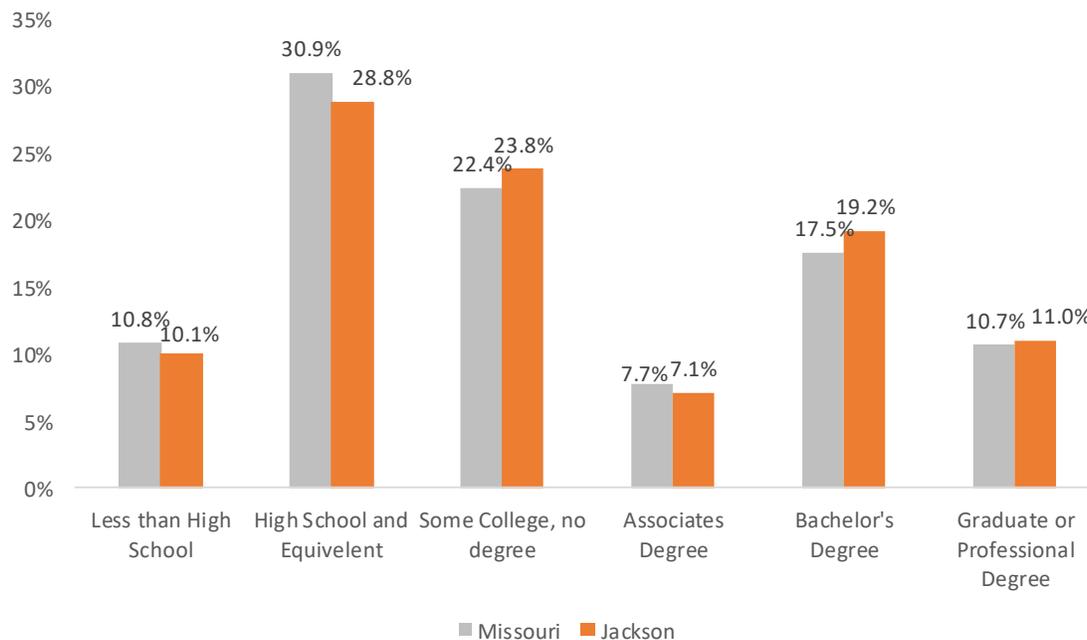
Provide an analysis of the educational and skill levels of the workforce.

Educational Attainment

Educational attainment is a measure of the highest level of education obtained by individuals age 25 and up, or the population generally in the workforce. As a state, more Missourians have either a high school diploma or some college education but no degree than the national average. However, less Missourians have earned an associate’s degree, bachelor’s degree, or graduate/professional degree than the national average.

In Jackson County, the educational attainment rates for individuals are higher than the state average for individuals with some college but no degree, bachelor’s degrees, and graduate or professional degrees. However, the percentage of people in the county without a high school diploma is below the state average.

Educational Attainment - Jackson County



Occupational Projections

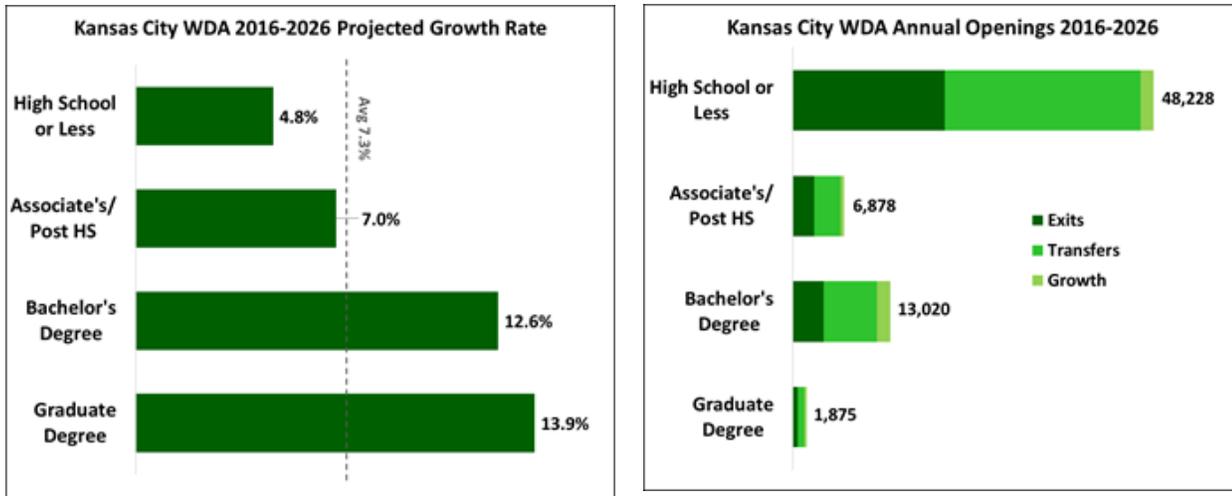
Occupational projections are made for the greater Kansas City Region and include the counties of Cass, Clay, Jackson, Platte, and Ray. Since the economies and workforce are interrelated for this geography, projections are made for the 5 county area, and not individual Workforce Development Areas. The data for projected growth by educational level reflects the greater 5 county region.

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

The growth rate of an occupation measures the percentage of jobs added by an occupation between the base year and projected year. Occupations requiring a bachelor’s degree or more are projected to grow at

a faster rate than the Kansas City WDA average. The occupation groups that are projected to grow the fastest are *Computer and Mathematical*, *Personal Care and Service*, and *Community and Social Service*.

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



d. Skill Gaps

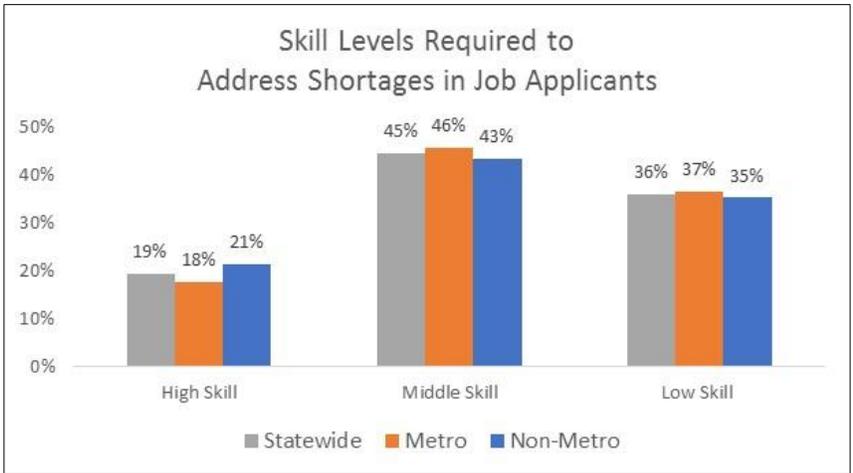
Describe apparent 'skill gaps' in the local area. How were the "skills gaps" determined?

Missouri Workforce 2019 Survey

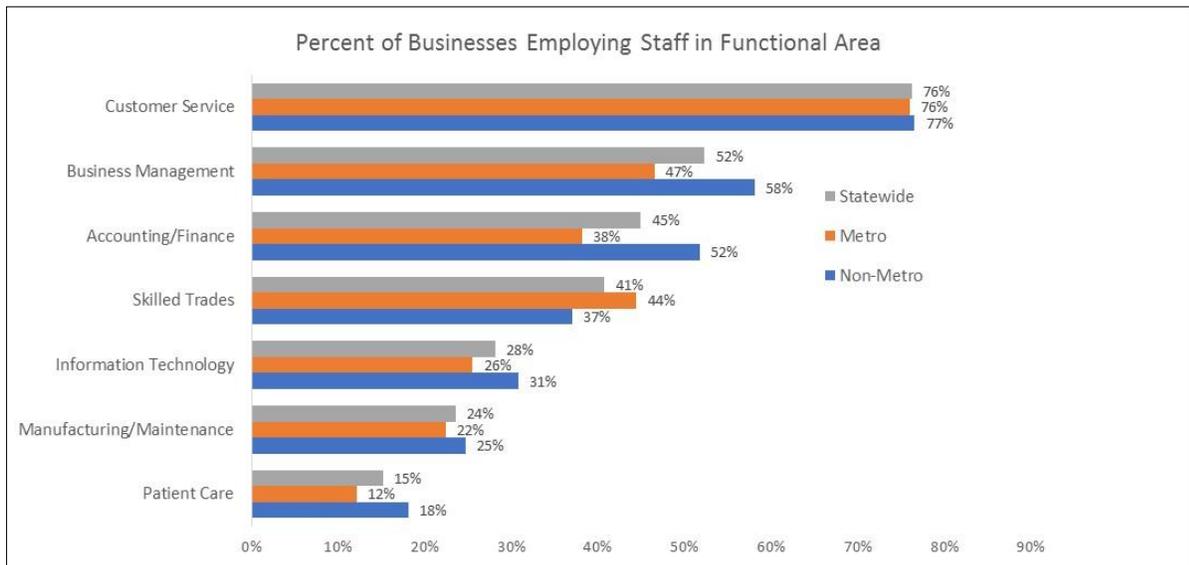
In April through June of 2019, over 1,600 Missouri companies were surveyed to gauge the state of Missouri's workforce from the employers' point of view. Companies were randomly selected from a categorized list of Missouri Businesses queried from the Reference USA employer database. Employers surveyed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

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

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

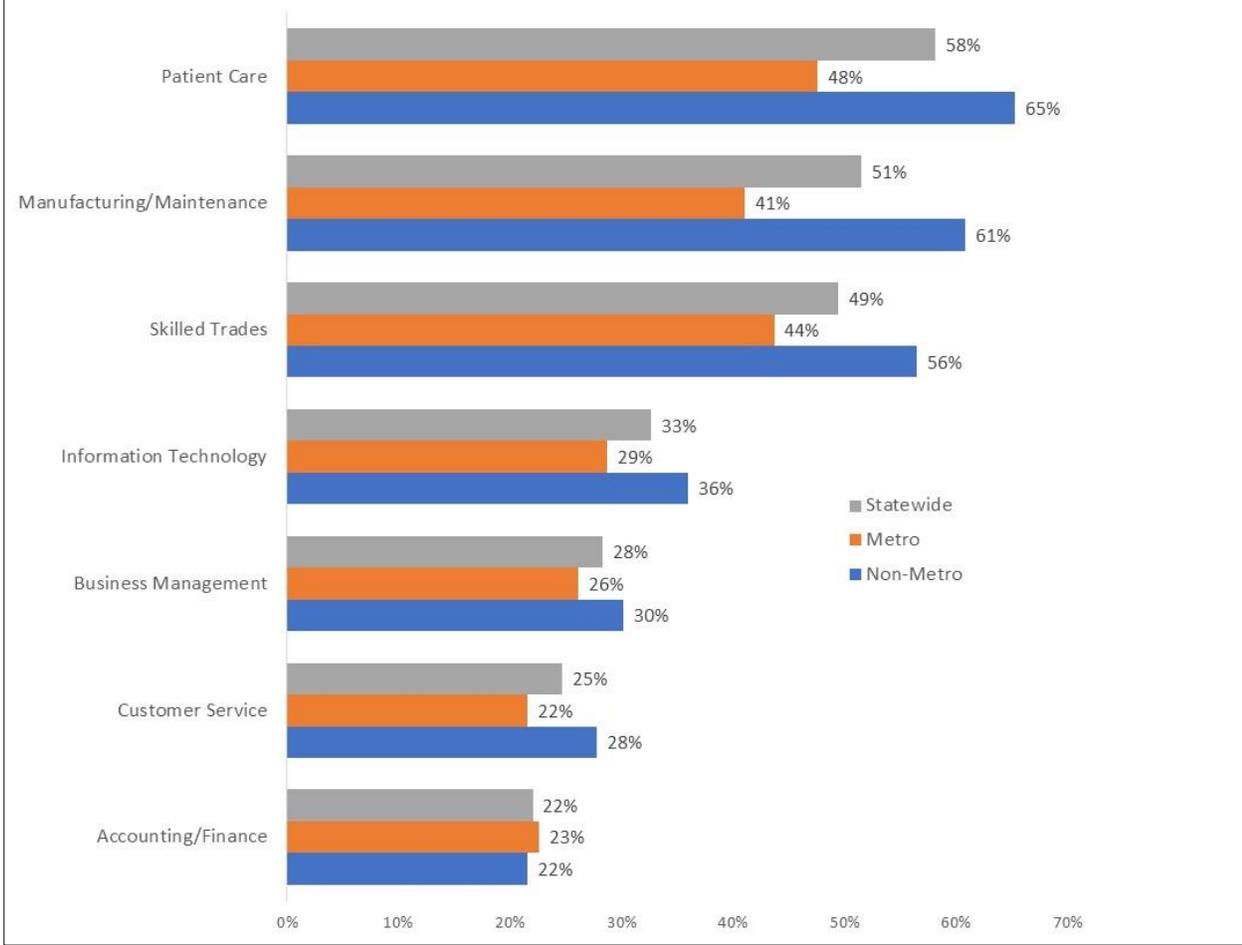


Companies employ workers in a variety of occupations, or functional areas. The companies were asked about employment within those functional areas of their businesses as a means of understanding the types of jobs Missouri employers have working in their businesses.

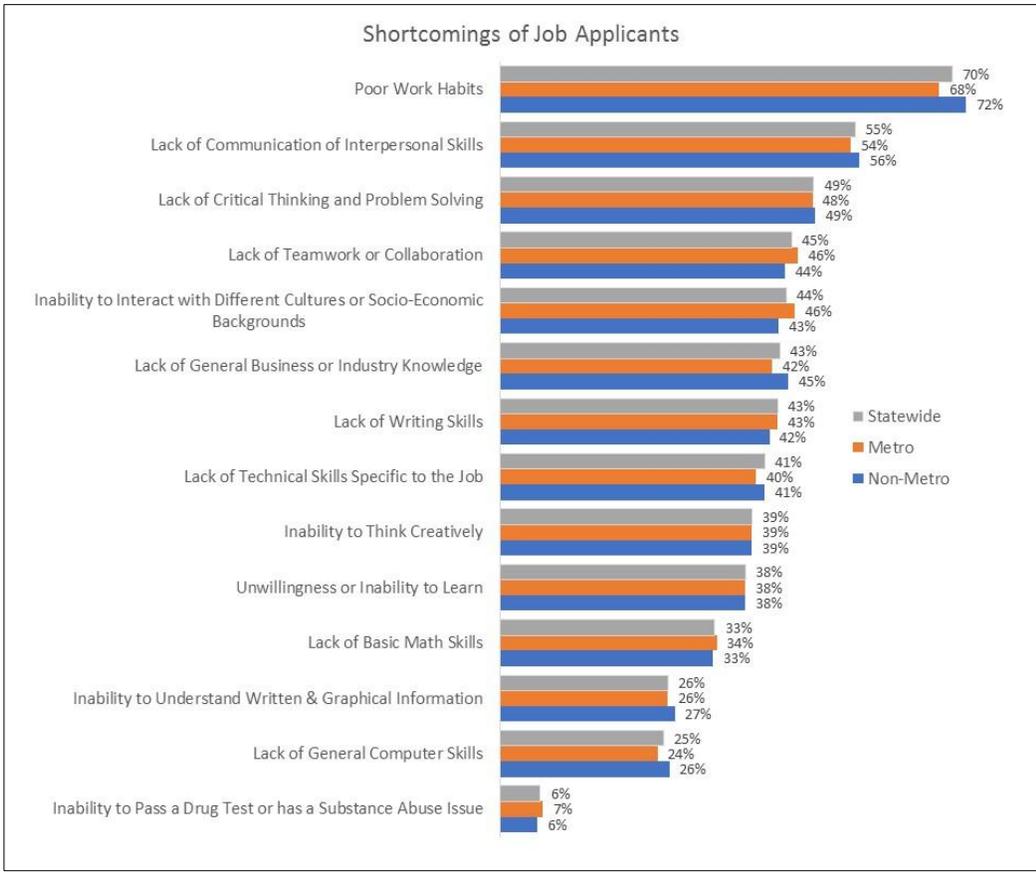


Companies indicating that they had employees in each functional area were then asked if they were seeing a shortage of skilled applicants in those areas. In every area except *Accounting*, a greater number of non-metro than metro areas are seeing a shortage of skilled applicants.

Businesses Experiencing Shortages of Skilled Applicants in Specified Functional Area



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

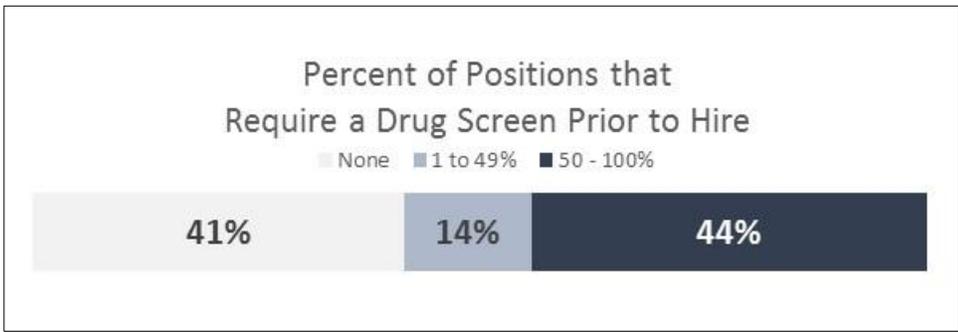


Individuals who are justice-involved or have difficulty passing a drug screen or background check often have a more difficult time finding employment. With low unemployment and high job opening rates, many employers are considering traditionally overlooked groups of potential employees.

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



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



9. Workforce Development, Education, and Training Activities Analysis

Describe the workforce development services and activities, including education and training in the LWDA, to address the education and skills needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners³.

The One-Stop Job Center of the Eastern Jackson County WDB provides a full array of employment and training activities. All basic and individualized career services, including eligibility determination, assessment, comprehensive assessment, development of individual employment plan, individual and group counseling, labor market information, job search and placement assistance, short-term prevocational services, internships and work experiences, career planning, financial literacy, workforce preparation, and follow-up, and training services, including occupational skills training, on-the-job training, incumbent worker training, transitional jobs, workplace training and cooperative education, skills upgrading and retraining, entrepreneurial training, job readiness training, adult education and literacy, Digital literacy, customized training WIOA pre-apprenticeship and registered apprenticeship.

a. The Strengths and Weaknesses of Workforce Development Activities

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

In addition to the full array of employment and training services that EJAC WDB One-Stop system provides, one of the major strengths of the system is the collaboration and cooperation of a myriad of partnership that bring a wide range of diverse efforts to meet the education and skill needs of the job seekers and the employment needs of employers. Another major strength of the EJAC WDB One-Stop is range of resources that are available for the job seeker customer through the additional funding generated by the Full Employment Council, Managing Entity and Fiscal Agent.

The Strengths of these activities is that there has been major integration of systems previously in the region. In the Eastern Jackson County region there is presently one comprehensive one-stop centers where the programs of TANF, SNAP, CSBG, AEL, WAGNER PEYSER, WIOA Adult, Dislocated Worker and Youth, Carl Perkins Providers, and the Community College are all located. The public Workforce System also has at least one affiliate office located in each county it serves, which is important in a region that stretches over 2,700 square miles with limited transportation. The Workforce Development Board also works with the Missouri Healthcare Alliance as an intermediary for healthcare. The Metropolitan Community College has the

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.

Institute of Workforce Innovation which provides just in time training, customized training, and site based training for real time delivery of training services or expanding businesses where semester based training is too long to wait. The Business Technology College of the Metropolitan Community College system provides extensive skill based training in manufacturing, and other skill based occupations identified in the demand sectors. Workforce Central of the University of Central Missouri provides similar training flexibility in our university system. Northwestern University also provides training at these branch locations as well.

In Eastern Jackson County the AEL program offered by the Independence School District is located at the Youth Career Center, immediately across the street, from the Full Service Career center on Noland Road where training and employer recruitment and interviewing events are hosted as well. Eastern Jackson County Region has two community college offices located in Lee's Summit Missouri, Long View Community College, which create greater accessibility for the eastern Jackson County community given its lack of comprehensive transportation options.

In addition, EJAC WDB has had an extensive partnership with the TANF Service Provider, the Local Investment Commission, (LINC) which spans over two decades in providing employment and training services while LINC provides the Intensive Case management support, at locations that are co-located at Missouri Career Center offices. This partnership consistently delivers the highest work participation rate for TANF recipients in the state of Missouri.

Working in Partnership with the Missouri Division of Vocational Rehabilitation, for the last ten years the WDB has contracted with the Jewish Vocational Services to provide a Disability Navigator, to provide services to youth and adults with unique needs in working with the Public workforce System. The Disability Navigator will continue to work with this system to provide said services to this population. We partner with the Missouri Department of Rehabilitation Services for the Blind to provide accommodations for those individuals who are in need of such services and connect them with staff who can assist with the accommodations.

Weaknesses

One weakness is the lack of adequate funding for placing Adult in training services, the limited amount of staff available to serve the most vulnerable population with numerous barriers to employment and training. Another weakness is the number of qualified and the response time for training providers to scale up vocational offerings at the secondary level to meet the real time workforce needs of area employers. In the Eastern Jackson County region a major weakness is the Lack of adequate public transportation to meet the needs of job seekers and employers.

- 1) There needs to be an acceleration of the skill training calendar that is still primarily dependent on a semester based system, which is more appropriate for an agricultural based economy. Given the global competition and the rate of accelerated change in the market, more non semester based coursework must be organized and offered as a matter of course, not merely when purchased with special funding.
- 2) There needs to a stronger focus of competency based credentialing that is employer advised given the focus of employers upon demonstrated competencies and skills vs. the credit or non-

credit nature of the course as illustrated through performance on the job and or written assessment and credentialing.

- 3) The determination of eligibility for Pell based course work overwhelmingly favors semester based coursework that relies upon hours in seats and semesters in time vs. demonstrated competency through written assessment and work based demonstration of skills and competencies.
- 4) Soft skill development or workplace based social competencies need to be constructed in secondary systems as well as post-secondary curriculum to include financial literacy, conflict resolution, teamwork skills, and problem solving to facilitate accelerated labor market attachment upon high school graduation or post-secondary credential achievement.
- 5) Funding of post-secondary credentialing and training at the high school level, in growth sectors at no cost to the student to be able to accelerate job placement in the region where presently 85% of job openings do not require a four year degree.
- 6) Inadequate funding of OJT, Classroom Training, or work based learning efforts in the public workforce system where presently only 5% of the eligible population can take advantage of these accelerated type of training programs.
- 7) Parents of students must be provided better communication and explanation of career pathways that do not require a four year degree through better articulation of career pathways that provide good paying careers.

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 local workforce development capacity of the EJAC area may be analyzed through (1) the secondary educational system represented by the public school districts; charter and vocational schools; (2) the post-secondary school system consisting of community colleges, four year institution, vocational technical schools: and (3) the public workforce system which represents the organizations governed by the Workforce Innovations and Opportunity Act. The secondary educations system is made more complex by the multiplicity of school districts,, charter schools , and vocational schools within the EJAC Region, all of which are charged with developing the workforce development pipeline for the employers. However, the secondary system is poised to develop programming to meet the workforce needs of the 21st Century spurred on by the passage of the "Student Success Act" which replaced "No Child Left Behind". The secondary system can now teach soft skills, which is a number one workplace skill requirement indicated by over 120 employers is representing over 40,000 jobs in over ten convening sessions undertaken by the Full Employment Council, Managing Entity/Fiscal Agent. Further, the best practices exemplars of the development of soft skills, vocational education at the secondary level, is illustrated through the Independence School District, Fort Osage School District, Raytown School District and

Grandview School District. This Best practice will provide a best practice of other districts attempting to incorporate more skill specific education at the secondary level. Further the reauthorization of the Carl Perkins Vocational Educational Legislation provides an idea opportunity for the business sector to elevate the need for technical education at the secondary level, particularly when it has been indicated through forums with over 100 employers representing over 40,000 jobs that 4 year credentials are required by only 20% of their labor force at best. This presents an excellent opportunity for the secondary school system to develop the workforce pipeline through providing opportunities for securing credentialing and soft skills training at the secondary level.

The improvement in the region as a whole is the need to scale up more vocational offerings at the secondary level, and better educate teachers, parents, and students about the needs of vocational education to meet the dramatic workforce needs of area employers. Retirements and an aging workforce are extreme, in the advanced manufacturing, building and construction trade areas for example with the construction industry nationally experiencing the largest amount of voluntary exits of any industry nationally, according to the BLS, yet there is a dearth of programs as a whole at the secondary level. Advanced manufacturers through employers forums have revealed that only 15% of their jobs paying \$35,000-\$45,000per year require a four year degree. The secondary system has shown the ability of the system to train for these opportunities, and with the right financial support and business interface can execute this effort. However, these best practices need to be scaled and parents and students need to better informed about these opportunities and their career potential in order to help create a stronger awareness and demand for this vocational expansion at the secondary level.

There is a strong connection at the AEL level as the AEL program in the and East Jackson County region is co-located and directly connected to the Job Center by formalized agreements.

The workforce capacity of the core and mandatory partners is prepared to provide 21st Century skill and development to out of school youth, economically disadvantaged adults, and dislocated workers in the region. The Adult Education Literacy system represented is integrated with high school diploma and non- diploma options for out-of-school and at risk youth. Missouri Options is a high school diploma option for youth at risk of dropping out and AEL is available for dropout youth. In the Eastern Jackson County region, the Independence School District is located in the youth career center adjacent to the American Job Center that serves the Eastern Jackson County Region. The Blue Springs School District and Independence School District serve as out of school youth providers, and have systematic alignment with the Eastern Jackson County Workforce System. This will enable efficient services to the out of school youth and adults in the region. This alignment will enable more efficient services in a customer friendly way especially in a way that takes into consideration a region that has limited transportation options.

The Post-secondary system is poised for success at the Community College, University, and Technical school levels to meet 21st Century Workforce Needs. This is facilitated by the State of Missouri's A+ Scholarship program. Metropolitan Community College with the Institute for Workforce Innovation has developed a market oriented response to on demand training driven either by workers in transition or expanding employers, and at the University Level the University

of Central Missouri, and the University of Missouri do have the capacity to meet 21st Century workforce needs. The vocational/technical schools have also been able to make courses available validated by training related job placements. The system has been further advanced by the requirement of report card reporting on course completion and placement in training related job placements. Continued dialog is needed to assure success among all partners.

The Career and Technical Education Programs represented by the Metropolitan Community College (MCC) system has four Campuses located in the Eastern Jackson County and KCV regions. In the Eastern Jackson County Region the region is served by Maple Woods Community and Longview Community College. The campuses are served by the Institute for Workforce Innovation (IWI) which provides customized and on demand training for employers target by the EJAC WDB in the target sectors. MCC operates the Business & Technology College which provides sector based training in advanced manufacturing, vocational trades, information technology, and other target sectors. These five campuses provide sufficient training infrastructure to meet the 21st Century Sector training needs in the region.

The complicating factor is the availability of resources for low income families and the unemployed, given the low funding levels of WIOA, as it can only serve 5% of the eligible population with training services. The KC Scholars program, spearheaded by the Kauffman Foundation, is anticipated to meet part of this challenge by funding over 2000 scholarships to assist college non completers; high school graduates pursue certificate based programs or degree programs, and or family college savings programs. This effort needs to be also combined with the modernization of Pell grant programs to also enable focus on certificate based programs tied to high growth careers not requiring a four year degree that will enable more of the population to receive 21st Century career training.

WORKFORCE DEVELOPMENT NEEDS INNOVATIVE INFRASTRUCTURE

The EJAC WDB has developed and implemented a number of special projects, initiatives and best practices to further develop and expand the innovative infrastructure and capacity to serve the region.

One of the strategies to address the skills needs of the workforce is promoting flexible education methods that provide substantive skills training, Specific occupational skills are learned through longer-term employment in an industry which provides training or through the more formal education of apprenticeships, community colleges, or four-year universities. Attaining these skills, outside of business experience and training, presents some challenges to job seekers, particularly those who have been unemployed for a long time, and to educational institutions. Job seekers need affordable and flexible training alternatives. One of the strategies that Eastern Jackson County Job Center supports is to address this challenge is “just in time”, “on demand”, cohort based training, that integrate developmental educational skills, essential

career readiness skills, occupational skills and hands on experience. The Eastern Jackson County WDB Job Center works collaboratively with the Metropolitan Community College's Institute for Workforce Innovation, the University of Central Missouri's Workforce Central to develop and provide "on demand" and "just in time" training to meet the needs of employers and job seekers, and the University of Missouri at Kansas City, etc..

Missouri Division of Vocational Rehabilitation (VR) --The rehabilitation agency is positioned to work effectively working with the public workforce system to create more opportunity for youth and individuals with unique needs. FEC contracts with the Jewish Vocational Services for a disability navigator, to work with VR youth and adult programs to provide sector focused training in demand driven occupations. FEC has convened joint planning sessions with VR office to create a fluid system of referral between WIOA and VR. The VR office has worked effectively with programs targeting in school youth as well as core-driven programs for adults with unique needs.

Presently VR has an aggressive employer services effort that when combined with their premier assessment system provide excellent career opportunities with persons with unique needs. Their director of job placement works on an ongoing basis with WIOA business representatives and training providers to provide meaningful career pathways for youth and adults with unique needs focused on the growth sectors with career pathways. In addition, we partner with the Missouri Department of Rehabilitation Services for the the Blind to provide accommodations for those individuals who are in need of such services and connect them with staff who can assist with the accommodations.

FEC utilizes bi-lingual personnel to provide immediate assistance to Spanish-speaking customers. In addition, the One-Stop Centers utilizes Language Link, a language assistance plan, which is an interpretative service that has the capacity to interpret 240 languages. LanguageLink provides written, verbal and sign language interpretation services.

TANF - MISSOURI WORK ASSISTANCE (MWA) PROGRAM IN PARTNERSHIP WITH THE LOCAL INVESTMENT COMMISSION (LINC)

Another major initiative is the TANF (Temporary Assistance for Needy Families), a partnership with the Local Investment Commission (LINC) to provide employment and training services to individuals who receive Temporary Assistance from the state of Missouri with the goal of helping the client to become self-sufficient and no longer dependent upon public assistance.

This is a referral based program. TANF recipients are referred from the Local Investment Commission (LINC) to FEC to provide employment and training services to those clients deemed work ready. Performance for MWA is measured by Participation Rate which is the rate at which clients participate monthly in work activities at their required number of participation hours. Countable activities include: job readiness, job search, Unsubsidized Paid Employment,

OJT, Vocational Education, Subsidized Paid Employment, high school AWEP/CWEP (non-paid work experience), and Community Service (volunteer service).

Temporary Assistance to Needy Families (TANF)--FEC works closely with the TANF Agency in partnership with the Local Investment Commission to provide employment and training services to TANF recipients for the last 8 years. This partnership has led to the higher participation rate in the state of Missouri through utilizing a combination of work based learning and classroom training. LINC which provides the intensive case management is co- located at comprehensive career centers in Eastern Jackson County, creating easily accessible services. The AEL program is no longer a singular program but is integrated with work experience and classroom training leading to a sector focused career oriented employment and training programs targeted on growth sectors. System alignment is significantly achieved with the TANF program leading to sector focused careers and training.

One best practice used is HiSet Training combined with Subsidized Employment. A cohort of MWA participants who do not have their HISET attend HISET training for approximately 25 hours per week and volunteer or participate in Subsidized Paid Employment for 30 hours per week. During the first experience with this option, many students have passed the HISET pre-test and have applied for a date to sit for the state HISET examination. Another approach is combination of Work Experience and Subsidized Employment with Classroom Training Cohorts in Administrative Assistant, Office Support, and Customer Service.

UI RECIPIENTS

Reemployment services are provided through various programs and agencies at Missouri Job Centers. These services are more intensive and staff-assisted than those provided the normal claimant, because the profiled claimants have been determined to have significant barriers that will hinder their becoming reemployed. In addition, the EJAC WDB Job Center participates in the Emergency Unemployment Compensation Reemployment Services/Reemployment and Eligibility Assessment (EUC RES/REA) program, which is designed to identify claimants transitioning from an initial state unemployment insurance claim. The EUC RES/REA program is operated in partnership between the Missouri Department of Labor and Industrial Relations (DOLIR), Division of Employment Security (DES), who administer the unemployment insurance system in Missouri, the Missouri Department of Economic Development (DED), and Office of Workforce Development (OWD). The Office of Workforce Development oversees the public workforce system in Missouri which includes a network of one-stop Job Centers around the state. This program will assess and refer claimants to services that will help them become reemployed. Job Center staff assist customers with a variety of services including the provision of labor market and career information, an assessment of the skills of the individual; orientation to the services available through the One-Stop Centers; a review of the individual's eligibility for EUC relating to their job search activities; comprehensive and specialized assessments; Individual and group career counseling; training services interpreted as referrals to appropriate training; additional reemployment services; and Job search counseling and the development of individual employment plan to include participation in job search activities and appropriate workshops.

YOUTH

Special Program Initiatives for Youth

The TechHire Partnership Grant Program, funded by U.S. Department of Labor (DOL) Employment & Training Administration (ETA), which ends in 2020, provides education, training, and job placement assistance in high demand occupations within the sectors of Information Technology, Healthcare, Advanced Manufacturing and Business and Financial Services targeting younger participants, ages 17-29, so they may develop careers in high-demand fields. Although the TechHire program ends, KCV WDB will continue to focus on providing opportunities for tech training for young adults.

VETERANS

The Missouri Job Center DVOP and LVER are fully integrated into the Job Centers. DVOP/LVER staff assists veterans with serious barriers to gain employment through intensified direct services such as case management and employer job developments within their separate roles. The full array of employment, training, and placement services available under priority of service; this includes connection to education and training programs, benefits and services, connection to supplemental services , one-on-one assessments, resume reviews, follow-up as appropriate, matching to employer base and matching to specific employers committed to hiring veterans, such as employers participating in the “Show me Heroes” initiative.

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 Eastern Jackson County Workforce Development Area is comprised of the County of Jackson county, exclusive of the City of Kansas City, Missouri, and covers over 300 square miles and a population of 214,371. The overall Kansas City Metropolitan Statistical Area accounts for 20 percent of the state’s workforce.

QT-P3-Geography- Race and Hispanic or Latino Origin: 2010	5-County		KC&V		EJAC	
2010 Census Summary File 1						
Subject	Number	Percent	Number	Percent	Number	Percent

RACE						
Total population	1,108,391	100.0%	894,020	100.0%	214,371	100.0%
One race	1,077,053	97.2%	868,787	97.2%	208,266	97.2%
White	836,983	75.5%	658,215	73.6%	178,768	83.4%
Black or African American	181,940	16.4%	158,113	17.7%	23,827	11.1%
American Indian and Alaska Native	5,640	0.5%	4,619	0.5%	1,021	0.5%
American Indian, specified [1]	3,844	0.3%	3,068	0.3%	776	0.4%
Alaska Native, specified [1]	44	0.0%	40	0.0%	4	0.0%
Both American Indian and Alaska Native,	5	0.0%	10	0.0%	-5	0.0%
American Indian or Alaska Native, not	1,747	0.2%	1,501	0.2%	246	0.1%
Asian	18,059	1.6%	18,703	2.1%	-644	-0.3%
Native Hawaiian and Other Pacific Islander	2,573	0.2%	1,824	0.2%	749	0.3%
Some Other Race	31,858	2.9%	27,313	3.1%	4,545	2.1%
Two or More Races	31,338	2.8%	25,233	2.8%	6,105	2.8%
Two races with Some Other Race	5,284	0.5%	4,561	0.5%	723	0.3%
Two races without Some Other Race	23,673	2.1%	18,741	2.1%	4,932	2.3%
Three or more races with Some Other	494	0.0%	410	0.0%	84	0.0%
Three or more races without Some Other	1,887	0.2%	1,521	0.2%	366	0.2%
HISPANIC OR LATINO						
Total population	1,108,391	100.0%	894,020	100.0%	214,371	100.0%
Hispanic or Latino (of any race)	78,362	7.1%	67,881	7.6%	10,481	4.9%
Mexican	59,485	5.4%	52,151	5.8%	7,334	3.4%
Puerto Rican	3,038	0.3%	2,687	0.3%	351	0.2%
Cuban	1,918	0.2%	2,017	0.2%	-99	0.0%
Other Hispanic or Latino [2]	13,921	1.3%	11,026	1.2%	2,895	1.4%
Not Hispanic or Latino	1,030,029	92.9%	826,139	92.4%	203,890	95.1%

In the Eastern Jackson County Region the largest minority race category was *Black or African American*, which accounted for 11.1% of the population in 2010. Those persons indicating two or more races accounted for 2.8% of the population. Eastern Jackson County Region's largest ethnic population was people of *Hispanic or Latino Origin*, which accounted for 7.1% of the population, with the largest Hispanic category indicating Mexico as place of origin. The largest percentage of *Black or African American* was in Jackson County with 88.7. The largest number Hispanic population was also in Jackson County with 72.0 % of all Hispanics. Additional information on the population of the region can be found in Chapter IV.

Regional Profile and Growth Trends: The regional profile based on data from the Missouri Economic Research and Information Center indicates the following:

- Ray and Jackson counties have higher unemployment rates than both the state and national levels.

- Poverty was higher in Jackson County than the Missouri average but lower in Cass, Clay, Platte and Ray lower in the Eastern Jackson County Region than the Missouri average.
- The largest employment industries in the Kansas City MSA include: Health Care and Social Assistance, Accommodation and Food Services, Educational Services, Public Administration, Professional, Scientific, and Technical Services, and Retail Trade
- The fastest growing industries in the region include: Professional, Scientific, and Technical Services, Administrative Support; Waste Management and Remediation Services, Construction of Buildings, Health Care (Health and Personal Care Stores and Nursing and Residential Care Facilities), and Social Assistance, Performing Arts, Spectator Sports, and Related Industries, and Internet Service Providers, Web Search Portals, and Data Processing Services
- The highest paying industries in the Eastern Jackson County Region include: Management of Companies and Enterprises \$77,463, Utilities \$73,177, Professional, Scientific, and Technical Services \$71,669, Finance and Insurance \$62,036 and Information \$56,110
- Occupations with the largest number of annual openings include: Cashiers, Waiters and Waitresses, Combined Food Preparation and Serving Workers, Including Fast Food, Retail Salespersons, Customer Service Representatives, Office Clerks, General, and Registered Nurses. These occupations have many openings each year, but pay less than \$18,000/year. The exception is registered nurses, which pay above average wages of \$56,670/year and require at a minimum an Associates Degree.

Major Employers: The top employers in the Eastern Jackson County region include the following: Peterson Manufacturing Co, Central Missouri State University, Pavilion At John Knox Village, Centerpoint Medical Center, John Knox Village, Lee's Summit Finance, John Knox Village Catering, St Mary's Medical Center, GE Transportation, AT&T, Lee's Summit City Public Works, and GE Energy.

NAICS	NAME	CITY	EMPLOYMENT	BUSINESS DESCRIPTION
336390	Peterson Manufacturing Co	Grandview	3000	Automobile Parts & Supplies-Mfrs
611310	Central Missouri State Univ	Lees Summit	2000	Schools-Universities & Colleges
<u>Academic</u>				
713940	Pavilion At John Knox Village	Lees Summit	1500	Recreation Centers
622110	Centerpoint Medical Ctr	Independence	1200	Hospitals
623311	John Knox Village	Lees Summit	1000	Retirement Communities & Homes
921120	Lee's Summit Finance	Lees Summit	850	Government Offices-City, Village &
<u>Twp</u>				
722320	John Knox Village Catering	Lees Summit	850	Caterers
622110	St Mary's Medical Ctr	Blue Springs	740	Hospitals
336510	Ge Transportation	Grain Valley	600	Railroad Equipment (Mfrs)
517110	At&t	Lees Summit	600	Telephone Companies
237310	Lee's Summit City Public Works	Lees Summit	600	Parking Area/Lots Maintenance &
<u>Marking</u>				

333413	Ge Energy	Raytown	600	Fan & Blower Parts-Manufacturers
452111	Walmart Supercenter	Blue Springs	500	Department Stores
448190	Rally House Independence	Independence	500	Sportswear-Retail
623110	Harden Hospice Missouri	Independence	500	Hospices
452111	Walmart Supercenter	Independence	500	Department Stores
452111	Walmart Supercenter	Lees Summit	500	Department Stores
611310	Unity Institute	Lees Summit	500	Theological Schools
561422	Cvs Caremark Call Ctr	Lees Summit	450	Call Centers
922120	Missouri State Highway Patrol	Lees Summit	425	State Government-Police
445110	Hy-Vee	Blue Springs	400	Grocers-Retail
811113	Certified Transmission	Independence	400	Transmissions-Automobile
623110	Grove's Rosewood Health Ctr	Independence	400	Rest Homes
621511	Quest Diagnostics	Lees Summit	400	Laboratories-Medical
611310	Metropolitan Community College	Lees Summit	400	Schools-Universities & Colleges
<u>Academic</u>				
452111	Walmart Supercenter	Raytown	400	Department Stores
322121	Wausau Paper Corp	Lees Summit	399	Paper-Manufacturers
561422	USA 800	Raytown	375	Call Centers
445110	Hy-Vee	Lees Summit	363	Grocers-Retail
322219	Burd & Fletcher	Independence	360	Boxes-Paper (Mfrs)
333999	Fike Corp	Blue Springs	350	General Ind Machinery/Equip NEC (Mfrs)
424610	Mead Westvaco Calmar	Grandview	350	Plastics-Products-Finished-Who
562119	Republic Services-Kansas City	Independence	350	Garbage Collection
445110	Hy-Vee	Lees Summit	340	Grocers-Retail
813910	Ooida Inc	Grain Valley	325	Associations
561440	Altek Financial Inc	Raytown	325	Collection Agencies
325998	Sika Corp	Grandview	300	Chemicals-Manufacturers
452112	Unilever	Independence	300	Home & Personal Care Products
722310	American Food Svc	Lees Summit	300	Foods-Institutional
238160	Aspen Contracting Inc	Lees Summit	300	Roofing Contractors
445110	Hy-Vee	Raytown	300	Grocers-Retail
518210	Winchester Data Ctr	Raytown	300	Data Processing Service
611110	Lee's Summit High School	Lees Summit	285	Schools
611110	Schools Oak Grove R Vi Schools	Oak Grove	280	Schools
813110	Community of Christ Church	Independence	275	Churches
326199	R & D Leverage	Lees Summit	275	Plastics & Plastic Products (Mfrs)
447190	Petro Stopping Ctr	Oak Grove	275	Truck Stops & Plazas
921120	Blue Springs Human Resources	Blue Springs	251	Government Offices-City, Village & Twp
238330	Kenny's Tile & Floor Covering	Grandview	250	Floor Laying Refinishing & Resurfacing
238220	United Heating & Cooling Inc	Grandview	250	Air Conditioning Contractors & Systems
238220	United Heating Cooling & Plbg	Grandview	250	Heating Contractors

333921	Thyssen Krupp Access	Grandview	250	Elevators & Moving Stairways
<u>(Mfrs)</u>				
622210	Comprehensive Mental Health	Independence	250	Mental Health Services
451110	Bass Pro Shops	Independence	250	Sporting Goods-Retail
445110	Hy-Vee	Independence	250	Grocers-Retail
611110	Lees Summit R7 Public Sch Dst	Lees Summit	250	Schools
926120	Transportation Department	Lees Summit	250	State Government-Transportation
<u>Programs</u>				
721110	Spirit Path At Unity Village	Lees Summit	250	Hotels & Motels
452111	Walmart Supercenter	Oak Grove	240	Department Stores
325412	Pfizer Global Mfg	Lees Summit	235	Drug-Manufacturers
334413	Diodes Fab Tech Inc	Lees Summit	230	Semiconductor Devices (Mfrs)
238210	Independence Power & Light	Independence	220	Electric Contractors
445110	Price Chopper	Independence	215	Grocers-Retail
444110	Home Depot	Independence	210	Home Centers
922120	Independence Police Dept	Independence	204	Police Departments
922120	Independence Police Chief	Independence	204	Police Departments
441310	Blue Springs Ford Collision	Blue Springs	200	Automobile Parts & Supplies-
<u>Retail-New</u>				
445110	Price Chopper	Blue Springs	200	Grocers-Retail
445110	Hy-Vee	Blue Springs	200	Grocers-Retail
623312	St Mary's Manor	Blue Springs	200	Residential Care Homes
238340	Kenny's Tile & Floor Covering	Grandview	200	Tile-Ceramic-Contractors &
<u>Dealers</u>				
623110	Life Care Ctr of Grandview	Grandview	200	Nursing & Convalescent Homes
624310	Springbridge Wellness & Rehab	Grandview	200	Rehabilitation Services
445110	Hy-Vee	Independence	200	Grocers-Retail
522110	Blue Ridge Bank & Trust Co	Independence	200	Banks
813410	Disabled American Veterans	Independence	200	Veterans' & Military Organizations
813319	Alcohol & Drug Rehab Helpline	Independence	200	Alcoholism Information &
<u>Treatment Ctrs</u>				
452910	Costco	Independence	200	Wholesale Clubs
524210	Government Employees Health	Lees Summit	200	Insurance
442299	Cut Co Cutlery	Lees Summit	200	Cutlery-Retail
445110	Hy-Vee	Lees Summit	200	Grocers-Retail
623312	Wilshire At Lakewood	Lees Summit	200	Residential Care Homes
444110	Lowe's Home Improvement	Lees Summit	200	Home Centers
452111	Macy's	Lees Summit	200	Department Stores
813410	Optimist Club of Sugar Creek	Sugar Creek	200	Clubs
445110	Price Chopper	Lees Summit	199	Grocers-Retail
452111	Dillard's	Independence	198	Department Stores
445110	Price Chopper	Lees Summit	185	Grocers-Retail
623312	Carmel Hls Healthcare & Reha	Independence	180	Residential Care Homes
541380	Geha	Lees Summit	180	Electrical Power Systems-Testing
611110	Lee's Summit North High School	Lees Summit	180	Schools
326199	Plastic Enterprises Co Inc	Lees Summit	175	Plastics-Products-Finished-Man

922120	Lees Summit Police Dept	Lees Summit	173	Police Departments
999990	Gemaco Playing Card Co	Blue Springs	170	Nonclassifiable Establishments
236220	Maxi Seal Harness Systems	Grandview	170	Building Contractors
336390	Cable-Dahmer Chevrolet Inc	Independence	170	Engines-Supplies-Equipment & Parts-Mfrs
611110	Truman High School	Independence	170	Schools
922120	Lees Summit Police Chief	Lees Summit	170	Police Departments
561720	Magic Touch Cleaning	Lees Summit	165	Janitor Service
444110	Lowe's Home Improvement	Independence	162	Home Centers

Post-Secondary Institutions: Data from the Missouri Department of Higher Education shows Post-secondary institutions with undergraduates from the 5 county Eastern Jackson County Region are listed in descending order below:

TABLE 65
FIRST-TIME UNDERGRADUATE ENROLLMENT AT PUBLIC BACCALAUREATE AND HIGHER DEGREE-GRANTING INSTITUTIONS.
BY MISSOURI COUNTY, FALL 2014 , JACKSON COUNTIES

HSSU	1
LINCOLN	-
MO S&T	5
MO STATE	51
MSSU	285
MWSU	4
NWMSU	2
SEMO	1
TRUMAN	2
UCMO	1
UMC	25
UMKC	10
UMSL	1
TOTAL	388

TABLE 66 FIRST-TIME UNDERGRADUATE ENROLLMENT AT PRIVATED NOT-FOR-PROFIT (INDEPENDENT) BACCALAUREATE AND HIGHER DEGREE-GRANTING BY MISSOURI COUNTY, FALL 2014 , JACKSON COUNTY

Avila	62
Central Methodist University-CLAS	19

College of the Ozarks	3
Columbia College¹	na
Cottey College	2
Culver-Stockton College	10
Drury University	9
Evangel University	2
Drury University	-
Hannibal-LaGrange	5
Lindenwood University	7
Maryville University	1
Missouri Baptist	1
Missouri Valley College	19
Park University	29
Rockhurst University	49
Saint Louis University	8
Southwest Baptist	22
Stephens College	8
Washington University	8
Webster University	7
Wentworth Military Academy¹	na
Westminster College	6
William Jewell College	37
William Woods University	7
Total	321

TABLE 67. FIRST-TIME UNDERGRADUATE ENROLLMENT AT PUBLIC CERTIFICATE AND ASSOCIATE DEGREE-GRANTING INSTITUTIONS, BY MISSOURI COUNTY, FALL 2014, JACKSON COUNTY

CROWDER	-
EAST CENTRAL	-
JEFFERSON	1
MCCKC	2400
MINERAL	2
MO STATE WP	5
MOBERLY	11
NCMO	6
OTC	14
ST CHARLES	-
STATE FAIR	7

STATE TECH	10
STL CC	2
THREE RIVERS	-
TOTAL	2458

Training Institutions: A listing training institutions in the Kansas City Region are shown below from MoSCORES, Education and Training Program Data is either from the Missouri Eligible Training Provider System, if the school is registered with this program, or the credit program inventory with DHEWD.

School Name WIOA Approved

160 DRIVING ACADEMY at KANSAS CITY WIOA
ASSUMPTA ALLIED HEALTH CAREER CENTER WIOA
AVIATION INSTITUTE OF MAINTENANCE WIOA
AVILA UNIVERSITY
BAC LOCAL 15 APPRENTICESHIP & TRAINING FUND WIOA
BOLIVAR TECHNICAL COLLEGE at DEVRY UNIVERSITY
BOSTON UNIVERSITY
BUSINESS SPEAKS LLC WIOA
CALVARY THEOLOGICAL SEMINARY
CALVARY UNIVERSITY
CAREER & TECHNOLOGY CENTER at FORT OSAGE WIOA
CASS CAREER CENTER WIOA
CDL PROS INC
CENTER FOR ADVANCED DENTAL ASSISTING - KC
CENTRIQ TRAINING WIOA
CITY VISION UNIVERSITY WIOA
CLEVELAND CHIROPRACTIC COLLEGE
COLUMBIA COLLEGE at KANSAS CITY
CONCORDE CAREER COLLEGE WIOA
CONSTRUCTION INDUSTRY LABORERS TRAINING FUND WIOA
CRIDERS INSTITUTE OF WELDING TECHNOLOGY
DISTRICT COUNCIL NO3 PAINTERS & ALLIED TRADES TRA WIOA
EK MANAGEMENT & ASSOCIATES WIOA
EXCELSIOR SPRINGS AREA CAREER CENTER WIOA
FULL EMPLOYMENT COUNCIL (FEC) WIOA
GRACELAND UNIVERSITY-INDEPENDENCE
GRADUATE SCHOOL OF STOWERS INSTITUTE FOR MEDICAL RESEARCH
GUADALUPE CENTERS CULINARY ARTS INSTITUTE WIOA
HRB TAX GROUP
INTERNATIONAL SCHOOL OF PROFESSIONAL BARTENDING
KANSAS CITY ART INSTITUTE
KANSAS CITY SCHOOL OF PHLEBOTOMY WIOA

KANSAS CITY UNIVERSITY OF MEDICINE & BIOSCIENCES
MEDS-MEDICAL EDUCATION DEVELOPMENT & SUPPORT at INCWIOA
METROPOLITAN COMMUNITY COLLEGE WIOA
METROPOLITAN COMMUNITY COLLEGE at APPRENTICESHIPS WIOA
METROPOLITAN COMMUNITY COLLEGE at LMV AUTOMOTIVE SYSTEMS
METROPOLITAN COMMUNITY COLLEGE at WORKFORCE DEVELOP WIOA
MIDWESTERN BAPTIST THEOLOGICAL SEMINARY
MISSOURI AUCTION SCHOOL
MONTESSORI TEACHER PREPARATION - KANSAS CITY
NAZARENE THEOLOGICAL SEMINARY
NEW REFLECTIONS TECHNICAL INSTITUTE
NORTH KANSAS CITY HOSPITAL SCHOOL OF MEDICAL LABORATORY SCIENCE
NORTHWEST MISSOURI STATE UNIVERSITY at CAREER & TECHNICAL BUILDING
(C-TECH
NORTHWEST MISSOURI STATE UNIVERSITY at CONTINUING ED WIOA
NORTHWEST MISSOURI STATE UNIVERSITY at INDEPENDENCE SCHOOL DISTRICT
ADMINIS
NORTHWEST MISSOURI STATE UNIVERSITY at NORTH KANSAS CITY SCHOOL
DISTRICT
NORTHWEST MISSOURI STATE UNIVERSITY at ST LUKES SCHOOL OF RADIOLOGY
OTTAWA UNIVERSITY
PARK UNIVERSITY
PARK UNIVERSITY at INDEPENDENCE CAMPUS
PARK UNIVERSITY at METROPOLITAN KANSAS CITY
PARK UNIVERSITY at OAK PARK HIGH SCHOOL
PARK UNIVERSITY at SOUTHWEST EARLY COLLEGE CAMPUS
PARK UNIVERSITY at WEST PLATTE HIGH SCHOOL
PINNACLE CAREER INSTITUTE
PLASTERERS/CEMENT MASONS APPRENTICSHIP LOCAL #518 WIOA
PRIME DIGITAL ACADEMY WIOA
RANKEN TECHNICAL COLLEGE - PERRYVILLE
RESEARCH MEDICAL CENTER
RESILIENCY at WORK 20 WIOA
RIGHTFULLY SEWN WIOA
ROADMASTER DRIVERS SCHOOL OF KANSAS CITY WIOA
ROCKHURST UNIVERSITY
SAINT LUKES COLLEGE OF HEALTH SCIENCES
SAINT PAUL SCHOOL OF THEOLOGY
SANCTUARY WORKSHOP PRE-APPRENTICESHIP WIOA
SOCIAL IMPACT TECHNOLOGY & ENGINEERING at INC WIOA
ST LUKES SCHOOL DIAGNOSTIC MEDICAL SONOGRAPHY
ST LUKES SCHOOL OF RADIOLOGIC TECHNOLOGY
SUMMIT DENTAL ASSISTING ACADEMY
THE GROOMING PROJECT
THE TALLGRASS SCHOOL
TRUMAN MEDICAL CENTER SCHOOL OF NURSE ANESTHESIA

UNIVERSITY OF CENTRAL MISSOURI-LEES SUMMIT
UNIVERSITY OF MISSOURI-COLUMBIA at WEMET SYSTEM-PLEASANT HILL
UNIVERSITY OF MISSOURI-KANSAS CITY
UNIVERSITY OF MISSOURI-KANSAS CITY (UMKC) WIOA
UNIVERSITY OF MISSOURI-KANSAS CITY at LIBERTY HIGH SCHOOL
UNIVERSITY OF MISSOURI-KANSAS CITY at NORTH KANSAS CITY HIGH SCHOOL
UNIVERSITY OF MISSOURI-KANSAS CITY at NORTHLAND EDUCATIONAL CENTER
UNIVERSITY OF MISSOURI-KANSAS CITY at PLATTE COUNTY R-III
UNIVERSITY OF MISSOURI-KANSAS CITY at SMITHVILLE HIGH SCHOOL
WAREHOUSEMAN TRAINING at INC WIOA
WEBSTER UNIVERSITY at KANSAS CITY METROPOLITAN CAMPUS
WELLSPRING SCHOOL OF ALLIED HEALTH
WESTERN MISSOURI CARPENTERS APPRENTICESHIP WIOA
WILLIAM JEWELL COLLEGE
WILLIAM WOODS UNIVERSITY at BELTON HIGH SCHOOL
WILLIAM WOODS UNIVERSITY at LIBERTY HIGH SCHOOL
WILLIAM WOODS UNIVERSITY at OAK GROVE R-VI HIGH SCHOOL

11. Local Facility and Information

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

A listing of the One-Stop Centers is included as **Attachment 1**.

- 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.

The Local affiliate One-Stop sites are included as **Attachment 1**.

- 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.

A listing of the one-stop partners located at the affiliated sites is included as Attachment 1.

- 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.

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.

A listing of the One-Stop Partners located at the One Stop Centers is included as 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's. **See OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards.**

Memorandum of Understanding: Copies of the Memoranda of Understanding with one- stop partners is included as **Attachment 3** One-Stop Missouri Job Center has MOUs with the following agencies:

- Job Corps;
- AEL Providers
 - Independence Missouri School District Adult Education and Literacy (AEL) (Title II)
 - Blue Springs Missouri School District Adult Education and Literacy (AEL) (Title II)
- Metropolitan Community Colleges;
- Missouri Division of Vocational Rehabilitation;
- Rehabilitation Services for the Blind, Missouri Department of Social Services
- Missouri Office of Workforce Development;
 - WIOA Adult Program (Title I)
 - WIOA Dislocated Worker Program (Title I)
 - WIOA Youth Program (Title I)
 - Trade Adjustment Assistance
 - Wagner-Peyser labor-exchange/employment services
 - Jobs for Veterans State Grants
- Local Temporary Assistance for Needy Families TANF Agency- LINC -
- Community Services Block Grant
- United Services Community Action Agency
- State Unemployment Compensation Law activities- contact – Chris Miller at DOLIR and copy Spencer Clark, chris.miller@labor.mo.gov, spencer.clark@labor.mo.gov
- YouthBuild (WIOA Title I)
- The Senior Community Service Program
- Perkins Career and Technical Education

- Metropolitan Community Colleges;
- U.S. Dept. of Housing and Urban Development employment and training activities.
- Reintegration programs for eligible offenders
- UMOS contact Jose Martinez, Vice President of Farmworker and Community Based Services

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

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

Infrastructure cost agreement are provided.

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](#)

SUB-STATE MONITORING POLICY FOR WIOA ADULT, DISLOCATED WORKER AND YOUTH PROGRAMS

POLICY NUMBER: 2017-014, Modification 3

Integration of One-Stop Service Delivery

14. Local Workforce Development System

Describe the workforce development system in the LWDA.

- 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 Job Center Operator, Community Services League, facilitates recruitment of clients for entry into employment and training service for TANF recipients and food stamp employment and training programs. The EJAC WDB also is the service provider for the TANF agency in the region, and also provides employment and training service for the food stamp employment and training program. Further the WDB authorizes the procurement of a disability navigator to

provide services to person with disabilities within the system, while working with the Missouri Department of Vocational Rehabilitation. The WDB will partner with the Missouri Department of Rehabilitation Services for the Blind to provide employment and training services to persons who are Blind. The Full Employment Council, as the Managing Entity/Fiscal Agent, provides services of a seasoned and highly effective team of business Workforce development professionals that will service the business customers of the WDB to insure there is an array of organizational tools to meet the workforce needs of the region. Further workforce development facilities will be offered as assessment, training, and interviewing facilities for employers to meet workforce requirements. These efforts are designed to represent an organic employment and training system to meet the employment needs of the 21st Century employer.

The WDB Standing Committees are Planning and Operations; Youth Committee/Council; and the Finance and Budget Committee.

- 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 Eastern Jackson County WDB and FEC, Managing Entity/Fiscal Agent, will work diligently through community-based one-stop integrated services to promote vocational programs that provide post-secondary credentialing at the secondary level in growth occupations in the region. The WDB will also work to advocate for financial assistance for secondary students to be able to secure such post-secondary credentials while in the secondary system.

The Workforce development system involves secondary and post-secondary educational systems integrated with the public workforce system. The EJAC WDB works with the secondary education system by working with the Adult Education Literacy System in the Independence School District and the Blue Springs Missouri School district through formal arrangements utilizing MOUs' and formal contract means. These youth career engagement centers provide alternative education offerings which enable youth to pursue alternative educational offerings, and pursue post-secondary training after completion. The system also works with public educational systems to work with graduating juniors and seniors for career exploration and to identify career opportunities that require non semester based career credentialing as well as enrollment for four year and two year credentials in demand occupations in the region. The Eastern Jackson County WDB through its one-stop operator, Community Services League, that also recruits for non-WIOA funded work experience programs for youth at the secondary level as well as youth who are in alternative education programs. The Eastern Jackson County WDB through FEC, Managing Entity/Fiscal Agent, will work to invigorate vocational offerings at the secondary level independently as well as through partnerships with post-secondary institutions at the community college and university level. Further the Eastern Jackson County WDB will work to mobilize more awareness about the employer workforce needs in the region, which based on over ten employer convening's with over 100 employers representing over 40,000 jobs, where at least 70% of the jobs do not require a 4 year credential. In addition the WDB will also work to

promote soft skills curriculum adoption by the schools to be utilized as part of the curriculum offerings in the implementation of the student success act. Alignment of programs at the secondary level will elevate best practices implemented at secondary district systems that elevate the ability of the secondary system to meet the talent pipeline needs of the region. Further, the EJAC WDB will work with vocational programs offered through the Core partner of the Missouri Vocational Rehabilitation Department and the Missouri Department of Rehabilitation Services for the Blind to make more students and parents aware of education and employment offerings made available to students with non-traditional needs. These program offerings will be supported by the utilization of a Career Navigator through Jewish Vocational Services that will assist in identifying program offerings for youth with disabilities.

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

EJAC WDB will provide rapid response activities through a team of business services representatives and career counselor executives who will be deployed in concert with state local *Employment Transition Coordinators*.

WDB Business Services representatives will stay abreast of all layoffs or potential layoffs by monitoring newspapers and journals. EJACWDB Business Services representatives will keep files of company contacts and information documenting or predicting layoffs. Dislocated worker program staff and state staff will inform one another of layoffs or potential layoffs. Rapid response activities sessions will be coordinated and conducted with the local *Employment Transition Team* for that region. All services will be coordinated with the employer on site or in person to minimize disruption of work schedules. Affected employees will be given the same information as with a State Conducted rapid response session, describing all services available at the Missouri Job Centers. Affected employees will be encouraged to visit the Missouri Job Center and complete all eligibility requirements to engage them in core, intensive or training services as needed. Meetings are set up at company sites for the purpose of describing program services to laid off workers who expect to be laid off. Presentations may be made to civic clubs, companies, labor organizations, or other groups that represent laid off workers. EJAC WDB Business Services representatives will also respond to referrals from current clients, private placement firms and area training organizations.

If the company affected by a layoff has union representation, the EJAC WDB Business Services representatives works through the local labor coordinator who is encouraged to call the head of the local bargaining unit. Joint meetings are arranged between the EJAC WDB Business Services representatives, *Employment Transition Team Coordinator*, labor coordinator, company management, and head of the bargaining unit. If on-site presentations are made to employees, a suggested format includes presentations to all entities

involved.

The EJAC WDB Business Services representatives, *Employment Transition Team Coordinators*, and dislocated worker staff shall also attend meetings.

Other services available include,

- Job Clinic / Job Search Workshop – customer will participate to improve their skills and facilitate their job search process.
- Resume Update / Development
- Career Assessment & Testing
- Ilostmyjob.com – a free resource for individuals coping with and recovering from job loss
- US Department of Labor Tools for Job Seekers – includes employment websites, career planning tools, career exploration tools, and social media job search
- Computer Literacy Classes –Basics / intermediate
- Career Counseling
- Labor Market Information Sessions
- Missouri Career Readiness Certificate
- How to create an email account and conduct an online job search

- 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.

The Post-secondary System, in the EJAC region has moved substantially to increase the availability of skill based offerings at the community college and university level on a non-semester basis. Examples include but are not limited to the Institute for Workforce Innovation at the Metropolitan Community College, which provides site based, non-semester credential based skill training. The University of Central Missouri has also launched a number of credential based skill training programs on a non-semester calendar at community sites. The Eastern Jackson County WDB will promote the just in time offering of skill courses at sites that are available throughout the region of over 2,700 square miles. The WDB will also promote the publishing of report cards regarding training courses, completion, graduation, certification, and training related job placement rates of courses operated by all training institutions. Further the WDB will continuously work with the One-Stop Operator, Community Services League, to focus upon the defined growth sector in the regions combining classroom training with work based approaches where appropriate to meet workforce needs of employers. Apprenticeship programs, work experience, internships, and on the job training will be utilized in meeting the talent changes of the future. Further FEC will utilize data extensively to make employment and training investments and or to make strategic adjustments in the approaches utilized by employment and training entities in the EJAC system. Alignment of Services will be promoted at the WDB level through its Planning

and Operations Committee which will look at the planning and execution of core and operational programs at the planning and operational levels for program alignment.

The Eastern Jackson County Workforce Development Board has a strong alignment with the AEL and Community Services Block Grant (CSBG) system. In the EJAC region, the AEL provider is co-located in the Youth Annex, which is in close proximity to the Job Center and works very closely with Independence School District. In Eastern Jackson County the CSBG Provider coordinates with recruitment and referral services. An MOU has been signed which will provide referral and coordination of services with the American Job Center.

15. Alignment and Data Integration

- a. Describe how all partner agencies will strengthen their integration of services so that it provides a more seamless system.

Integration of Services: One-Stop Missouri Job Center follows the Service Integration Guidelines established by the OWD and has adopted the Minimum Standards for compliance with Missouri’s model to ensure quality and consistency of service delivery. This includes that an assessment should be done on all new customers and all new registrants should be dually-enrolled as referenced in OWD Issuance No. 01-2017, or other current guidance on the topic located at jobs.mo.gov/dwdissuances. One-Stop partners have integrated common services such as resource area assistance, orientation to services, workshops, job development, etc. These services are provided through the One-Stop Operator function, and the staff, coordinating and integrating partner services to customers.

The One-Stop Missouri Job Center conduct weekly meetings with co- located partner staff and sub-contractor staff to ensure the integration of services, and protocols to ensure that services are integrated and not duplicated.

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

For Partners who are co-located in a Missouri Job Center, the cost allocation will be based on physical presence of FTE head count and/or physical presence of technology.

For Partners who are not co-located in a Missouri Job Center, The cost allocation will be based on a conversion of the number of participants served to a full-time equivalent using the methodology described below. All Partners will be required to report to the Eastern Jackson County Workforce Development Board the number of participants they referred to the Eastern Jackson County Workforce Development Board to receive services. The reports are due monthly by the 10th of each month and must be emailed to reports@feckc.org. The host Job Center will provide the number of participants served based on its internal tracking system. A reconciliation will be completed monthly comparing the numbers reported by the non co-located partner and the host Job Center to allocate the cost.

- 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?

One-Stop Partners attend a weekly Job Center meeting where information is shared regarding system updates, program updates/changes, policy changes/updates and new initiatives. Joint trainings and cross trainings are also conducted with the One-Stop Partners. One-Stop Partners utilize the same database which is the MOJOBS System. At each Job Center, there is a MOJOBS Kiosk that allows the customer to use to check in. Staff can see immediately when their appointment arrives.

16. Accessibility

Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and service, technology, and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities. (See OWD Issuance 12-2017 and the State of Missouri Non-discrimination Plan at https://jobs.mo.gov/sites/jobs/files/ndp_2019_summary_all_sections_and_elements_final_copy_with_bookmarks.pdf)

The EJAC WDB will conduct independent bi-annual accessibility audits for facilities and access. Further the Jewish Vocational Services career services provider will provide ongoing professional development for persons with special needs along with the Vocational Rehabilitation department and the Missouri Department of Rehabilitation Services for the Blind. We provide accommodations for those individuals who are in need of such services and connect them with staff who can assist with the accommodations. The WDB has career center full service centers locations in every region that it serves while also utilizing technology and on line training to reach underserved regions of the area. Eastern Jackson county facilities are single story buildings on a bus line. The WDB contracts with Jewish Vocational Services to service persons with special needs, working in concert with the vocational rehabilitation agency of the state of Missouri. The WDB has an ongoing staff development program that focuses on customer service and professional development programs. One-Stop Missouri Job Center staffs are mandated to undergo ongoing training on vocational and disability aspects, so that they have a body of knowledge to provide professional services to individuals with disabilities.

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.

Assessment of One Stop Program and Partners-there will be bimonthly meetings of performance with service providers and bi-monthly meetings with one stop partners to facilitate service alignment, systems improvement, policy updates, and system team building. All Contractors and Service Providers contracted by the EJAC WDB or its designee to provide program services shall provide goal specific contracts. Subcontractors are also required to meet the performance standards negotiated with OWD. An Addendum To WDB Fiscal Policy Manual Section 400 - Contractor Related Procedures, Section 400 -Policies And Procedures, 400Contractor Related Procedures, 411 Performance Requirements, was incorporated describing the evaluation of service providers for performance and impact. Incorporation of these procedures will ensure that providers meet the needs of employers and participants.

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

Contractors and Service Providers

One-Stop Missouri Job Center staff will meet bi-monthly and more with subcontractors to report on the status of the projects, performance and participants' progress and to discuss issues and questions.

Subcontractors are evaluated monthly and corrective action plans required if performance is significantly deficient.

All Contractors and Service Providers contracted by the EJAC WDB provide program services shall be contracted with performance targets based on performance measures. All contracts will be based on performance measure benchmarks that have been established by EJAC WDB and spelled out in the contract. Failure to meet the performance benchmarks shall result in full or partial reduction in payment requests submitted. The Contractor/Service Provider's performance shall be submitted monthly/quarterly by the contractor and verified by the EJAC WDB or its designee, the Managing Entity and Fiscal Agent.

1. The Contractor will submit a Monthly Performance Progress Report reflecting actual performance and accrued expenses for the contractor's program.
2. EJAC WDB Staff will review each report for projected compliance with the monthly/quarterly Performance benchmarks.
3. EJAC WDB Staff will compare the Contractor progress against targeted monthly/quarterly benchmarks to develop monthly performance reports.
4. Letters will be prepared to the Contractor each quarter regarding any board approved action to be taken. Necessary contract amendments will be prepared.
5. Technical assistance will be offered and provided by EJAC WDB or its designee staff to the Contractor as requested or as deemed appropriate by the board.

6. Regardless of a determination or non-determination of de-obligation or other loss of funds, a Contractor who fails to meet or exceed minimum targeted levels of service to participants for the quarter will prepare and submit a written corrective action plan within 15 days of the end of the quarter.

A copy of this plan will be provided to EJAC WDB or its designee Officers upon receipt.

7. In accordance with the fully executed contract, the Contractor may request a budget adjustment at any time during the contract period to realign budgets with targeted participant activities, thereby allowing for a higher percentage of expenditure and numbers served.

ETPS:

Training Providers are evaluated annually and are required to provide completion and placement rates for customers. Training providers are evaluated at an 80% Completion rate and 70% placement rate. If they do not meet this requirement their approval is revoked.

Also State must provide accurate and consistent performance information through its MOPerforms contract with FutureWork to assist WDB to continue meeting and exceeding performance.

FAILURE TO MEET PERFORMANCE TARGET LEVELS

If the Contractor fails to meet minimum targeted levels of service performance for a quarter; the contractor shall prepare and submit a written corrective action plan to EJAC WDB or its designee within 15 days of the end of the quarter.

Local Administration

18. Chief Elected Official (CEO)

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

See Attachment 5.

19. CEO Consortium Agreement and Bylaws

If the LWDA includes more than one unit of local government, the Chief Elected Officials (CEO) may develop a CEO agreement; however, it is not mandatory under WIOA law. If the LWDA 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.

A copy of the WDB’s current by-laws is included as **Attachment 5**.

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 listing of the board members, the organizations they represent and their area of representation is included as **Attachment 6**.

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**

A copy of the LWDB Certification letter Dated July 2019, Signed and Approved By the Director is included as **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.

A copy of the WDB’s current by-laws and the annual Local Workforce Development Board’s ATTESTATION FOR REVIEW OF BY-LAWS form signed by a quorum of members is included as **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**

Conflict of Interest Policy and Code of Ethical Standards and Business Practices and Conduct – Eastern Jackson County Workforce Development Board ISSUANCE NO. 2017- 102

The Eastern Jackson County Workforce Development Board (“EJAC WDB”) Workforce Development Board (“EJAC WDB”) seeks to create and sustain an ethical business climate, which is critical to the success of the EJAC WDB and in the best interests of the EJAC WDB. Each director of the EJAC WDB must observe the highest standards of ethical business conduct, including strict adherence to this Code. Each director of the EJAC WDB must comply with the letter and the spirit of the following and must certify annually that it has reviewed and agrees to comply. WDB members may not vote on matters under consideration by the WDB regarding the provision of services by such member, by an entity that such member represents (or by which the member is employed), or that would provide direct financial benefit to such member or the immediate family of such member. A WDB member may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

All subcontracts contain a section regarding CONFLICT OF INTEREST that the Contractor shall maintain a written code of standards of conduct governing the performance of persons engaged in the award and administration of the WIOA contract(s).

In addition all staff agree to the agency’s personnel policy and are required to sign a statement regarding adherence to conflict of interest.

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](#).

The chief elected official has designated the Full Employment Council as the fiscal agent and the entity responsible for the disbursement of grant funds, conduct an annual independent audit, as well as to generate new resources through competitive applications and fund development.

24. Competitive Procurement

Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under Title I of WIOA, including the process to procure training services for Youth

and any that are made as exceptions to the ITA process. Include the information on the following processes: advertisement/notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation and award/non-award notification. This may include those pages from the Board's procurement guidelines that describe the competitive-procurement process and the process to procure Youth training providers. Include the **Financial Procurement Policy as Attachment 10**.

See [Attachment 10](#)

The **One-Stop Missouri Job Center** shall procure services in accordance with the OMB circular. Competitive procurements exceeding **\$50,000** shall be advertised in a medium available to the general public and bids shall be solicited from prospective suppliers. The local board shall identify eligible providers of adult activities and youth activities where appropriate, by awarding grants or contracts through the Request for Proposal Process, taking into consideration the recommendations of the Youth Standing Committee for youth services to be procured, and in accordance with the criteria described in the process described below.

Request for Proposal Process. Service providers are selected based on a Request for Proposal process. The Grant/Award process is based on a determination of need; a determination of the cost for the service to be provided; the selection of the method of implementing the service; the availability of resources; notification of potential service providers; evaluation of requests for proposals including the reasonableness of cost and the ability of the proposer to meet performance standards; recommendation of service providers to be selected; and the issuance of contracts.

Requests for proposals are made available to the general public through paid advertisements in the local newspaper. Each RFP describes the services to be performed, specific requirements to be met, cost limitations, and other information determined to be relevant to the provision of employment and training programs and services. Both the RFP and the Public Notice state the deadline for submission of proposals. Proposals are required to be sealed, time and date stamped, and logged in. Proposals received after the closing time will be returned unopened to the proposer.

A proposal evaluation committee is appointed by the EJAC WDB or its designee. Proposals are rated using standardized rating forms. Proposals are analyzed in accordance with the evaluation criteria established in the RFP. Proposals are recommended for funding, determined to be non-responsive, or not recommended for funding. A written report is prepared documenting the reason(s) for any bids being deemed on-responsive. Proposals are evaluated and a list of proposers who have met the basic criteria are identified. Top rated proposers will be scheduled for oral presentations.

Site visits to review facilities and programs operated by the proposer will be made prior to the award of a contract, if needed. There will be a financial pre-award survey conducted to ensure the adequacy of fiscal systems and evaluation of the organization's grant management capability. Based on oral presentations and reviews, recommendations for funding will be made to the Workforce Development Board.

Contracts are written upon completion of the procurement process in accordance with the proposals submitted and any negotiated changes are made during the proposal review process.

Conflict of Interest. WDB members may not vote on matters under consideration by the WDB regarding the provision of services by such member, by an entity that such member represents (or by which the member is employed), or that would provide direct financial benefit to such member or the immediate family of such member. A WDB member may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

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.

The EJAC WDB will work with partners to negotiate cost sharing agreements to eliminate duplicative costs. The WDB employs an independent monitoring firm to provide financial audits of its operations and to ensure that costs are not being duplicated. To eliminate duplicative administrative costs, **One-Stop Missouri Job Center** has one administrative unit that supports two Workforce Development regions.

In addition, participant payments (payroll, support service payments, OJT reimbursements, and employer-based training paychecks to clients), for all clients, including many of the subcontractors, are processed by **One-Stop Missouri Job Center**'s fiscal department rather than by numerous fiscal departments.

Additional ways the EJAC WDB/FEC works to eliminate duplicative administrative costs are;

- Facility costs are shared and constantly reviewed for comparison to cost rates;
- Computer systems are re-evaluated to ensure most efficient system used based thereby reducing head count;
- Utilizing facility as training site;
- Negotiate lease arrangement to realize cost efficiencies to insure more than one tenant;
- Identification of used furniture to avoid buying new, especially by working with corporations or used office supply facilities;
- Review contracts and budgets to ensure maximum utilization of services on direct client services
- Ensuring use of FEC facilities for just in time training;
- Use of contract client recruitment for Business assistance activities;
- All WDB board meetings held at FEC facilities thereby reducing costs of Board meetings at hotels or other meeting facilities;
- Monthly financial review are conducted by internal and external reviews for determining any anomalies that are excessive

b. Eliminating Duplicative Services

Identify how the Board ensures that services are not duplicated.

The EJAC WDB will work with partners to ensure coordination of services with all partners to ensure that services are not duplicated. To strengthen partnerships, provide for seamless and appropriate services, and to improve overall customer service to businesses, the local WDB developed a Business Outreach and Service Plan. This plan, designed to enhance One-Stop services to businesses, describe uniform strategies of organizing service delivery to business customers. The plans contain protocols for coordinating business contacts while ensuring local employment and training systems are demand drive, promote economic security for local communities, and streamline delivery of business services. These plans further move the employment and training system from being job seeker-oriented to being business-focused. Additionally, service matrixes were developed and completed by One-Stop Partners to ensure that duplication of services would not occur. The One-Stop Center provides a uniform system of access to the business customer not only in an electronic mode of operation via missouricareersource.com but also through the availability of on-site business friendly services and interviewing rooms located at each One-Stop Job Center.

For the job seeking customer, the One-Stop Center has implemented a model that provides access to anyone interested in accessing Job Center services. Integrated delivery of services and resources are mapped out for each customer that accesses the system. Assistive technology is also available at the Job Center.

Job Center staff from all partners, which includes all co-located partner staff, meets weekly to ensure that services are integrated and not duplicated. Partner staff that are not co-located meet monthly and all partner staff have access to same case management data system in MOJOBS, to ensure services and resources provided to customers are non- duplicative. Policies and strategies have been developed to create a seamless flow of services to the meet the customer's expectations. This seamless delivery system provides the job seeking customer access to training to increase their skills in high-growth career fields.

A key feature that ensures that services are efficient and not duplicated is technical assistance / training of services is ongoing for Job Center staff (comprised of OWD & FEC staff). Cross training is provided to prevent duplication of services, increase customer service competencies of Job Center staff, as well as to continually develop all Job Center staff with new programs and policies. Specific efforts will focus on efficient customer service techniques as instructed by the training staff of the operations division, as well as techniques that results in instant customer engagement. s are the best way to integrate across agency / organization boundaries. They are the best way to design and energize core processes. Teams encourage continuous performance improvement and learning at the same time. There is no better way to become a learning organization than to have a team-based structure which thrives on people learning from peers, it takes time and hard work to build alignment across teams. So, to obtain an immediate return, leveraging the creativity of teams is the solution. Teams working together can do much better than individuals in coming up with creative solutions to difficult problems.

Efforts have been initiated to cross-train OWD and FEC and all partners in all programs of the Job Center to not only insure more efficient and quality Job Center services but also to prevent duplication of services. Focus of the utilization of service teams vs. case management teams and team based customer service vs. individual case management will be a high priority of the one-stop operator. It is imperative that staff understand both the overall big picture and vision for the Job Center.

26. Planning Budget Summaries (PBSs)

Include the Planning Budget Summaries for Program Year 2020 and Fiscal Year 2021 in **Attachment 11** to the Plan. (Instruction for this planning item will be sent after the PY 2020 locally negotiated performance goals are finalized.)

A copy of the Planning Budget Summaries for Program Year 2020 and Fiscal Year 2021 will be included as **Attachment 11**.

27. Complaint and Grievance Policy / EEO Policy

Establish and define the local policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA. Both policies should be incorporated into the MOU and disseminated throughout the LWDA for all workforce development professionals to understand and implement. This should adhere to federal and state complaint and grievance guidance and policy. Include either a statement that the Board will follow the state policy or develop a local policy and include a copy as **Attachment 12** to the Plan. (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)

See **[Attachment 12, PROGRAM COMPLAINT AND DISCRIMINATION PROCEDURES POLICY, POLICY NUMBER: 2013-02, Modification 4](#)**

FEC One-Stop Missouri Job Center will follow the State's Complaint and Grievance policy as stated in the Issuance, which outlines the state's grievance procedures. The One-Stop Missouri Job Center assures full compliance with the nondiscrimination and equal opportunity provisions of the Workforce Development Act of 1998, including the Nontraditional Employment for Women Act of 1991; title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended, title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR part 34, and incorporates this language in all contracts and agreements. The Complaint and Grievance Guide is included as **Attachment 12**.

28. Planning Process and Partners

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

Input in the development of this plan was solicited from WDB members and service providers, and public notice for comment was placed on the EJAC and FEC web sites. The President and CEO provided the Board with a executive summary of the key tenets of the Plan at the July 2019, October 2019 and January 2020 Board meetings prior to the Plan submission. Workforce information and intelligence is gathered from Advisory groups, forums and meetings with partners, contractors and program participants, partners, input from employers, surveys with job seekers, and continuous input from local Board and Chamber members and education and training provider partners.

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.

Performance Goals for the Region Program Year 2016:

For PY 2018-19, states and region negotiated new WIOA and Wagner Peyser performance goals

Local Negotiation Benchmarks

Area Name: **Eastern Jackson County**

Employment Rate 2nd Quarter After Exit	Local Negotiated	Employment Rate 4th Quarter After Exit	Local Negotiated
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Adult	67.00%	Adult	63.50%
Dislocated Worker	69.80%	Dislocated Worker	66.50%
Youth	67.50%	Youth	70.00%
Wagner-Peyser	62.60%	Wagner-Peyser	60.00%
Median Earnings	Local Negotiated	Credential Attainment	Local Negotiated
Adult	\$4,984	Adult	52.00%
Dislocated Worker	\$6,650	Dislocated Worker	56.00%
Youth	N/A	Youth	70.00%
Wagner-Peyser	\$4,000	Wagner-Peyser	N/A

30. Public Comment

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

The WIOA plan and plan modifications are made available for public review and comment for a minimum of 30 calendar days. Plans and modifications are approved by the WDB and require both the WDB Chair and chief local elected official signatures. The President and CEO provided the Board with a executive summary of the key tenets of the Plan at the July 2019, October 2019 and January 2020 Board meetings prior to the Plan submission. A public notice was placed on the EJAC and on the FEC web sites directing any comments to be sent to either the local WDB chair or the One-Stop Missouri Job Center, or to the Office of Workforce Development.

31. Assurances

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

Statement of Assurances Certification form located in this guidance is included as Attachment 33 to the Plan.

POLICIES

Local Policies and Requirements

32. Supportive Services Policy

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

See [Attachment 13](#)

The procedures and methods for providing needs based payments and support services to clients are included **Supportive Services For Wioa Dislocated Worker And Wioa Adult Programs, Policy Number: 2017-041, Modification 3 And Supportive Services, Post-Employment And Payments For Outcomes For Wioa Youth Policy, Policy Number: 2017-018, Modification 3**

Both issuances are included as 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 See Attachment 14-15-18, PRIORITY OF SERVICES AND ACCESS TO ADULT SERVICES POLICY, POLICY NUMBER: 2018-010](#)

In the event that funds for adult employment and training activities are limited, priority for career and training services funded with the Title I WIOA adult funds will be given to **priority for individuals on public assistance, TANF recipients, other low-income individuals, and individuals who are basic skills deficient.** low-income and economically disadvantaged individuals, and to individuals who do not qualify for other programs administered by the One-Stop Operator, in accordance to the following criteria: Up to 40 percent of the WIOA Title I adult funds may be used to serve those clients who have incomes which do not exceed 200 percent of the Lower Living Standard Income Level. The balance of the funds (60 percent or more) will be expended on adults who are economically disadvantaged - incomes are 70 percent of the Lower Living Standard Income Level or 100 percent of the Poverty Level, whichever is lower. Up to 20% of funds may also be used to serve incumbent workers

In an effort to serve more individuals and reach a broader spectrum of individuals, in an environment of reduced overall budgets and when funds are limited, One-Stop Missouri Job Center is initiating a re-entry policy which states that any paid support, including tuition assistance and supportive services assistance, will be limited to a two-year period.

Although an individual may not receive additional paid support, that individual may receive “career services” and placement services and other non- monetary workforce services that are available.

When priority of service for veterans is applied in conjunction with recipients of public assistance and other low income individuals, veterans and their spouses will receive the highest priority followed by priority for individuals on public assistance, TANF recipients, other low-income individuals, and individuals who are basic skills deficient.

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 See Attachment 14-15-18, PRIORITY OF SERVICES AND ACCESS TO ADULT SERVICES POLICY, POLICY NUMBER: 2018-010

The purpose of this Issuance is to establish a priority of service policy for the application of individualized career services and training services to recipients of public assistance, other low-income individuals, individuals who are basic skills deficient, that incorporates Priority of Service for veterans and eligible spouses, when available Adult Employment and Training funds are limited.

35. Youth – Eligibility

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

EJAC WDB will identify, document, and serve youth participants meeting this eligibility criteria as prescribed in Eastern Jackson County WDB WORKFORCE INNOVATION AND OPPORTUNITY (WIOA) YOUTH ELIGIBILITY POLICY, POLICY NUMBER: 2017-006, Modification 2.

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.

Given the limited amount of funds for youth in general, Youth Program participants must meet general eligibility requirements, including economic eligibility requirements (low income), and possess a barrier.

Youth eligibility is predicated upon age, income, barriers, and the geographical region in which the youth resides.

- A School Dropout
- Supposed to be in school but did not attend the last calendar quarter (Compulsory Attendance)
- Low Income High School Graduate who is Basic Skills Deficient or an English language learner
- Subject to the Juvenile or Adult justice system
- Homeless or Runaway defined by the 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434 A (2))
- Foster Child, or Aged Out of Foster System as defined by Section 477 of the Social Security Act
- Pregnant or Parenting
- Individual with a Disability
- Low Income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment (as defined by the Local Board)

Additionally, for Out-of-School Youth, the Workforce Development Board has locally defined barriers, as allowed for by law.

- (1.) Long-term unemployed for twenty-six (26) weeks with unsuccessful job search;
- (2.) Little if any exposure to successfully employed adults;
- (3.) Has been fired from a job in the last six (6) months;
- (4.) Has below average grades;
- (5.) Previously dropped out of an educational program;
- (6.) Is placed at least one grade level behind given age;
- (7.) Significant personal or family problems;
- (8.) Limited English proficiency;
- (9.) Limited access to reliable transportation, i.e. public transportation is beyond one walkable mile from residence;
- (10.) Is an individual who is a first generation college student;
- (11.) Is a child of an incarcerated parent.

No more than five percent (5%) of the In-School Youth may be made eligible under the Needs Additional Assistance barrier.

The basis for determining the needs additional assistance barrier was based on the needs of the region after review of what youth were “falling through the cracks”. An evaluation was done of youth who had requested assistance from other programs that had been available that addressed the needs of youth i.e. Project Rise, Face Forward, Learn to Earn and The Green Retrofit Employment and Training Program. Based on this evaluation it was determined what group of youth are not served and in need in the region.

The documentation that is used to verify "little exposure to employed adults" is paperwork showing incarcerated parent, documentation that parent has been receiving TANF or food stamps and not employed.

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.

Youth Program participants must meet general eligibility requirements, including economic eligibility requirements (low income), and possess a barrier.

Youth eligibility is predicated upon age, income, barriers, and the geographical region in which the youth resides. These are detailed in the Missouri Office of Workforce Development Technical Assistance Guide.

Attending Any School; 14–21 Years of Age; Low Income; and One of These Barriers:

- Basic Skills Deficient
- English Language Learner
- Offender
- Homeless or Runaway as defined by 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434 A (2))
- Foster Child, or Aged Out of Foster System as defined by Section 477 of the Social Security Act
- Pregnant or Parenting
- Individual with a Disability
- Individual who requires additional assistance to enter or complete an educational program or to secure or hold employment (as defined by the Local Board)

Additionally, for In-School Youth, the Workforce Development Board has locally defined barriers, as allowed for by law.

- (1.) Long-term unemployed for twenty-six (26) weeks with unsuccessful job search;
- (2.) Little if any exposure to successfully employed adults;
- (3.) Has been fired from a job in the last six (6) months;
- (4.) Has below average grades;
- (5.) Previously dropped out of an educational program;
- (6.) Is placed at least one grade level behind given age;
- (7.) Significant personal or family problems;
- (8.) Limited English proficiency;
- (9.) Limited access to reliable transportation, i.e. public transportation is beyond

- one walkable mile from residence;
- (10.) Is an individual who is a first generation college student;
- (11.) Is a child of an incarcerated parent.

No more than five percent (5%) of the In-School Youth may be made eligible under the Needs Additional Assistance barrier.

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 FOURTEEN (14) ELEMENTS OF THE YOUTH PROGRAM

The Workforce Innovation and Opportunity Act requires that (14) program elements be made available to all youth who are served by the WIOA youth system. These program elements are designed to fill the gaps in the lives of youth who lack the family, educational, and social frameworks to meet their essential needs. The Eastern Jackson County WDB makes available to youth participants the following Youth activities and services, based on each participant’s objective assessment and individual service strategy. The Eastern Jackson County WDB currently has MOU’s and partners with the Blue Springs School District, Independence School District, Youth build, University of Kansas City Missouri to provide many of these services and activities, in addition to the partners listed below.

a) EDUCATIONAL ACTIVITIES:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential: Coaching, teaching, and guiding customers to increase academic success potential. This includes study skills, dropout prevention strategies, and instruction leading to secondary school completion. Service also applies to assisting youth with basic skills improvement (remediation) and obtaining a high school diploma or HiSet .

Examples of Youth Activities:

- Adult education and literacy programs for out-of-school youth
- EJAC WDB has co-located AEL providers and contracted with Independence and Blue Springs School Districts AEL partners to provide HiSet preparation
- EJAC WDB Career Readiness Executives can provide assisted remediation
- Referral to Independence and Blue Springs MO School district AEL site
- EJAC WDB identifies youth deficient in any of the 3 basic areas and can schedule for remediation sessions and retesting

- Host weekly (4) hour tutoring sessions in each of the 3 areas for youth
- EJAC WDB schedules Regular certified instructor working one on one with youth in particular academic area
- Scheduled times when youth can drop in for tutoring (example: Tues. 1:00 p.m. to 5:00 p.m.)

2 Alternative secondary school services, or dropout recovery services, as appropriate: Specialized, structured curriculum offered inside or outside the public school system, which may provide work/study and/or assist youth with obtaining a High School diploma or HiSet. This includes Basic Skills improvement activities for out-of-school Youth .

Examples of Youth Activities:

- EJAC WDB refers for enrollment youth in local church based or community alternative school programs
- EJAC WDB makes Referrals to alternative programs
- Second-chance programs for dropouts and out-of-school youth
- Programs that use small learning communities
- Technology-based alternative secondary school services
- EJAC WDB partners with local school district partners to provide these services

b) WORK PREPARATION ACTIVITIES

3 Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences:

- i. summer employment opportunities and other employment opportunities available throughout the school year;
- ii. pre-apprenticeship programs;
- iii. internships and job shadowing; and
- iv. on-the-job training opportunities;

Paid and unpaid Work Experience Youth Internships/Worksite Learning and OJT: This activity should focus on obtaining full time or part time employment for youth. This activity is a short-term pre-vocational service designed to instill work habits and work ethics. Work experience positions are fully subsidized short-term placements with public or private not- for-profit employers or, in the form of limited internships, with private for-profit employers.

Examples of Youth Activities:

- Job search and placement assistance and, where appropriate, career counseling;
- Provision of occupational demand data including job vacancy listings;

information on job skills necessary to obtain the listed jobs; and information related to local occupations in demand and the earnings and skill requirements for such occupations;

- Development of an individual employment plan to identify employment goals, appropriate achievement objectives and appropriate combination of services for the client to achieve those employment goals;
- Work experience or internships;
- Internships and job shadowing opportunities
- Community service projects or volunteer opportunities
- On the job training opportunities
- Paid or unpaid work in the private, for-profit, non-profit, or public sectors with a planned start and end date
- Developing work readiness or employability skills, such as dressing appropriately or answering phones, in a real workplace setting
- Developing personal attributes, knowledge and skills, such as working on a team, in a workplace setting
- Career exploration in a workplace setting
- Developing academic or occupational skills as they relate to a workplace
- On-the-job training for older youth when based on needs identified in objective assessment
- Subsidized employment

Summer Employment Opportunities linked to academic and occupational learning: Subsidized or unsubsidized employment for youth during the months of May through September. Such employment may be either full-time or part-time, in the public or private sector and may last for all or a part of the summer months).

EJAC WDB works with its local employer partners to provide these paid and unpaid work experiences.

Examples of Youth Activities:

- Special grant funded projects which provide paid summer internships and work experiences and assisted with enrollment in post-secondary training for economically disadvantaged young adults ages 16 to 24, which provides a six-week internship with a focus on careers
- WIOA Youth work experience opportunities that will occur year round and done in concert with AEL, Financial literacy and Classroom Skills Training
- Employment for which youth are paid a wage
- Employment that is linked to the career or employment goal
- Academic and occupational skill training provided in conjunction with employment

On-the-Job Training (OJT) is form of work experience but WIOA regulations note that OJT is usually not an appropriate intervention for youth who are under 18. However, it allows OJT option based on needs identified in the youth's objective assessment.

4 Occupational Skills Training which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123;

Occupation specific training that is provided by a public or private vendor with demonstrated training capability. Enrollment and Occupational Skills Training is a post- secondary activity. Training must result in an entry level, semi-skilled or skilled job. A certificate or diploma must be awarded by a training provider to document specific competencies, tasks or skills attained by the youth (Note: EJAC WDB will coordinate occupational classroom skills training for youth through a competitive procurement requirement process for providers of Youth Occupational Skills Training.)

Examples of Youth Activities:

- Training that leads to receipt of an certificate
- Participation in **Job Corps** programs
- Additional training that provide skills necessary to enter or advance in a specific occupation, provided through community colleges, vocational technical schools and 4-year institutions
- Training programs that lead to the attainment of a certificate

- Apprenticeship programs
- Training programs that provide skills necessary to enter or advance in a specific occupation
- EJAC WDB coordinates and collaborates with Metropolitan Community College, Cass Career Center and other training provider partners on the ETP list to provide these services

5 Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster:

Activities and services designed to prepare youth for training and educational opportunities beyond high school or for placement into unsubsidized employment. This activity may be used to increase a youth's literacy and numeracy skills in preparation for participation in our qualification for post-secondary education. Such activities and services may be classroom or one-on-one and may include tutorial and counseling components. They may be structured to prepare the youth for the cultural changes in moving from a high school environment to that of a college or vocational school. This activity may also provide such services as labor market information, job search assistance (services that lead to the identification of job openings, completion of job applications, scheduling or job interviews and hiring into the identified jobs), job development, and job referrals.

Examples of Youth Activities:

- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized

employment or training through local training providers developed from competitive procurement process or waiver, EJAC WDB awards grants or contracts through a Request for Proposal process to providers to carryout WIOA youth activities based on the recommendations of the Youth Standing Committee;

- Occupational skill training through local training providers developed from competitive procurement process
- On-the-job training;
- Career Readiness Training;
- EJAC WDB coordinates and collaborates with Metropolitan Community College, University of Central Missouri and other training provider partners on the ETP list to provide these services

6 Adult Mentoring for a duration of at least 12 months that may occur both during and after program participation: The teaming of youth with responsible adults who will serve as role models and teach the youth skills, work habits, and/or responsible behavior .

Examples of Youth Activities:

- Monthly adult mentoring sessions that foster career awareness or positive social behaviors
- Guest speakers which provide additional motivational speaking to promote achievement, build self-confidence and self esteem
- Special grant funded Projects, such as Learn to Earn funded by local businesses, Social Innovation Fund (SIF)
- Virtual adult mentoring via e-mail, teleconferencing, or other electronic communication
- Long-term, structured programs that provide training and support to mentors as well as to youth
- Adult mentoring programs that foster career awareness or positive social behaviors
- Supplementing adult mentoring activities with additional materials and resources
- EJAC WDB has an on-going program to provide adult mentoring to youth that will be operated out of the dedicated Youth Center that is currently in development for the region. Mentors are recruited from local community and employer partners.
- Mentors are a part of or built into OJT or internship programs

7. Leadership Development opportunities, including community service and peer• centered activities encouraging responsibility and other positive social and civic behaviors:

Services intended to develop the potential of youth as citizens and leaders. Programs will be structured to provide youth with leadership experiences at the workplace and in other program activities. Leadership activities may include, but are not limited to: community and service learning projects; peer mentoring and tutoring; organizational and team leadership training; citizenship training; and training in decision making and positive social behaviors; job search, life skills, and other workshops as well as job search assistance.

c) OTHER ACTIVITIES

8 Comprehensive Guidance and Counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth; Services designed to benefit youth by addressing career, personal and educational needs. The developmental and sequential counseling activities will be designed to assist youth in acquiring knowledge and skills in career planning, knowledge of self and others, and educational and vocational development. Local, state and national career and labor market information will be used to facilitate the youths' career planning process. Networking among youth programs, business, labor and post-secondary institutions will also assist youth with career planning.

Examples of Youth Activities:

- EJAC WDB provides Career Exploration Workshops, Career Planning, Objective Assessments, Labor Market Information, Employment Plan development
- EJAC WDB provides Financial Literacy Counseling and Workshops
- EJAC WDB referral only for personal and individual counseling needs
 - Drug/alcohol counseling
 - Mental health counseling/therapy
 - Career Counseling
- EJAC WDB One-Stop Job Center provides the following services for ineligible youth: provision of employment statistics, including job vacancy listings; information about job skills necessary to obtain jobs described in job vacancy listings; and information related to local occupations in demand and the earnings and skill requirements for such occupations.
- EJAC WDB identify placement opportunities by industry interest of youth not placed
- EJAC WDB staff hosts job fairs targeting the industries of interest for youth
- Drug and alcohol counseling
- Mental health counseling/therapy
- Career counseling
- Educational counseling
- Supplementing guidance and counseling activities with additional materials and resources
- EJAC WDB staff provides these services and coordinates with local community partners for additional resources for these needs

9. Supportive Services:

Services such as transportation and provision of uniforms, tools and equipment necessary to enable a youth to participate in activities authorized under and consistent with Title I of WIOA. Post-employment services may also be provided to ensure success at the work site. Contractors

are encouraged to develop a network of existing supportive services providers. Additional supportive services may include clothing, temporary shelter, family planning services, legal aid, emergency food, and heating and cooling assistance. Supportive services are provided in accordance with the EJAC WDB's policies.

Examples of Youth Activities:

If necessary for the youth to participate in WIOA youth program activities:

- EJAC WDB provides Supportive services transportation, work attire/uniforms, tools,
- EJAC WDB provides referrals to community resources for Childcare, etc. and Referrals to medical services

10. Follow-up Services for not less than 12 months after the first day of employment: Include on-going activities maintained with participant to ensure they have a successful transition to work or further education. These follow-up services will not only include follow-up with participant but also employer or post-secondary counselor, if appropriate. Activities will include regularly scheduled informational and workplace counseling contact with participant who have exited the program. Follow-up should be for not less than 12 months after the date of exit. Follow-up services for youth may include supportive services, employer services, further career and/or educational development, peer support, mentoring, tutoring and progress tracking.

Examples of Youth Activities:

- EJAC WDB provides follow-up services tracked through MOJOBS—for 12 months
- EJAC WDB provides follow-up services to track attainment of certificates or credentials
- EJAC WDB schedules Monthly one on one, face to face contact with counselor
- EJAC WDB schedules Monthly contact with youth employer to discuss employment issues
- EJAC WDB schedules Monthly peer discussions groups to discuss possible conflict on the job or managing change for themselves and family members.
- Regular contact with appropriate frequency with youth, youth's employer, youth's post-secondary academic advisor
- Leadership development activities provided after completion of participation
- Supportive services provided after completion of participation
- Case management activities

11. Financial literacy counseling EJAC WDB staff provides financial literacy program and activities and working with community partners and resources.

12. Entrepreneurial skills training: Entrepreneurial training is available through the Kaufman Fast Track program sponsored by the (UMKC) University of Missouri Kansas City.

13. Services that provide labor market and employment information about in• demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services : EJAC WDB has on staff a Labor Market Economist

who provides training to all staff on LMI resources and the effective use of those LMI resources for workforce development and

14. Activities that help youth prepare for and transition to post-secondary education and training. EJAC WDB Youth Program staff provides an array of services and activities to prepare youth for and transition to post-secondary education including college application assistance FAFSA completion assistance, college tours and career ready workshops.

39. Youth- Incentive Payment Policy

Describe the LWDA's 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, INCENTIVE PROGRAM PROCEDURES AND DOCUMENTATION POLICY FOR WIOA YOUTH, POLICY NUMBER: 2017-005, Modification 1**

Incentives are a way to encourage customers' participation and to reward participant for achieving specific goals in their Employment Plan. Attached to a goal, the incentive is provided to an eligible WIOA Youth program participant in recognition of attaining an allowable goal stated in their Employment Plan. Incentives are tied to training, education or work experiences. They are **not** tied to recruitment, employment, retaining employment, or entering the military. Examples of incentives for achievement include credential attainment, success completion of Work Experience, and educational performance.

The practice of offering incentives is governed by Missouri Office of Workforce Development Issuance No. 14-2019, Statewide WIOA Youth Incentive Policy or other current guidance on the topic located at jobs.mo.gov/dwdissuances.

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**

See **Attachment See Attachment 14-15-18, PRIORITY OF SERVICES AND ACCESS TO ADULT SERVICES POLICY, POLICY NUMBER: 2018-010**

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, BASIC SKILLS ASSESSMENT POLICY, POLICY NUMBER: 2017-001, Modification 2](#)

The assessments are selected based on the validity of the tests or the students demonstration to successfully pass college courses. The Board administers TABE and WORKKEYS , all other tests are administered by 3rd party vendors.

42. Individual Training Accounts (ITAs)

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

See [Attachment 20, FULL EMPLOYMENT COUNCIL CLASSROOM OCCUPATIONAL SKILL TRAINING FOR WIOA ADULTS AND DISLOCATED WORKERS POLICY, POLICY NUMBER: 2017-016 Modification 1](#)

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 21-22, ACCESSIBILITY POLICY, POLICY NUMBER: 2017-015, Modification 1](#)

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 21-22, ACCESSIBILITY POLICY, POLICY NUMBER: 2017-015, Modification 1](#)

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](#)

See [Attachment 23, INTEGRATION OF SERVICES THROUGH CO-ENROLLMENT POLICY, POLICY NUMBER: 2018-011, Modification 2](#)

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, COORDINATION OF WORKFORCE DEVELOPMENT ACTIVITIES WITH AEL PARTNERS POLICY, POLICY NUMBER: 2020-003](#),

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, COORDINATION OF SERVICES WITH MISSOURI VOCATIONAL REHABILITATION AND REHABILITATION SERVICES FOR THE BLIND POLICY, POLICY NUMBER: 2020-004](#)

48. Registered Apprenticeship / ETPS

Describe how the Board will identify and reach out to the Registered Apprenticeship training program sponsors within its LWDA. Boards must verify that the program is a Registered Apprenticeship sponsor with the DOL Office of Apprenticeship. Eligible Training Provider System guidance requires that Registered Apprenticeship training programs be contained in the state's system. Describe the strategy the LWDA will use for addressing the apprenticeship program and monitoring progress. See [OWD Issuance 21-2017 Statewide On-the-Job Training Policy and Guidelines](#). Please include [the Youth Apprenticeships Policy as Attachment 26](#).

See [Attachment 26, CLASSROOM OCCUPATIONAL SKILL TRAINING FOR WIOA ADULTS AND DISLOCATED WORKERS POLICY, Policy Number 2017-016, Modification 1 and CLASSROOM TRAINING, OJT and WORK EXPERIENCE FOR WIOA YOUTH POLICY, Policy Number 2017-017, Modification 2](#)

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](#)

The purpose of this issuance is to establish the guidelines and procedures for utilizing Eligible Training Providers to assure quality of services and compliance with Office of Workforce Development policy, as stated in OWD Issuance No. 011-2018, Local Eligible Training Provider Selection Policy (Attachment A), and Eligible Training Provider System Policy and Procedures Guidance for the State of Missouri (Attachment B), or other current guidance on the topic located at jobs.mo.gov/dwdissuances. Board staff continuously monitor training providers with respect to the quality of training provider programs. This is accomplished primarily through feedback from program participants. Programs that lack or start to lack quality or consistency are, as in the past, not utilized. Employment outcomes for graduates is also considered, especially where two or more programs offer the same training. Success for customers requires that they have access to successful training programs that adequately prepare them for employment in targeted occupations.

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.

See **WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) FOLLOW-UP POLICY FOR ADULTS, DISLOCATED WORKERS AND YOUTH, POLICY NUMBER: 2018-008, Modification 1**. The purpose of this Issuance is to establish the procedures for WIOA Adult, Dislocated Worker and Youth Follow-Up services. This policy utilizes Missouri Office of Workforce Development (OWD) Issuance No. 31-2017, or other current guidance on the topic located at jobs.mo.gov/dwdissuances, Workforce Innovation and Opportunity Act Follow-Up Career Services and OWD Issuance No. 03-2019, or other current guidance on the topic located at jobs.mo.gov/dwdissuances, Workforce Innovation and Opportunity Act (WIOA) Youth Program Framework and Design. Because of the required follow-up activities, the Career Development Executive will assure that the customer has provided as much contact information in MOJOBS as possible, including telephone number, email address and a sufficient number of alternate contacts. The Counselor may use this information as well as social media, as appropriate, to make contact with the customer.

All WIOA Adult and WIOA Dislocated Worker customers receive follow-up services regarding Employment

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.

The EJAC WDB has identified that part of its core purpose is to be recognized as the area's Workforce Intelligence System. The EJAC WDB recognizes that having quality information about the area's economic characteristics and labor pool is crucial to building an effective workforce development system. The EJAC WDB is dedicated to developing and making available detailed information about the labor market, both on the demand side and the supply side. Such information includes information about high growth industries and careers, skill shortages, employer needs, labor pool quality, and a wide range of other information. Such information will be disseminated through EJAC WDB reports and publications, posting on the EJAC WDB's web site, and other means.

EJAC WDB uses labor market information (LMI) from a variety of sources that is readily accessible. Workforce information gathered and disseminated by the EJAC WDB is used by businesses, job seekers, and partners in the workforce development system to make informed choices. Job seeker customers will benefit from having access to information about high demand and high growth careers and industries, as well as the skills necessary to obtain employment in these careers and industries. Such information can help job seekers make intelligent informed choices about training programs and education opportunities, and can help expedite their job searches. Business customers can benefit from knowledge about available skills in the workforce, current and projected demand for skills, and characteristics of the labor force. Access to such information can help guide businesses' decisions. System partner customers benefit by having information about the nature of the regional economy, including growing industries, and the demand for various skills and careers. Such information can help them design services and training programs that will help link job seekers to available jobs, helping to facilitate business growth and advance the well-being of a wide range of job seekers.

Prior to issuing ITAs, One-Stop Missouri Job Center staff review demand occupational data with clients to ensure that clients are aware of demand data available in occupational fields. Clients access MERIC web site to review target industry and occupational demand data. All adult and dislocated worker customers receiving classroom occupational skill training are issued an ITA voucher. The customer is provided the ITA to choose among eligible classroom occupational skill training providers. The client is provided the web-site for WIOA approved training courses and may review each course of study prior to selecting an eligible provider that best meets his/her needs. Only training in demand areas is approved.

The website of approved training institutions and training programs in the Kansas City Region is provided on the site, MOSCORES, Missouri Eligible Training Provider System, if the school is registered with this program, or the credit program inventory with DHEWD that shows registration of WDB approval, <https://scorecard.mo.gov/Search>, and should be shared with the customer as well as the labor market information regarding occupational demand so that the customer can research eligible training providers and make an informed choice Labor Market Information Sessions

- Career Information Training – provisions of performance information and program cost of providers of training services

In addition:

- Workforce Information workshops on labor Market Information
- Career Exploration Sessions
- On staff Labor Market Information specialist

Additional Services Provided at Career Centers include: WIOA Title I Adult, Dislocated Worker and Youth Program Services; Wagner-Peyser activities, Veterans Services, MWA (Missouri Worker Assistance program), RESEA, SkillUp, Trade Adjustment Act services, Job Corps programs providing residential training services for economically disadvantaged 16-21 year olds, Youth Services; AEL services, services for persons with disabilities, Missouri Division of Vocational Rehabilitation; Missouri Department of Rehabilitation Services for the Blind, Job League, TechHire, America’s Promise, WIOA 15% projects, Environmental Protection Agency Brownfields project, Jobs For Neighborhoods, Choice Neighborhoods, Show Me Heroes, Automotive Apprenticeship, Transportation Services. One-stop partner products and services available at each Missouri Job Center are listed in Attachment 1.

Adult and Dislocated Workers

52. Title I - Employment and Training Products and Services

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

One-Stop Missouri Job Centers provide **“career services”** and training services and business services including point of access to individual training accounts for training services; other programs and activities carried out by one-stop partners; and other permissible local employment and training activities (customized training and screening and referral of qualified participants in training services to employment); support services; and needs-based payments.

To meet the needs of dislocated workers, displaced homemakers, low-income individuals, disabled individuals and others with multiple barriers to employment, employment plans are developed based on a comprehensive assessment to identify skill deficiencies and support service needs. The needs of these groups are met through participation in allowable Workforce Development activities.

Basic skill deficiencies will be addressed first to ensure success in occupational skills training.

“Career services” are provided through the One-Stop Missouri Job Centers integrated service delivery system requires automatic enrollment of any customers (18 and older) in the WIOA Adult program to ensure universal access and consistency of service. These services include the following:

- Eligibility determination;
- Outreach, intake and orientation to the information and other services available through the One-

Stop System;

- Staff provides services to job-ready job seekers, and services to hiring employers. For job seekers, they provide job search information, employment statistics including job vacancy listings, job skills necessary to obtain jobs described in job vacancy listings; information related to local occupations in demand and the earnings, skill requirements for such occupations; they plan, provide job development, job search and placement assistance and assessment of job search activities, automated job matching, referrals and hiring process support. For employers, they provide job order assistance and consultation, respond to new hiring practices, screening, conduct proactive search for candidates, and customized recruitment services., and where appropriate, career counseling (This Career Counseling is provided to job seekers who are referred to jobs, but who may not be hired, based on employer feedback).

Training Services for Adults and Dislocated Workers includes:

1. Individual Training Accounts (ITAs) for occupational skill training;
2. Employer-based training services, including on-the-job training and customized training, made available to employed and unemployed adults and dislocated workers.
3. Adult education and literacy provided concurrently or in combination with with any of the above activities.

Adult and dislocated worker training activities

Accelerated Classroom Occupational specific training- in demand jobs and emerging careers – open entry courses

- One-Stop Missouri Job Center will develop collaborative partnerships with education, 2-year and 4-year institutions and community colleges, and other training providers, economic development organizations, targeted industry entities, employers, business and other labor organizations and other partners in high growth industries to explore and develop regional sector strategies, in order to develop short term, on-demand, open entry six to eight week occupation specific classroom training courses to meet the employment needs of employers in high demand occupations in growth industries in consultation with these training providers.

- **On Demand/Just in Time, On-site** Training approaches: One-Stop Missouri Job Center will coordinate On Demand/Just in Time, On-site, Distance learning where feasible, WIOA approved, Classroom Occupational Training at worksites/community based organizations and on site at Job Center locations leading to a certificate (credential). Just in time training is non –semester based training outside normal fall winter spring summer semesters. These training methods are implemented through partnerships with Metropolitan Community College’s Institute for Workforce Innovation”, provide on demand training for business and job seekers and the University of Central Missouri’s Workforce Central, which provides of “Just in time” training along with other training institutions that have non semester based training formats.

- One-Stop Missouri Job Center Stackable Credentials Training that provides occupational skill training in a sequence of credentials that can be accumulated over time to build up an individual’s qualifications and help them to move along a career pathway or up a

career ladder to different and potentially higher-paying jobs. These include C.N.A. with geriatric, insulin or, mental health certification, that leads to patient care tech or EMT, that leads to a LPN then to RN.

- One-Stop Missouri Job Center combination Training that involves implementation and expansion of training model that combines short term classroom occupational and vocational skill training, with basic skills attainment tutorial and remediation and incorporates work readiness and soft skills, and or combines training with On-the-Job training, in order to reduce the amount of time for training.

Adult Internships

- One-Stop Missouri Job Center will provide Internships at the end of training for work Based Learning, at the end of training with potential employers in high demand occupations to encourage and facilitate job placement, when needed.
- One-Stop Missouri Job Center will provide Direct Placement assistance and activities.
- One-Stop Missouri Job Center will provide Follow-up services to participants placed in unsubsidized employment.
- One-Stop Missouri Job Center has an early warning network/layoff aversion Services initiative to economic development partners to support business retention and job placement for dislocated workers, to identify existing businesses at risk for closing or relocating, to leverage resources for providing assistance designed to avert layoffs and closings, and provide job referral and job development services working through Missouri Job Centers.

INNOVATION INFRASTRUCTURE

Non-WIOA funded programs for Adults and Dislocated Workers

Missouri Work Assistance (MWA) (TANF) - job readiness and training for TANF individuals engaged in work related activities. Activities include job placement, assessment, and job training.

Kansas City Area Transportation Authority Program- takes people to job locations that are not serviced by KCATA transit lines.

Target high-growth industries sector - FEC will continue to develop strategies for and allocate resources to provide special focus to target high-growth healthcare, information technology and advanced manufacturing industry sectors.

Healthcare Career Programs -

FEC has been successful in generating additional resources for the region's unemployed through successful applications to provide healthcare training and employment for workers pursuing careers in nursing, allied health, long-term health care and healthcare information technology to increase the number of trained healthcare workers.

This investment has helped create a healthcare workforce infrastructure that has developed approaches that involved multi-credentialed training, clinical internships and classroom

training combinations.

FEC, Managing Entity and Fiscal Agent, also received a \$5 million grant award 2016 to 2020 from the U.S. Department of Health and Human Services to train low-income adults, Food stamp recipients, TANF recipients, low-income unemployed adults, economically disadvantaged youth aged 16-24 and low-wage healthcare workers seeking career progression in the healthcare field. FEC will continue to implement the 5 year, \$5 million grant from the U. S. Department of Health and Human Services to provide training to low-income adults, Food stamp recipients, TANF recipients, low-income unemployed adults, economically disadvantaged youth 16-24, and low-wage healthcare workers seeking career progression in the healthcare field. FEC was awarded a second healthcare training grant from HHS in partnership with the state of Missouri Department of Social Service, Division of Family Service. This project will go through 2020.

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 Re-employment Services (WPRS) will be delivered on a weekly basis between the Office of Workforce Development and partner staff.

The Missouri Division Employment Security selects individuals for the RESEA eligibility pools from each RESEA location during the 5th week of his/her unemployment claim. Letters are mailed Monday of that week. Individuals will report for RESEA services during the 6th week. Criteria for RESEA selection are as follows: • Individuals determined to be most likely to exhaust benefits under the methods established for the state's Worker Profiling and Reemployment Services (WPRS) program • Transitioning veterans receiving Unemployment Compensation for Ex-Service members (UCX) • Individuals must be in pay status during the 3rd week • Individuals do not have a Division Approved recall date • Individuals are not members of a union that has a hiring/referral hall • Individuals are not receiving reduced benefits due to his/her employer participating in a Shared Work plan • Individuals are not in Approved Training under WIOA Title I Dislocated Worker, TRA, or Training Approved by the Division Director

Job Center staff provides re-employment services to these profiled claimants.

When the customers report to the Job Centers they go through the intake process. They are first directed to the Job Center overview where they learn about available services. After the participant becomes a member, staff gathers more information and enrolls the participant in RESEA and Wagner-Peyser programs during this interview they complete Reemployment

Service Plan/Individual Employment Plan (IEP) is developed. This is an agreement between the service provider and the profiled worker. The profiled claimant agrees to follow the plan or risk denial of UI benefits for one or more weeks.

Reemployment services will be provided through various programs and agencies at Missouri Job Centers. These services will be more intensive and staff-assisted than those provided the normal claimant, because the profiled claimants have been determined to have significant barriers that will hinder their becoming reemployed. Providing self-directed job search alone is not providing the claimant service above and beyond what the average claimant receives. If it is determined that the profiled individual would benefit from WIOA-defined intensive or training services, the individual will be referred to the appropriate Staff or WIOA partner and introducing the individual to appropriate staff.

The RESEA procedure includes:

- completion of claimants information in MOJOBS, our case management system;
- enrollment into RESEA and enter services provided ;
- completion of an Employment Plan; and,
- help with job search activities.

The claimant will stay in the RESEA program until reemployment occurs, s/he is enrolled in training or s/he is no longer claiming benefits. The claimant continues to receive UI benefits for the designated period of time, as long as s/he complies with reemployment plan requirements. Job Center staff document all activities with the claimant in the MOJOBS case management data base, in order to ensure a complete and seamless service delivery to the claimant.

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.

EMPLOYMENT / TRAINING STRATEGY

One of the key strategies that will be used to promote and increase number of participants in OJT activities is to use the business service staff to provide strategic outreach and marketing of OJT program opportunities. The Business services staff has as its priority to serve business in the region. FEC's extensive training and guidance of its external and internal business services staff provides continuous and multiple opportunities for staff to become knowledgeable about key industries in the region. Business services staff actively engage with business in the region to establish one-on-one relationships with businesses. The Business services staff routinely review plans to measure success of efforts, utilize continuous improvement techniques to meet and exceed current business expectations, are forward thinking in their approach with an eye towards anticipating future business needs and

developing needed solutions to meet the challenges of business. FEC Workforce Development Executives provide this employer business connection with “feet-on-the-street”, on the ground relationships. State funded On- The-Job coordinators also take the lead for Dislocated Worker and National Dislocated Worker Grant customers.

On-the-Job Training Report

Business services staff actively engage collaboratively with Partners, who representative a variety of types of organizations, such as Business Development, Community Action Agencies, Economic Development, Educational, Faith-Based, Public or Private organizations, to ensure that other public intermediaries are viewed as partners, not competitors and to ensure that business services are provided seamlessly and in a timely manner to effectively meet the needs of business. These strategic alliances are developed, through participation in business membership organizations, nurturing partnerships that broaden and strengthen workplace solutions and to increase awareness of the Missouri Job Center name and function by the business community.

The On-The-Job Training (OJT) service, a part of the Missouri Job Center Products and Services, is a tool used to assist in achieving training and placement goals for Workforce Innovation and Opportunity Act (WIOA) business, by providing training that will enhance their business, cut waste, help train employees, reduce turnover and increase profits, and for WIOA job seeking customers, by giving them an opportunity to gain the knowledge and competencies necessary to be successful in the occupation. The Business Service staff encourages the utilization of the On-the-Job-Training (OJT) Program to meet the needs of the business customer and job seeking customer.

To increase the number of OJT opportunities, FEC EJAC WDB protocol and processes, which have been developed for marketing the OJT, provide minimum standards for company eligibility as required by state guidelines, require minimal paperwork, and does not incorporate unnecessary and cumbersome processes.

Another strategy to increase the number of OJT opportunities is all Business Outreach System staff provide routine Missouri Job Center Workforce Updates – in a non-duplicative manner, particularly to showcase timely and relevant information on quality MCC services and programs available to area businesses. The FEC EJAC WDB utilizes a single point of contact, a specific staff person, who has primary responsibility for building the relationship with a specific business customer and is responsible for targeted outreach programs. This is the “go to” staff person for the business to help address on-going business service needs as they arise and eliminates duplicative efforts and administrative waste.

Another strategy is partnering with employers to enable individuals to enter permanent jobs through OJT after completing required classroom training and using

WIOA funds to pay for the classroom component of Registered Apprenticeship programs that lead to jobs, such as electrician, plumber and HVAC (heating, ventilation, air conditioning) technician.

The OJT can be incorporated into a regional strategy to prepare individuals for jobs in high- growth sectors, such as using the OJT to place Certified Nursing Assistants and upgrade them to higher-level related occupations. The OJT can be a successful training strategy for individuals who have requisite workplace skills, but who need to upgrade or learn different skills to become reemployed.

Strategies to Market, Sell, Promote OJT Program and Provide High Visibility

- Training staff to market and sell the OJT program using the team approach to ensure that the “team” has a thorough understanding of OJT process within the region, by educating the “team” on benefits to participants and employers; Promoting OJT program to Field Staff on the Business Service and encouraging all staff that promote training programs to employers to align within the “team”; Ensuring that the OJT Program is part of the overall menu of business services and activities and is introduced when presenting other WIOA and non-WIOA programs.
- Providing marketing “tools” to staff using consistent marketing materials, including posting announcements on accessible web-based “job boards” that specialize in identifying qualified individuals for OJT, posting in business -related publications, service organizations, public recruiting sources, including One-Stop Job Centers, and using Email blasts, website information and word of mouth.
- Establishing formal arrangements for referral of applicants to match businesses with job seekers by following up with sources, and providing feedback on which applicants were interviewed and hired; Engaging current employees or employee resource groups as referral sources to identify individuals who would make good job candidates.
- Developing specific and targeted strategies for recruiting, hiring, and integrating veterans for OJT and implementing internal training on these strategies

Ongoing Contacts with Existing and New Businesses:

Another strategy is joining employer networking groups that recognize and promote best practices in hiring, retention, and promoting OJT; Speaking to Chambers of Commerce, Networking meetings, other Community organized events, labor organizations; Participating in career fairs targeting individuals for OJT; Conducting special meetings, orientations, and training programs with executives, management, supervisory personnel, union officials, and employee representatives to communicate OJT program benefits; Holding formal and informal briefing sessions to explain the process and describing opportunities for formalizing arrangements for referrals of

applicants; Working with Educational institutions, including community colleges, universities, and other institutions of learning and/or training, to combine OJT with classroom instruction leading to a certificate or degree, when OJT does not lead to a recognized credential.

The Eastern Jackson County WDB works with economic development agencies, community colleges and training agencies, Chambers of Commerce and trade associations in developing current and new relationships with community businesses.

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.

The EJAC WDB has experience with a variety of the options used to promote and increase number of credentials, degrees and certificate attainment of participants.

- The EJAC WDB has a direct relationship with the local HiSet AEL provider in the region to promote the concurrent attainment of the HiSet and high school diploma with occupational skills training. One of the key strategies that will be used is to continue to partner with and develop innovative strategies with local schools and training providers. In the past we have had the local AEL provider contracted and co-located and most recently we have developed an MOU with the local AEL program provider who provides staff training and professional development, site compliance and access to electronic systems to monitor performance, progression and attendance for participant progress, to AEL certified staff hired by the EJAC WDB and providing AEL services, often in combination with Classroom occupational skill training leading to a credential. The Eastern Jackson County WDB works closely with Independence School District and Blue Springs School District in providing services to out-of-school youth. This includes service coordination and extended hours at the Eastern Jackson County WDB Youth Annex.
- Another option has been the provision of developmental education and HiSet attainment integrated within a specific classroom occupational skills training program, leading to a HiSet and occupational skill credential or certificate. In addition we have contracted with alternative education providers who provide HiSet and high school diploma attainment. Another version of this combo is the combination of the Classroom occupational skill training credential or certificate with on the job training experience.
- Another option is On Demand/Just in Time, On-site, non semester based Classroom Occupational Training at worksites/community based organizations and on site at Job Center locations leading to a certificate (credential). Just in time training is non –

semester based training outside normal fall winter spring summer semesters. The Metropolitan Community operates five college campuses in the KCV and Eastern Jackson County Regions. The WDB has collaborated with Metropolitan Community College and University of Central Missouri to provide these on-demand, on-site training to make credential and certification attainment easier for customer. FEC coordinates first with the community college by referring all students to the college whose sector focused job training are based in those courses that are Pell Eligible. FEC will work with Institute for Workforce Innovation for just-in-time training, cohort based training tied to industry demand, and customized industry advised curricula. The Community College also provides training at one-stop facilities or affiliate locations based on the accessibility to the clientele and nature of training. FEC facilities are organized to meet training and all accessibility requirements as may be required for accreditation standards.

- Another option is multiple Stackable Credentials Training that provides occupational skill training in a sequence of credentials that can be accumulated over time to build up an individual's qualifications and help them to move along a career pathway or up a career ladder. On site, on demand training provided by schools and training providers at the Job Center sites that enables training to be accessible to customers and eliminates strain on community college and training providers

In addition to these strategies the WDB generates funding from outside WIOA formula funding sources to increase the number of credentials and certificates attained by participants. These additional sources of training funds include:

- Missouri Work Assistance (MWA) - job readiness and training for (TANF) Welfare to Work individuals engaged in work related activities.
- HPOG Healthcare , U.S. Department of Health and Human Services, grant to train low-income adults, Food stamp recipients, TANF recipients, low-income unemployed adults, economically disadvantaged youth aged 16-24 and low-wage healthcare workers seeking career progression in the healthcare field.

The staff will encourage customers to attend a WorkKeys session. WorkKeys is used for targeting job-specific skills training and development for individual customers. Clients complete WorkKeys Assessments and when WorkKeys scores identify skill deficiencies and or gaps in the job field of choice and documentation indicates the customer is unable to obtain self sustaining employment through core services the staff may recommend a Work Experience and/or an Internship intensive service or if the customer is unable to obtain self-sustaining employment through core and intensive service, the customer may be recommended by staff for On-the-job training services.

Another strategy is to continue to market the advantages of selecting WorkKeys profiled job seekers for interviews from the employer perspective. WorkKeys is promoted by the Employer staff as an employer screening tool for candidates who have the skills required for the job. WorkKeys scores at the bronze level and above may be used as a "plus" factor to

help employers make their selection and hiring decisions. Since the WorkKeys certificate is portable, the customer is encouraged to use the certificates in their job search efforts.

One key strategy that is used to promote and increase number of participants attaining the WorkKeys assessments and obtaining a National Career Readiness Certificate, is the availability of instructional facilitators at each Job Center site who conduct workshops in taking the WorkKeys assessment. Another strategy is providing staff assisted tutoring and assistance in remediation. Customers are able to take the WorkKeys assessment and obtain the NCRC at all offices of the Job Center and at the Metropolitan Community College (MCC). At this time customers seeking WorkKeys assessment and the NCRC certification are being adequately served with the current space and proctoring services. However, if the need arises, the WDB has on-going relationship and MOU with MCC and can coordinate to address this need at that time.

56. ETT Services / Layoff Aversion

Describe how the Board coordinates with the LWDA's Employment Transition Team Coordinators to ensure that information and services are delivered in a seamless fashion, including how pre-layoff services are coordinated and provided. In addition, please provide a description of the proactive measures that are taken to identify potential layoffs in the LWDA, how information is shared with LWDA's Employment Transition Team Coordinators and how layoff aversion strategies are coordinated. **See OWD Issuance 07-2015 Statewide Employment Transition Team Policy. Include as Attachment 28 the DW Employment Transition Team Policy.**

See **[Attachment 28, COORDINATION OF EMPLOYMENT TRANSITION TEAM \(ETT\), \(FORMERLY KNOWN AS STATEWIDE RAPID RESPONSE\) POLICY, POLICY NUMBER: 2018-009](#)**

Pre-layoff, layoff aversion and lay-off activities shall be offered in the local area through the Full Employment Council, Managing Entity and Fiscal Agent. EJAC WDB will provide Pre-layoff, layoff aversion and lay-off services through a team of business services representatives and career counselor executives who will be deployed in concert with state local *Employment Transition Team Coordinators*.

EJAC WDB Business Services representatives will stay abreast of all layoffs or potential layoffs by monitoring newspapers and journals. EJAC WDB Business Services representatives will keep files of company contacts and information documenting or predicting layoffs. Dislocated worker program staff and state staff will inform one another of layoffs or potential layoffs. Pre-layoff, layoff aversion and lay-off activities at the Locally Assisted Level will be offered when a company is experiencing a job loss of 25 or more employees. Conducting the session will be the local *Employment Transition Team* for that region. All services will be coordinated with the employer on site or in person to minimize disruption of work schedules.

Affected employees will be given the same information as with a State Conducted rapid response session, describing all services available at the Missouri Job Centers. Affected employees will be encouraged to visit the Missouri Job Center and complete all eligibility requirements to engage them in core, intensive or training services as needed. Meetings are set up at company sites for the purpose of describing program services to laid off workers who expect to be laid off. Presentations may be made to civic clubs, companies, labor organizations, or other groups that represent laid off workers. EJAC WDB Business Services representatives will also respond to referrals from current clients, private placement firms and area training organizations.

If the company affected by a layoff has union representation, the EJAC WDB Business Services representatives works through the local labor coordinator who is encouraged to call the head of the local bargaining unit. Joint meetings are arranged between the EJAC WDB Business Services representatives, labor coordinator, company management, and head of the bargaining unit. If on-site presentations are made to employees, a suggested format includes presentations to all entities involved.

The EJAC WDB Business Services representatives and dislocated worker staff shall also attend meetings.

Other services available include,

- Job Clinic / Job Search Workshop – customer will participate to improve their skills and facilitate their job search process.
- Resume Update / Development
- Career Assessment & Testing
- Ilostmyjob.com – a free resource for individuals coping with and recovering from job loss
- US Department of Labor Tools for Job Seekers – includes employment websites, career planning tools, career exploration tools, and social media job search
- Computer Literacy Classes –Basics / intermediate
- Career Counseling
- Labor Market Information Sessions
- Missouri Career Readiness Certificate
- How to create an email account and conduct an online job search

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.

One of the primary goals of the One-Stop Missouri Job Center youth services plan is to increase and improve the integration of services to at-risk and the neediest youth.

The WDB has established a Youth Standing Committee which is responsible for assisting in developing a coordinated youth policy, conducting oversight of youth programs, fiscal and programmatic, and reviewing the local plan for youth services delivery, goals and outcomes and to ensure that the 14 elements are available in the region; helping to develop the partnership system relating to eligible youth; overseeing the procurement of youth service providers, reviewing the qualifications and recommending eligible providers of youth activities to the WDB board for approval; strengthening linkages among existing youth service providers; promoting comprehensive initiatives between youth social service and employment system providers to develop a comprehensive youth development/employment system; helping to develop the future workforce pipeline for emerging occupations and career placement; developing Youth employment opportunities related to career exploration/education; developing and implementing In- School and Out of School Youth programs; and developing strategies to improve post-secondary opportunities; utilizing the expertise of related community/employer groups; and performing other duties determined to be appropriate by the WDB.

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 EJAC WDB Youth Standing Committee is composed of members of the board who have expressed an interest in youth matters or who represent youth organizations. These individuals meet quarterly and at least biannually to review the performance of the local youth system, to discuss proposals for delivery of WIOA youth services, and the goals and priorities. See Attachment 6 for a list of current members of the YSC.

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

The EJAC WDB Youth Standing Committee meets at least biannually to review the performance of the local youth system, to monitor spending of all area youth funds, review local youth and employment and training policy and suggest revisions or additions to the WDB, review any RFPs for local WIOA youth services, participate in review of proposals for delivery of WIOA youth services, and select programs that contribute to the attainment of local goals and priorities.

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

The EJAC WDB Youth Standing Committee meets to participate in review any RFPs for local WIOA youth services, review of proposals for delivery of WIOA youth services, and select programs that contribute to the attainment of local goals and priorities and discuss how programs or policies fit in ensuring the 14 elements are a part of the services planned, and how those services and activities the contribute to the attainment of local goals and priorities.

- 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.).

Core agenda items for the Youth Standing Committee include review of the performance of the local youth system, monitor budget and spending of all area youth funds, review local youth and employment and training policy and always feature or highlight youth participants and employers or training providers.

Tentative schedule for KCV and EJAC Youth Council meeting:

EJAC Youth Council Meetings

Fri., June 26, 2020 @ 12:00 – 1:30 pm (via Zoom)

Fri., Sept. 25, 2020 @ 12:00 – 1:30 pm (via Zoom)

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 objective for **YOUTH JOB SEEKERS** is to develop /execute comprehensive youth development approach that provides young adults with the social and emotional leadership, occupational specific skills; and work experience skills that create a specific talent bank for employers, while creating an emphasis on lifelong learning and employment opportunities for youth through credential training, including but not limited to HiSet, high school diploma, classroom occupational training credentials, as short as 6 weeks and up to 2-year or 4-year credential or degree. The Workforce Innovation and Opportunity Act of 2014 requires local workforce development systems to recognize the full spectrum of youth needs and to make available programs and services to meet these needs.

These needs include physical health, mental health, civic and social involvement, employability, and intellectual health. WIOA youth program activities address these needs of youth. These activities are designed to value the individual strengths of youth, give youth opportunities to make meaningful contributions to their communities, provide all youth with caring adults who provide structure, accountability, and high expectations, and address the needs of the whole youth.

EJAC WDB will provide the opportunities for youth to obtain the foundation skills necessary for 21st century jobs and foster a modern workforce that can compete in a global economy, by emphasizing the creation of career pathway programs, improved training, and streamlined service delivery to individuals — especially for underserved youth.

Changes to the WIOA Youth Program include the following:

- All eligible youth are classified as either Out-of-School or In-School at the point of registration.
- At least 75 percent of the local area’s total youth funding allocation must be used to provide activities to out-of-school youth, and 20 percent must be spent on work experience. • An exception for persons who are not low-income individuals. In each local area, not more than 5 percent of people in barriers that require low income may be over-income (5% Window). This includes all the In-School barriers and the two Out-of-School barriers that require low income. • There is a limitation of no more than 5 percent of the in-school youth who may be made eligible under the “requires additional assistance” barrier in the local areas. • Consistency with the compulsory school attendance laws. In providing assistance under this section to an individual who is required to attend school under applicable State compulsory school attendance laws, the priority in providing such assistance shall be for the individual to attend school regularly. • A special rule where low income includes youth living in a high-poverty area. A youth who lives in a high poverty area is automatically considered to be a low income individual. A high-poverty area is a Census tract, a set of contiguous Census tracts, or county that has a poverty rate of at least 30 percent.

Youth Education and Employment Goal: Develop a future skilled workforce prepared to enter the region’s high demand career pathways and advance to self-sufficiency. Objectives: • Increase multiple opportunities for career exploration and planning. • Grow work-based learning and employment opportunities through employer engagement that lead to viable career pathways. • Support retention in and completion of secondary and post-secondary credentials, including non-traditional training opportunities. • Map existing and potential workforce development partners to ensure service alignment and coordination. • Develop programs that will enable youth, especially those who are disconnected, to successfully enter career pathways. • Leverage resources, funding, and services across the workforce development system to provide comprehensive services. The EJAC WDB will work with its local partners and local subcontractors to provide *Youth activities and services* to disconnected (out-of-school) youth, develop career pathways and lead a comprehensive regional youth employment system in line with the objectives of WIOA *to ensure the 14 program elements are available*.

Youth Standing Committee: The Youth Standing Committee continues to develop strategies and oversee operations that prepare in-school and out-of-school youth for the world of work through education, career exploration, skill development and work experience. It aligns career development activities for youth with identified industry needs and trends, and engages both K-12 and post-secondary education in efforts to expand access to career education and labor market information to interested students and their parents. The Youth Standing Committee also

recommends and approves youth initiatives to the board. The Youth Standing Committee provides strategic direction for youth programs, shaping a youth development system that both serves youth's education and vocational needs and readies the next generation of workers.

The EJAC WDB has contracted with the Independence and Blue Springs school districts AEL programs to serve WIOA out of school youth (high school dropouts) between the ages of 16-24 and, jointly with EJAC WDB, provide the WIOA Youth Fourteen (14) elements in their program. Subcontractors will provide and/or coordinate services for the 14 elements; if coordinating with another entity procurement procedures will be followed and a MOU will be developed identifying the roles of each entity.

- b. The actual services provided by the LWDA for Youth, the element they represent, and how they fit within DOL's themes (see TEGL 05-12) for the emphasis on serving Youth within a comprehensive Youth development approach;

Youth Activities: Activities available for youth include the following:

- Job search and placement assistance and, where appropriate, career counseling;
- Provision of occupational demand data including job vacancy listings; information on job skills necessary to obtain the listed jobs; and information related to local occupations in demand and the earnings and skill requirements for such occupations;
- Provision of information related to the availability of support services;
- Development of an individual employment plan to identify employment goals, appropriate achievement objectives and appropriate combination of services for the client to achieve those employment goals;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- Work experience or internships;
- Occupational skill training;
- On-the-job training;
- Career Readiness Training; and
- Adult education and literacy programs for out-of-school youth.

- c. The process for identification of Youth service providers;

The WDB will identify eligible providers of youth activities by awarding grants or contracts through a Request for Proposal process to providers to carry out youth activities based on the recommendations of the Youth Standing Committee and on the criteria contained in the State Plan. Youth services are coordinated and integrated into the One-Stop delivery system through

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

The EJAC WDB Youth Standing Committee approves any RFPs for local WIOA youth services, reviews proposals for delivery of WIOA youth services, reviews the qualifications of potential providers and recommends eligible providers of youth activities to the WDB board for approval.

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

Youth service providers will be monitored through the EJAC WDB or its designee's independent monitoring firm to determine if the service provider is providing services in accordance to the contract and meeting the performance standards specified in the subcontract. The internal monitoring will also include financial monitoring. The results of the fiscal, program, and performance monitoring will be presented to the Youth Standing Committee and the WDB EJAC or its designee. In addition, subcontractors are required to meet with One-Stop Missouri Job Center staff at least monthly to review performance and activities provided.

An Addendum To EJAC WDB or its designee Fiscal Policy Manual Section 400 -Contractor Related Procedures, Section 400 -Policies And Procedures, 400 Contractor Related Procedures, 411 Performance Requirements, was incorporated describing the evaluation of service providers for performance and impact. See below.

ADDENDUM TO WDB OR ITS DESIGNEE FISCAL POLICY MANUAL SECTION 400 -
CONTRACTOR RELATED PROCEDURES

- 400 POLICIES AND PROCEDURES
- 400 CONTRACTOR RELATED PROCEDURES
- 411 PERFORMANCE REQUIREMENTS

All Contractors and Service Providers awarded by the EJAC WDB or its designee to provide program services shall be contracted with performance based contracts. All contracts will be reimbursed subject to performance measure benchmarks that have been established by FEC and spelled out in the contract. Failure to meet the performance benchmarks shall result in full or partial reduction in payment requests submitted. Performance based contracts identify expected activities, deliverables, performance measures or outcomes and are actively managed by the Planning/Administration staff. The Contractor/Service Provider's performance shall be

submitted monthly/quarterly by the contractor and verified by the EJAC WDB or its designee, the Managing Entity/Fiscal Agent and Operator.

1. The Contractor will submit a Monthly Performance Progress Report reflecting actual performance and accrued expenses for the contractor's program.
2. EJAC WDB or its designee will review each report for projected compliance with the monthly/quarterly Performance benchmarks.
3. Performance Reports will be prepared by the EJAC WDB or its designee regarding identified goals.
4. EJAC WDB or its designee will compare the Contractor progress against targeted monthly/quarterly benchmarks to develop monthly performance reports.
5. Letters will be prepared to the Contractor each quarter regarding any board approved action to be taken. Necessary contract amendments will be prepared.
6. Technical assistance will be offered and provided by EJAC WDB or its designee staff to the Contractor as requested or as deemed appropriate by the board.
7. Regardless of a determination or non-determination of de-obligation or other loss of funds, a Contractor who fails to meet or exceed minimum targeted levels of service to participants for the quarter will prepare and submit a written corrective action plan within 15 days of the end of the quarter. A copy of this plan will be provided to EJAC WDB or its designee Officers upon receipt.
8. In accordance with the fully executed contract, the Contractor may request a budget adjustment at any time during the contract period to realign budgets with targeted participant activities, thereby allowing for a higher percentage of expenditure and numbers served.

FAILURE TO MEET PERFORMANCE TARGET LEVELS

If the Contractor fails to meet minimum targeted levels of service performance for a quarter; the contractor shall prepare and submit a written corrective action plan to EJAC WDB or its designee within 15 days of the end of the quarter. Failure to meet corrective action plan will result in sanctions, which will include a reduction of funds, termination, or a combination of both. The EJAC WDB or its designee, the Managing Entity/Fiscal Agent, will review and approve the plan, or modify the plan and review monthly to insure alignment with target goals.

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

The EJAC WDB has contracted with the Independence and Blue Springs school districts AEL programs to serve WIOA out of school youth (high school dropouts) between the ages of 16-24 and the project will ensure access to (at a minimum) the WIOA Youth Fourteen (14) elements in their program, provided jointly by the contractor and KCV WDB/FEC. Subcontractors will provide and/or coordinate services for the 14 elements; if coordinating with another entity procurement procedures will be followed and a MOU will be developed identifying the roles of each entity.

WIOA Youth Occupational Skill Training Providers:

Eligible Training Provider List (ETPL) EASTERN JACKSON COUNTY

EJAC WDB utilizes the EASTERN JACKSON COUNTY ELIGIBLE TRAINING PROVIDER LIST For WIOA Youth

Training Providers (institutions/vendors) are **approved** to provide Classroom Occupational Skill Training for Workforce Development Act (WIOA) eligible youth age 18 through 24, residing in Eastern Jackson County. *Eligible Training Provider List (ETPL) applications are accepted throughout the program year. The list is updated as additional training providers are approved.*

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

Due to the majority of limited funds being directed to serve out of school youth, there will be minimum opportunities to serve 14 to 15 year old in school youth. To serve this population of 14-15 year in-school youth, EJAC WDB partners with the School Districts in the region; they are currently providing education, career exploration and employer tours. We will work with organizations to support these efforts, by providing Labor Market Information and attend career days at schools. For those enrolled in WIOA they will participate in the 14 elements as appropriate for their age group. Examples of activities would include the following: virtual six week employment experience in which youth have the opportunity to participate in the 14 elements and earn various certifications. The virtual program provides information and career exploration opportunities in-demand career fields, healthcare, technology, advance manufacturing and construction. The program will provide instruction and virtual activities for soft skills, interviewing skills, independent work, team work financial literacy and development of a career plan. Upon completion of the program participants will present projects in a shark tank presentation style for the opportunity to earn a scholarship. The EJAC WDB and the Youth Standing Committee has selected through its RFP process two WIOA youth contractors for the Program Year 2019-2020 to deliver out of school youth program services” in the Eastern Jackson County Missouri area. The purpose of dropout recovery program is to provide education and instruction, case management and follow-up services that meet the needs of economically disadvantaged and, at risk youth with barriers to employment, who have not been successful in traditional education programs. The contractors are Independence and Blue Springs School District AEL Programs.

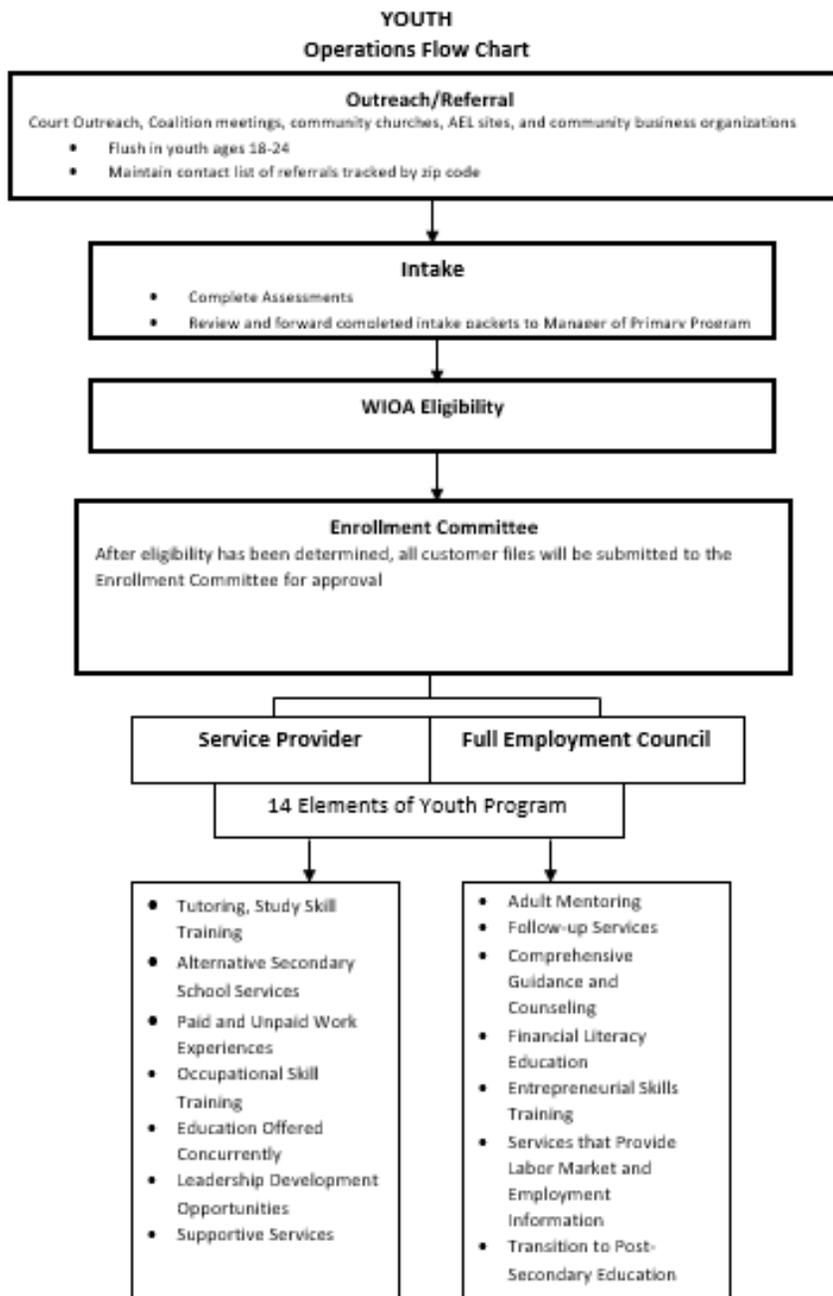
During the initial assessments of each youth participants the determination is made on what special needs are to be provided, from Basic skills, employment skills (hard and soft), supportive services and developmental services. Arrangements are made immediately to provide these

services during the year round program. Any services for the youth that are not held at the provider location are scheduled by the contractor through the referral process to the appropriate support service agency that can provide the service of need.

Expected Program Outcomes (Success Predictors)

1. Increased attendance
2. Improved course grades
3. Increased assignment completion
4. Successful course completion
5. Increased academic skill attainment
6. Decrease in negative behavior /disciplinary referrals
7. Decrease in dropout rate among students at risk for dropping out
8. Attainment of diploma or HiSet

- 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.)



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

EJAC WDB has written policy and procedures that addresses criteria for determining eligibility to receive WIOA funded youth services. Those youth most in need in the region have documented barriers as identified below. In addition to eligibility determination, staff also considers who could benefit most from the program. EJAC WDB has an Enrollment Committee which reviews enrollment files and makes final recommendation for program enrollment to ensure those most in need are provided services needed. All staff are trained to identify and

coordinate and make appropriate referrals to partner organizations and community resources for customers needing additional or more specialized assistance beyond the resources of the workforce system. EJAC WDB recruits and serves youth through partnerships with local and community organizations that target youth populations with barriers of homelessness, juvenile and adult court involvement, with disabilities, and then serves those low income youth who require additional assistance who are basic skill deficient.

Prioritizing Youth: Eligible youth who are between the ages of 16 and 24 years of age will be served through the One-Stop System. All youth must be economically disadvantaged which is defined as 70 percent of the lower living standard income level or the poverty level, whichever is higher.

I. ELIGIBILITY CRITERIA FOR OUT-OF-SCHOOL YOUTH, AGES 16-24

A. Criteria for Out-of-School Youth

- Not attending any school
 - Attending Title-II funded AEL, Job Corps, YouthBuild activities, high school equivalency programs, or dropout re-engagement programs are not recognized by DOL as schools. Participants in these activities are considered Out-of-School.
 - Exception: Youth attending high school equivalency (HSE) programs, including those considered to be dropout re-engagement programs funded by the public K-12 school system that are classified by the school as still enrolled in school are considered In-School Youth (ISY).
- 16-24 years of age
- At least one of these Barriers:
 - A school dropout
 - Supposed to be in school but did not attend the last calendar quarter (Compulsory Attendance)
 - Offender
 - Homeless or a runaway,
 - Foster child, or aged out of foster system
 - Pregnant or parenting
 - Individual with a disability

OR

- At least one of these barriers and low income and family:**
 - Low-Income High School Graduate who is Basic Skills Deficient or an English language learner
 - Low-Income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment (as defined by the Local Board) :

Long-term unemployed for twenty-six (26) weeks with unsuccessful job search;

- Skill up job Search Log
- RESEA Job Search Log

- Copy of referrals from MoJobs or other online job search engine
- Emails, Postcard or letters indicating customer was not hired after interview
- Missouri unemployment rate is 5% or higher

Or

Little if any exposure to successfully employed adults;

- FSD Documentation for Parent or Guardian for Food Stamps or Cash Assistance
- Court Record

Or

Has been fired from a job in the last six (6) months;

- Letter from Employer
- Telephone Verification (completed by Full Employment Council)

Or

Has below average grades;

- Transcript from secondary school or college

Or

Previously dropped out of an educational program;

- Transcript from Educational Institution
- Grades with a Withdrawal indicated
- Letter from Educational Institution

Or

Significant personal or family problems;

- Obituary death of a family member or guardian
- News Paper Article
- Court Paperwork
- Eviction Notice
- Domestic Violence Shelter
- Order of Protection, Currently in recovery letter from substance abuse facility
- Letter or newspaper article documenting displacement due to the COVID-19 global pandemic

Or

Limited access to reliable transportation, i.e. public transportation is beyond one walkable mile from residence;

- Printout from Kansas City Transportation Authority of bus route

Or

Is an individual who is a first generation college student

- Student Aid Report (SAR) from Federal Student Aid

Or

Is a child of an incarcerated parent

- Court Documentation

Is placed at least one grade level behind given age;

- Transcripts

II. ELIGIBILITY CRITERIA FOR IN-SCHOOL YOUTH

A. Criteria for In-School Youth,

Attending Any School (excluding HiSet classes);

14–21 Years of Age;

Low Income and:

One of These Barriers:

- Basic Skills Deficient
- English Language Learner
- Offender
- Homeless or Runaway as defined by 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434 A (2))
- Foster Child, or Aged out of Foster System as defined by Section 477 of the Social Security Act
- Pregnant or Parenting
- Individual with a Disability
- Individual who requires additional assistance to enter or complete an educational program or to secure or hold employment (as defined by the Local Board):

Locally Defined Barriers

Long-term unemployed for twenty-six (26) weeks with unsuccessful job search;

- Skill up job Search Log
- RESEA Job Search Log
- Copy of referrals from MoJobs or other online job search engine
- Emails, Postcard or letters indicating customer was not hired after interview
- Missouri unemployment rate is 5% or higher

Or

Little if any exposure to successfully employed adults;

- FSD Documentation for Parent or Guardian for Food Stamps or Cash Assistance
- Court Record

Or

Has been fired from a job in the last six (6) months;

- Letter from Employer
- Telephone Verification (completed by Full Employment Council)

Or

Has below average grades;

- Transcript from secondary school or college

Or

Previously dropped out of an educational program;

- Transcript from Educational Institution
- Grades with a Withdrawal indicated
- Letter from Educational Institution

Or

Significant personal or family problems;

- Obituary death of a family member or guardian
- News Paper Article
- Court Paperwork
- Eviction Notice
- Domestic Violence Shelter
- Order of Protection, Currently in recovery letter from substance abuse facility
- Letter or newspaper article documenting displacement due to the COVID-19 global pandemic

Or

Limited access to reliable transportation, i.e. public transportation is beyond one walkable mile from residence;

- Printout from Kansas City Transportation Authority of bus route

Or

Is an individual who is a first generation college student

- Student Aid Report (SAR) from Federal Student Aid

Or

Is a child of an incarcerated parent

- Court Documentation

Is placed at least one grade level behind given age;

- Transcripts

No more than five percent (5%) of the In-School Youth may be made eligible under the Needs Additional Assistance barrier.

EJAC WDB will identify, document, and serve youth participants meeting this eligibility criteria as prescribed in Eastern Jackson County WDB Issuance No. 2017-006, WIOA Youth Eligibility Policy.

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

EJAC WDB coordinates services with mandatory partners, OWD, TANF, AEL, VR, and Job Corp and with the following contractors and service providers to provide services to youth most in need. Current partners include the following agencies:

- Job Corps
- Independence School District Adult Education and Literacy Program
- Blue Springs School District Adult Education and Literacy Program
- Jewish Vocational Services program

Through contracts and MOUs EJAC WDB provides non duplicative services to youth job seekers.

EJAC WDB has MOUs and youth service contracts with Independence School District Adult Education and Literacy Program and the Blue Springs School District Adult Education and Literacy Program. These AEL providers are co-located to provide Adult Education and Literacy Program services.

Job Corp, OWD and TANF staffs are co-located in the One-Stop Job Centers. EJAC WDB and its workforce partners and stakeholders, including youth services TANF, and Disability service providers who are co-located have daily interaction to coordinate services for youth customers and meet weekly for all staff meetings to coordinate services and share information. EJAC WDB partner staffs meet monthly and quarterly with management and administrative to share information and coordinate the provision of services within the region to better serve youth participants.

60. Innovative Service-Delivery Projects for OSY

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

The WDB has established an out-of-school youth employment Reengagement Center in Eastern Jackson Region that is co-located and immediately adjacent to the American Job Center Location. In Eastern Jackson Region the Youth Career Center is immediately adjacent to the American Job Center, and is co-located with the independence School district, AEL program, an Eastern Jackson County youth provider. Courses provided by training providers will be at this location in addition to career services.

WIOA Youth Programs

EJAC WDB is co-located with AEL provider at every location. EJAC WDB Sub-contracts with Independence School District Adult Education and Literacy Program and the Blue Springs School District Adult Education and Literacy Program to provide WIOA Youth Program services to eligible youth seeking assistance in achieving academic success, effective and comprehensive activities, which include a variety of options for improving educational and skill competencies. The school districts service out-of-school youth in addition to in school participants.

The Independence Young Adults Career Connections Center (YAC3) is located at the Independence Annex.

The EJAC WDB Standing Youth Committee's new Young Adult Career Connections Center (YAC3), opened in 2016 and focuses on young adults, 16 to 24, working to earn a high school diploma or HiSet; post-secondary credentials (degrees or certificates) at community colleges or vocational schools, proprietary schools or four-year institutions. In addition, programs will be available for work-based learning through internships; work experiences at for-profit and non-profit institutions; and employment based on their work experience or the academic credential achieved.

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.

We have negotiated a MOU with UMOS who administers the Migrant and Seasonal Farmworker Program which is inclusive of services for both migrant and agricultural job seekers. UMOS will refer those job seekers to our Workforce Development Board where they will receive comprehensive employment and training services. UMOS will contribute by committing 100 flyers, teleconference presentations, and will be available via telephone for preliminary eligibility determination for any Migrant and Seasonal Farmworker. This MOU satisfies the Agricultural Employment Services requirement.

Business Services

62. Employer Engagement

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

The intent of targeted employer engagement and building of long term relationships with employers in the region in all growing industries are to provide customized recruitment services with innovative processes that places the Full Employment Council in an advantage of becoming the first source of recruitment for employers who have current and future employment needs.

Employer Development Approach:

- Workforce intelligence to identify in-demand jobs, industries, skills, requirements, competencies and career pathways.
- Onsite interview with employers.
- Employment & training strategy MOA signed between FEC and the employer.
- Resources and funding to develop a more skilled workforce.

Weekly reports will provide information and outcomes for the previous week as well as cumulative information regarding external employer engagement and development and inter agency activities and functions to perform in concert with the Career Center programs to ensure timely placement of applicants from various programs in jobs within the growth industries with livable wages.

Business targeting and engagement activities will be conducted using a planned workforce intelligence approach to identify key employers within the identified sectors for in-demand jobs,

within industries addressing skills gap, hiring requirements, and competencies and career pathways.

Business engagement will focus on the following:

- **Existing Industry Sectors and Occupations** – Identifying the industries and occupations for which there is existing high demand and providing support.
- **Emerging Industry Sectors and Occupations** – Research and analysis of occupations for which demand is emerging within the regions and industries.
- Targeting business and industry sectors and occupations - Identifying the job skills necessary to obtain current and projected employment opportunities:
- Work with local economic development entities to engage, support and retain local employers and connect them with the services of the Americas Job Centers.
- Translate specific workforce needs to the local workforce system and communicate it to industries and businesses to better engage them with the career center services.
- Call on local businesses to discuss workforce needs and service solutions offered by the public workforce system.
- Facilitate local forums and/or roundtable discussions groups in conjunction with industry Associations, intermediaries and economic development organizations to solicit input from employers to expand employers in all covered jurisdictions regarding their employment and business retention needs.

63. Services to Meet the Workforce Needs of Employers

Describe how the Board coordinates and provides comprehensive and integrated workforce system services to businesses, including the development and delivery of innovative workforce services and strategies to meet the needs of area employers. Explain the collaboration with Missouri Job Center Jobs teams to facilitate recruitment and meet business demand.

One-Stop Missouri Job Center Business Services Team ensures business services are integrated and coordinated with all partner agencies. One-Stop Missouri Job Center employs a team of workforce development professionals who are responsible for determining the true needs of businesses, providing those businesses with information on the services available to them through the One-Stop Job Centers, and developing strategies which identify skill needs/competencies and training. These Workforce Development Executives (placement specialists), work with area businesses to meet their employment needs through the screening and referral of job applicants. The workforce development specialists also work with local economic developers and chambers of commerce to determine the needs of local businesses. Placement specialists facilitate this process by developing internships and on-the-job training with employers, then matching job seekers to these positions. Employers commit to hire clients who successfully

complete the training.

OWD business specialists and **One-Stop Missouri Job Center** workforce development specialists work with employers to address the primary needs of businesses, including the following:

- Assist businesses access and take advantage of job training and employment systems through the Job Centers.
- Assist businesses which lack human resource departments and need support in developing job descriptions, job competencies, and recruitment strategies so they can better attract potential workers.
- Assist small businesses access on-line human resource/business assistance information.

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 KCV WDB is committed to the ideal that workforce development is an essential part of economic development, and that a system that can produce workers with skills matching the needs of employers provides significant benefits to the region's economy. KCV WDB Operational strategy is to develop system linkages between workforce development programs and regional economic development efforts to more fully integrate the broader workforce development system. This more comprehensive approach to workforce system is designed: to ensure that the region has a workforce development system that is responsive to the needs of employers; to ensure that workforce development are viewed as partners, not competitors, and ensure that business services are provided seamlessly and in a timely manner to effectively meet the needs of business.

KCV WDB accomplishes this by maintaining regular contact with economic development organizations, business organizations, Chambers of Commerce, and industry groups through direct one-on-one, face-to-face meetings, from organizations that represent many different businesses and business contacts; collaborating with all the local economic development councils in the region; participating in task forces and initiatives local forums roundtable discussions and interactions with economic development organizations business representatives; soliciting input from employers regarding their employment and business retention needs; identifying existing businesses at risk for closing or relocating, and engaging, supporting business retention efforts and job placement for dislocated workers; leveraging resources to provide assistance designed to avert layoffs and closings, providing job referral, and connecting with the services of the Americas Job Centers and job development services.

The President of FEC as well as agency Job Developers and Business services staff are members of these local business and economic development agencies and actively engage collaboratively with Partners, to explore, identify, and develop regional sector strategies based upon future economic trends; to increase awareness of the Missouri Job Center name and function by the

business community; to develop and identify training approaches to meet future talent needs, in order to develop short term, on-demand, open entry six to eight week occupation specific classroom training courses to meet the employment needs of employers in high demand occupations in growth industries in consultation with training providers, including promoting entrepreneurial skills training and microenterprise services.

65. Sector Strategy Initiative / Career Pathways

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

The board will create meaningful career pathways by establishing career progression with each career pathway, through the utilization of labor market information and the diagramming of a career pathway to insure participants are aware of job titles, wages, training, and certifications that correspond with each job title. Each industry sector will have a specific career pathway outline that identifies program. The board will work with TANF, CSBG, Vocational Rehabilitation, and other providers to encourage resource alignment around these defined sectors.

66. Business Services Plan

Boards shall maintain a Business Services Plan, outlining team members, including WIOA core and combined partners, and the marketing and outreach roles and expectations of members. The Business Services Plan also should outline the ’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, BUSINESS SERVICES POLICY, POLICY NUMBER: 2018-010, Modification 3](#)

Eastern Jackson County

Regional Business Services Team

The Business Services Regional Team will collaborate efforts within multi-organizational units to provide a strategic and comprehensive business engagement and development for the Eastern

Jackson County which includes a focus on Healthcare, Advanced Manufacturing, Finance, IT, Warehousing, Logistics and Construction.

The goal is to strengthen Eastern Jackson County's global competitiveness by training and development of workforce through innovative processes and partnerships and to provide business services to small, mid-sized and large companies, helping them to obtain, grow and retain their workforce.

Business Service Regional Team reviews and updates service matrix tools that can be used effectively by individuals across all partner agencies which is intended to help the teams make decision and execute an effective and comprehensive employer services and to reduce duplication of services. This will allow the team to focus on the best practices and utilize system approaches to increase overall effectiveness while dramatically increasing through synchronized implementation of services. To achieve this goal the teams will provide services with following guideline:

- Increase the follow-through because consensus is sought at each step.
- Reduce the chances of duplication of service, presenting a system approach to meet the needs of the businesses.
- Leverage one another's resources to provide a wider range of services and adhere to single point of contact policy.
- Provide comprehensive service's to meet needs of employers through workforce support/career guidance.

The Business Services Team accomplishes its goal through an innovative approach to real time Workforce development. Efforts include "Feet on the Street" business to business campaign that identifies employer's needs through system recruitment, referrals and outreach to identify current and future workforce needs. This includes business connection to training providers, support in the development of curriculum and access of system use to offset employer cost to train and retain qualified workers. The objective is to eliminate duplication of efforts, and create 1st source agreements which is a commitment to utilize the career center services for referrals, and to increase opportunities to service regional businesses. This is accomplished through aggressive business development approach, collaboration and an innovative campaign to rapidly connect and respond.

The execution of this streamline process provides employers with a single point of contact to connect and reduces the need for Multi-agencies connections. Expand the IT systems reach and provides a pipeline for targeted growth sectors. The effect enforces the "Grow your Own" approach. The Business Service Team gathers Intel and aligns customize training approach to meet employers regional demands. Our role as an intermediary for DOL apprenticeship allows our Business Service team to customize and registered newly designed DOL approved registered apprenticeships.

Service Model - Goals and Objectives

- Align training schedules with hiring season/peaks.
- Identify multiple employers and secure hiring agreements prior to the implementation of training.

- Interview sessions for students in the beginning, middle and end of a training course
- Develop evaluations and demonstration of proficiencies and activities to share with employers about applicant's skills and abilities.
- Identify and develop portable industry recognized certificate program through innovation connection with 2 year colleges such as MCC, private colleges and 4 year institutions.
- Job profilers that will verify and develop job descriptions eliminating duplication and highlighting key skills needed now.
- Apprenticeship Activity and registered new DOL approved apprenticeship
- Work Experience – Internship
- On the job training
- Work with The EDC to hold round table discussions and create employer connections for services.
- Incumbent Worker training which allows employers to skill up their current workforce and guarantee a pay increase and title change.
- Leverage one another's resources to provide a wider range of services and adhere to single point of contact policy.
- Intermediary/Sponsor for apprenticeship

Business Services Team

Eastern Jackson County

The focus will be on penetrating the five county areas served by the Full Employment Council (FEC) and to increase and diversify of the employers with ground first hand intelligence to support employment and development of skills to meet current and future needs of area employers. By utilizing FEC's skill in partnership and employer development, the focus of employer services team will be the engagement of employers in growth industries and sectors within each county and regions of Eastern Jackson County which will include manufacturing, healthcare, transportation, business services, finance, IT, warehousing/logistic and construction focus on both the private and not for profit sector will be done in order to meet the goals of our service regions.

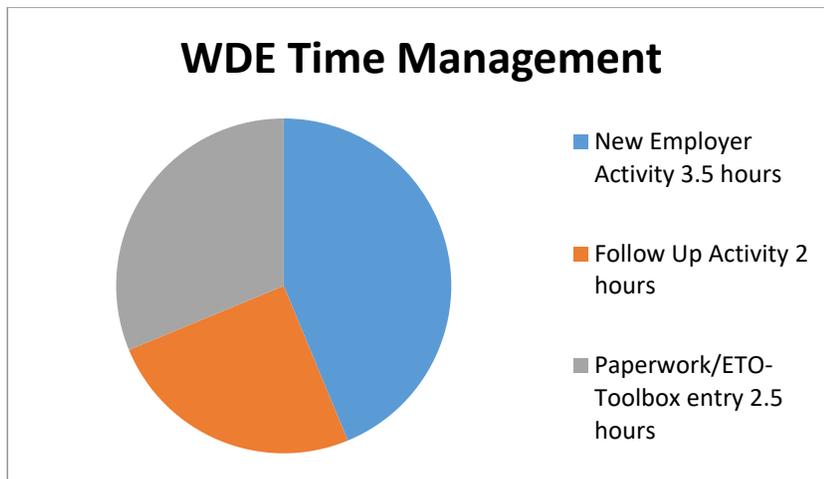
The Full Employment Council has an *employment and training strategy* that outlines a workforce development plan that focuses on employer's needs for skilled workers as well as training applicants to meet shortages of talent for all growing industries in the region. Job development, recruitment and training of new employees; recruitment for employer hiring needs utilizing Labor Market information to also allows for geographic-specific recruitment, and providing technical advice in high turnover situations.

The intent of targeted employer engagement and building of long term relationships with employers in the region in all growing industries is to provide customized recruitment services with innovative processes that places the Full Employment Council in an advantage of becoming the first source of recruitment for employers who have current and future employment needs.

Employer Development Approach:

- Just in time workforce intelligence to identify in-demand jobs, industries, skills, requirements, competencies and career pathways.

- Onsite interview with employers.
- Employment & training strategy MOA signed between FEC and the employer.
- Resources and funding to develop a more skilled workforce.



WDE Reporting and Tracking of Efforts

Weekly Plan of Action

Workforce Development Executives will provide a weekly Plan of Action which will outline all planned activities such as target job development, Employer Presentations scheduled, Business After hours, Employer Hiring initiatives, Employer services paperwork, Employer research and inter agency activities and functions with a high focus on developing strong employer partners in every region, industry and sectors served.

Weekly Reports

Weekly reports will provide information and outcomes for the previous week as well as cumulative information regarding external employer engagement and development and inter agency activities and functions to perform in concert with the Career Center programs to ensure timely placement of applicants from various programs in jobs within the growth industries with livable wages.

The reports will include information in all areas listed below:

- Goals vs. Actual
- Number of Employers Contacts
 - Company Name
 - Contact Info including address, email and phone number
 - Industry
 - Sector
 - Region
 - County
- Results of Contacts (Presentation, Job Order, Hiring Fair, Resumes)
- Placement (Direct, OJT, Internship, Work Experience)

- Current Activity (Must include - Employer name, Pay rate, Title, Industry)
 - OJT
 - Internship
 - Work Experience
 - Direct Placement
- Hiring Events
 - Event Date
 - Event location
 - Number Hired
- Retention
 - OJT
 - Internship
 - Work Experience
 - Direct Placement
- Daily staffing sessions to share job opportunities
 - Goal to rapidly fill
- Monthly meetings to share best practices

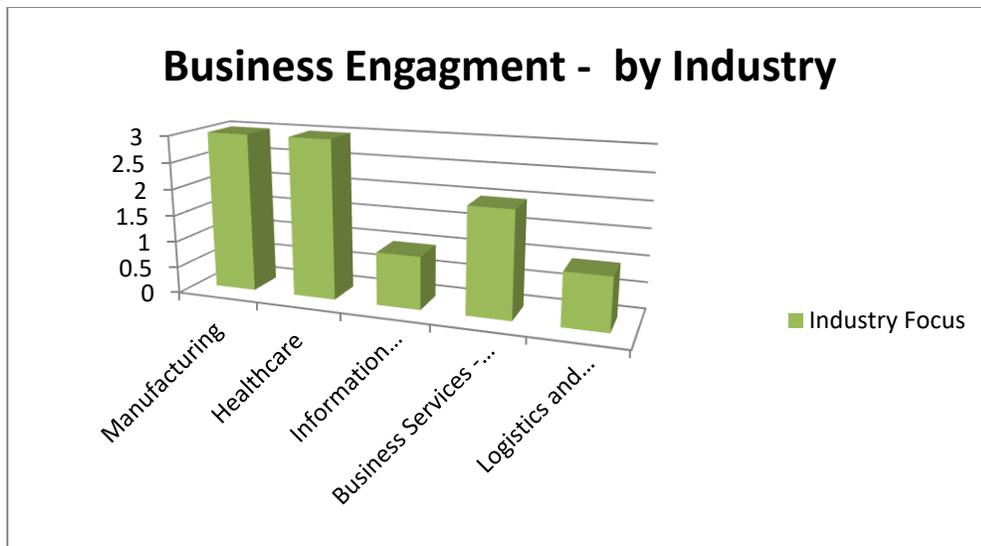
Employer and Sector Development Strategy Eastern Jackson County Region

The Full Employment Council’s employer development strategy is focused on engagement of employers in growth and emerging industries and sectors within each county and regions of Eastern Jackson counties which will include healthcare, manufacturing, information technology, transportation/logistics, business services and finance. Focus is on both the private and non-for profit sector to meet the needs of businesses to find workers through workforce solutions to meet the goals of the service regions.

The Full Employment Council has an *employment and training strategy* which outlines a workforce development plan that focuses on employer’s needs for skilled workers as well as training applicants to meet shortages of talent for all growing industries in the region. Job development, recruitment and training of new employees, for employer hiring needs utilizing Labor Market information also allow for geographic-specific recruitment, and providing technical advice in high turnover situations.

The intent of targeted employer engagement and building of long term relationships with employers in the region within growing industries and to support their recruiting to provide custom services with innovative processes that places the Full Employment Council in an advantage of becoming the first source of recruitment for employers who have current and future employment needs. This is also to help employers find skilled and trained workforce with an emphasis to support the regional economies.

Employers will also be identified to support the changes in and new approaches to workforce systems to create employment opportunities that will including Priority of service for adults and also individuals with barriers with an emphasis on veterans, youth, seniors, ex-offenders and low-income individuals.



Business Engagement

Business targeting and engagement activities will be conducted using a planned workforce intelligence approach to identify key employers within the identified sectors for in-demand jobs, within industries addressing skills gap, hiring requirements, and competencies and career pathways.

Business engagement will focus on the following:

- **Existing Industry Sectors and Occupations** – Identifying the industries and occupations for which there is existing high demand and providing support.
- **Emerging Industry Sectors and Occupations** – Research and analysis of occupations for which demand is emerging within the regions and industries.
- Targeting business and industry sectors and occupations - Identifying the job skills necessary to obtain current and projected employment opportunities:
- Work with local economic development entities to engage, support and retain local employers and connect them with the services of the Americas Job Centers.
- Translate specific workforce needs to the local workforce system and communicate it to industries and businesses to better engage them with the career center services.
- Call on local businesses to discuss workforce needs and service solutions offered by the public workforce system.
- Facilitate local forums and/or roundtable discussions groups in conjunction with industry Associations, intermediaries and economic development organizations to solicit input from employers to expand employers in all covered jurisdictions regarding their employment and business retention needs.
- utilize Labor market information and research businesses in their respective regions by using the many on-line resources:

- Missouri Economic Research and Information Center (MERIC) accessed at www.missourieconomy.org
- O*Net Online accessed at www.onetonline.org
- North American Industry Classification System (NAICS) accessed at www.naics.com

Missouri Vocational Rehabilitation

The Missouri Vocational Rehabilitation Program assists eligible persons with special needs in obtaining and maintaining quality employment.

Eligible job seekers must have a documented physical, mental health, intellectual, or medical disability that keeps the candidate from finding, keeping, or advancing in a job.

Services provided include:

Guidance and Counseling – Information about previous work, education/training, interests and capabilities, rehabilitation needs and employment goals is gathered to help the job seeker develop a plan for employment. Guidance is provided to help the job seeker achieve suitable employment.

Vocational Exploration – Interest and ability assessments as well as trial work experiences and job shadowing are some techniques used to determine a suitable employment goal.

Vocational Training – Training necessary to prepare the job seeker for employment in the identified employment goal is provided. This can include tuition/fees, books / supplies for education in a college, university, trade school, community rehabilitation program, or on the job training program

Job Seeking Skills and Job Placement – job related tools and licenses, help in developing job seeking skills, assistance finding a job, transportation costs necessary to participate in a training program or to conduct a job search.

Transition Services – working in conjunction with local school districts services are provided with a student is still in school. Services primarily consist of planning and preparing for when student graduates or exits the school system.

Supported Employment Services – Provided for individuals with more significant disabilities, which require special on the job supervision to maintain working in a competitive integrated employment setting.

Rehabilitation Technology Services - Assistive devices (such as artificial limbs, wheel chairs, hearing aids, etc.) help job seekers to maintain or improve functional capabilities and independence. This can include evaluation, design, adaptation, or technical training.

Business Outreach – Assists businesses in developing strategies for handling disability related issues. Consults with businesses to provide worksite assessments, information regarding tax breaks, and follow up support

Website: <http://dese.mo.gov/adult-learning-rehabilitation-services/vocational-rehabilitation>

REHABILITATION SERVICES FOR THE BLIND
PROGRAMS AND SERVICES- VOCATIONAL REHABILITATION PROGRAM

This program assists people with visual impairment to prepare for and successfully engage in employment. Services include:

- *Assessment of barriers to employment*
- *Vocational guidance and counseling*
- *Physical and mental health services*
- *Specialized training for the individual to function safely*
- *Vocational services for high school students*
- *Tuition and maintenance for college and vocational training.*
- *Employment related tools, accommodations and equipment*
- *Job development, coaching and OJT*
- *We receive Federal and state grants and provide services to our clients free of charge*
- *Provide services to the Deaf Blind community in agreement with Vocational Rehab.*

Our mission is to create opportunities for eligible blind and visually impaired persons in order that they may attain personal and vocational success.

OLDER BLIND SERVICES PROGRAM

This program offers services to seniors with visual impairments age 55 and older. Our goal is for them to live as independently as possible. Rehabilitation Teachers and Mobility Instructors are able to provide training along with specialized aids to improve their ability to function in the home and community safely.

INDEPENDENT LIVING REHABILITATION PROGRAM

This program provides in home services for people with visual impairment age 55 and younger. The rehabilitation teacher will provide training on activities of daily living. This might include cooking, travel, sewing, hygiene, entertainment and communication.

Veterans Administration

LVER

ESSENTIAL FUNCTIONS AND RESPONSIBILITIES:

- Facilitate employment, training and placement services for veterans.
- Maintain regular contact with regional community leaders, employers, labor unions, training programs, and employer organizations for the purpose of keeping them advised of eligible

veterans and eligible persons available for employment and training. *(On site visits required throughout the area of responsibility)*

- Encourage employers and labor unions to employ eligible veterans and eligible persons and conduct job development, on-the-job training and apprenticeship programs for veterans. *(On site visits required throughout the area of responsibility)*
- Promote and monitor the participation of veterans in federally funded employment and training programs, monitor the listing of vacant positions with State employment agencies by Federal agencies, and report to the Director for Veterans' Employment and Training for the State concerned any evidence of failure to provide priority or other special consideration in the provision of services to veterans as is required by law or regulation
- Responsible for providing quarterly reports to the manager of the office and to the Director for Veterans' Employment and Training for the State regarding compliance with Federal law and regulations with respect to special services and priorities for eligible veterans and eligible persons.
- Provide workshops and training to employers, and Career Center staff.
- Provide veteran related resources to career center staff.
- Document all services and activities in Toolbox as required by program guidelines.
- Perform other related work as assigned.

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.

Re-entry services begin at intake. A Transition Accountability Plan (TAP), is developed for each offender that spans all three phases of the transition process. The development of the TAP involves many of the stakeholders including the following: the offender, Department of Corrections (DOC); Department of Economic Development; Department of Health and Senior Services; Department of Mental Health; Department of Social Services; Office of State Court Administrator; Victims; Offender Families; Community Organizations; and Law Enforcement.

Every offender is registered in jobs.mo.gov prior to release from all Transitional Housing Units located in DOC institutions. Each offender then reports to the Missouri Job Center for job placement and job development assistance within one week of being released from a DOC institution. The offender meets with Missouri Job Center staff. Staff from the Job Center system will assess the necessary services for each offender and direct them to the service provider(s) needed in the Job Center, and also make necessary referrals to WIOA partners and other relevant service providers. In addition to employment, the Job Center provides referrals to additional services such as food stamps, temporary assistance, disability determination, homeless shelter referrals, referral to substance abuse treatment, referrals for individual and group counseling, and AEL.

The Eastern Jackson County Workforce Development Board has initiated a number of innovative projects with local organizations to build and expand the infrastructure to serve this special population of ex-offenders. Examples are:

The Eastern Jackson County Workforce Development Board and Missouri Board of Probation and Parole have an agreement that serves to establish a cooperative partnership and collaboration to facilitate the referral of clients and to coordinate the provision of services to clients through the integration of Probation and Parole and FEC services that will provide services to veterans and military families residing in the Kansas City, Missouri community. These services include assessment, training opportunities, placement and follow-up.

Program Orientation will provide overview of all services available through the One- Stop Center and referral to wrap around services to substance abuse treatment services through the COMBAT Treatment Network. The Overview will also include information about program activities, program guidelines, the required participant commitment, career clinics, employer-based training (enhanced transitional employment) and short-term skill training that provide an occupational certificate. The Orientation will provide a description of the requirements for participation and the desired employment outcomes.

The Eastern Jackson County Workforce Development Board and FEC conduct an assessment of each client's job needs and educational level and preferences, participants will attend career clinic workshops targeted to their employment needs and after completion referral to job placement or to the appropriate job training and/or educational training programs to increase skill levels prior to placement.

The Eastern Jackson County Workforce Development Board and FEC utilize a client-centered, goal-oriented process for assessing the needs of clients. This case management approach is the key element in meeting the employment and training needs of clients. It is a strategy for change that helps coordinate intervention and makes better use of scarce resources by organizing and reducing the fragmentation of services. It includes the joint making of a Employment Plan which is signed by the FEC staff person and the client in order for the client to participate.

Missouri Job Center business representatives develop a targeted educational effort for prospective employers that demonstrate the benefits of hiring offenders following release from prison. Employers are made aware of the *Work Opportunity Tax Credit* which is made available to private employers that hire targeted groups of workers, including ex-offenders, as well as the *Federal Bonding Program* which provides bonding insurance to employers willing to hire certain high-risk applicants who may otherwise be denied coverage from commercial bond carriers. The bonds protect employers against theft, forgery, larceny, and embezzlement. Missouri Job Center business representatives and staff help businesses hire with confidence by providing job matching, career counseling, and outreach; and providing job readiness and orientation, job assessment and development, pre-employment education and/or training, and post- placement services. Missouri Job Center business representatives offer continuing support to both the ex-offender and the employer.

Missouri Job Center Career Counselors and other designated staff offer regularly scheduled, ongoing workshops specifically for offenders. The Missouri Job Center DVOPs are active in each Job Center and in the community working with offenders who are Veterans.

In addition to these services, the EJAC WDB offers several initiatives for the ex-offender population.

COMBAT Grant Match Violence Prevention – The COMBAT Program is funded by the Jackson County Anti-Drug Sales Tax and provides long-term career planning and placement assistance to juveniles in treatment and rehabilitation, and those at-risk, whose primary offenses are drug-related. The program serves ex-offenders ages 18-24 who are: unemployed, reentering the population, on probation, and/or have long-term unemployment prospects or currently residing in high-crime communities in the targeted area in Jackson County. The primary focus is to provide training and employment opportunities to this population through recruitment, job skills and employment assessment, training through career clinics, basic computer operation and online job searches, and ultimately, full-time employment. The Full Employment Council, as the Managing Entity and Fiscal Agent, also provides on-site services at the Jackson County (Missouri) Detention Center. COMBAT is funded by the Jackson County Anti-Drug Sales Tax.

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.

- All customers receive information on employment opportunities, LMI, Registered Apprenticeship, On-the-Job Training (OJT), Work Experience, Internships, and Customized Training opportunities to obtain gainful employment or to transition into other industries during the staff Overview of Job Center services.
- The Staff will encourage all customers to participate in job search, or to participate in a customized training to help them obtain employment but also to transition in to employment outside of the sectors they have vacated if they so wish to.
- Staff will promote all services available that prepare the customers to enhance their job skills, resume, interviewing skills both virtual and face to face.
- Employment staff will promote the advantages of participating in the services available to businesses to help meet their current and future hiring needs.

The EJAC WDB has an *employment and training strategy* that outlines a workforce development plan that focuses on employer's needs for skilled workers as well as training applicants to meet shortages of talent for all growing industries in the region. Job development, recruitment and training of new employees; recruitment for employer hiring needs utilizing Labor Market information to also allows for geographic-specific recruitment, and providing technical advice in high turnover situations.

The intent of targeted employer engagement and building of long term relationships with employers in the region in all growing industries is to provide customized recruitment services with innovative processes that places the EJAC WDB in an advantage of becoming the first source of recruitment for employers who have current and future employment needs.

Employer Development Approach:

- Just in time workforce intelligence to identify in-demand jobs, industries, skills, requirements, competencies and career pathways.
- Onsite and virtual interview with employers.
- Employment & training strategy MOA signed between EJAC WDB and the employer.

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 EJAC plan has agreed to support and participate in Certified Work Ready Communities initiative. Clay County in the region has been selected as a Work Ready community. FEC has agreed to provide assessment for transitioning workforce, and libraries and schools will serve as the entity for the emerging workforce. Funds will be raised privately to support the emerging workforce.

Work Ready communities have been successful in Eastern Jackson County Regions as Jackson County has secured certification. FEC serves on the Work Ready Committee for Jackson.

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**)

The Trade Adjustment Assistance Act is reviewed in service overview sessions and in the initial interview with the customer. Employment and Case Management Services are must be provided to any Trade Adjustment Assistance (TAA) client prior to offering any other reemployment service. Trade Adjustment Assistance staff will recommend and submit an enrollment file to the Enrollment Committee for enrollment into the Dislocated Worker program for those Trade Adjustment Assistance customers who are in classroom occupational training or on-the-job training for approved occupations. The application associated with this will be utilized for WIOA enrollment. Trade Adjustment Act counselors will prepare files for dual enrollment for customers seeking approved occupations in the sectors of Information Technology, Healthcare, Advanced Manufacturing, Logistics, Commercial Driving and Construction. EJAC WDB policy for Trade Adjustment assistance is described in DUAL ENROLLMENT FOR THE MISSOURI TRADE ADJUSTMENT ASSISTANCE (TAA) POLICY, POLICY NUMBER: 2019-004, Modification 1

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.

See [Attachment 30](#)

The Metropolitan Community College operates five college campuses in the KCV and Eastern Jackson County Regions. The Comprehensive Job Center works closely with area Metropolitan Community College schools and coordinates with the community college by referring all students to the college whose sector focused job training are based in those courses that are Pell Eligible, which the WDB's Managing Entity/Fiscal Agent will use first before using WIOA funds. FEC will work with Institute for Workforce Innovation for just-in-time training, cohort based training tied to industry demand, and customized industry advised curricula. In TAACT programs FEC coordinates with the Community college to dual enroll those applicants who may need training or employment support such as transportation or assistance for tools or supplies. Referrals between the Community College and the WDB are transmitted electronically via email or scan in order to track referrals and insure that the appropriate action is taken per the service requested for the referral. The Community College also provides training at one-stop facilities or affiliate locations based on the accessibility to the clientele and nature of training. FEC facilities are organized to meet training and all accessibility requirements as may be required for accreditation standards. FEC also coordinates with the college on cohort based training.

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.

Attachment 31, INCUMBENT WORKER TRAINING POLICY, POLICY NUMBER: 2017-002, Modification 2

INCUMBENT WORKER TRAINING PROGRAM POLICY

EJC WDB have an Incumbent Worker Training Program.

The Incumbent Worker Training Program planned will focus on the following:

- Creating the opportunity for career progression and identifying career pathways,
- Providing the opportunity for a jobseeker from the public workforce system to obtain the position left vacant by the ascension of the incumbent worker training graduate; employer approval is needed,
- Supporting classroom training tuition costs by securing a employer match,
- Providing training in labor market growth sectors as identified by the Local Plan,
- Providing defined career pathways as part of the classroom training program,

- Approving training programs on a “position-by-position” basis, which will be tied to the skill training deficit of each affected employee seeking support, and tied to training, competencies developed in the training plan.

An FEC Issuance policy is included in the EJAC WDB Local Plan as required, as Attachment 31.

Strategies for Faith-based and Community-based Organizations

73. Faith-based Strategies

Describe those activities to be undertaken to:

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

(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.

One-Stop Missouri Job Center conducts outreach to faith-based and community-based organizations to expand the access of their clients to the services offered through the One-Stop delivery system. **One-Stop Missouri Job Center** has hired outreach coordinators to better facilitate this process. These outreach specialists regularly connect to and interact and collaborate with faith based and community based organizations for recruitment, information sharing. They attend and participate in faith based and community based events.

One-Stop Missouri Job Center will follow OWD Issuance 02-06, or other current guidance on the topic located at jobs.mo.gov/dwdissuances , Use of WIOA Title I Financial Assistance to Employ or Train Participants in Religious Activities When the Assistance is Provided Indirectly.

This issuance indicates that WIOA funds can be used to employ or train participants in religious activities, as long as the assistance is provided indirectly. Indirect financial assistance occurs when participants are given a genuine and independent private choice among training providers or program options and can freely elect, from among such options, to receive training in religious activities when these activities satisfy the requirements of the program. Individual training accounts and other types of support that provide participants with real choices would meet this requirement. To ensure that a genuine and independent private choice is provided, each participant must be offered at least one option to which the

participant has no religious objection. Training services must be provided in a manner that maximizes an informed consumer choice.

In addition, an organization must not be favored for, or denied recognition as, an eligible training provider or other provider solely on account of religion.

REGIONAL PLANS

Regional Planning Guidance

74. Regional Plans

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

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

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

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

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

NOTE:

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

See [Attachment 32](#)

One regional plan must be prepared for the local planning areas of Kansas and Vicinity region and the East Jackson County region which Share a single labor market and common economic development area, prescribed by Population centers;· Commuting patterns;· Land ownership;· Industrial composition;· Location quotients;· Labor force conditions and Geographic boundaries; and Possess the Federal and non-Federal resources, including appropriate education and training institutions to administer WIOA activities. The *Kansas City and Vicinity Region and the Eastern Jackson County Region* make up the Greater Kansas City Missouri Region consisting of geographic 5 contiguous counties that contains a core urban area of 50,000 or more population and that have a high degree of social and economic integration (as measured by commuting to work) with the urban core make up.

The Kansas City economic regions is submitting individual Plans with a section devoted to economic regional planning including sector- and service-delivery strategies. The LWDBs prefer to submit individual Plans with a regional component to each Plan, although to the extent possible the Local Plans highlight specific characteristics of the individual local region, the two regions are interlinked.

The two regions have one Fiscal Agent and Managing Entity, but two separate One-Stop Operators: UAW-LETC in Kansas City and Community Services League in Eastern Jackson County. Both regions are served by on Managing Entity and Fiscal Agent, which is managed and governed by one common set of programmatic, fiscal and financial policies and procedures and that share staff and cross training of all staff to ensure that the needs of the region are met.

Regional Planning – Eastern Jackson County Workforce Development Board

The Workforce Innovation and Opportunity Act (WIOA) of 2014 require local WIOA areas that make up an economic region to include a Program Delivery Coordination Plan on how services and programs will be delivered within the Region. The intent is to describe a coordination of resources across local areas.

The Kansas City Metropolitan Economic Region is comprised of two workforce investment areas in Missouri – Kansas City & Vicinity, which encompasses the City of Kansas City, Missouri and the Counties of Cass, Clay, Platte, Ray, and Platte, and Eastern Jackson County, which is Jackson County, Missouri excluding the City of Kansas City, Missouri. The Full Employment Council (FEC) is the Managing Entity and Fiscal Agent for the Eastern Jackson County Workforce Development Area, which consists of Jackson County, Missouri, exclusive of the City of Kansas City, Missouri. This includes the cities of Independence, Sugar Creek, Lee’s Summit, Blue Springs, Grain Valley, Oak Grove, Buckner, Lone Jack, among other Eastern Jackson County cities and towns.

Ten key strategies supported in the Eastern Jackson County Workforce Development Board WIOA Plan:

1. Support for sector partnerships to spur the growth of this proven industry-driven strategy

for advancing workers and addressing employer skill needs.

2. Encouragement of career pathways to increase the integration of basic education, skills training, and support services, helping more individuals attain post-secondary credentials and higher earnings.
3. Creation of common metrics that can reliably measure key outcomes from a large number of programs and help unify workforce programs as a coherent system
4. Emphasis on job-driven investments that directly connect training to employment to provide more people with jobs.
5. Promotion of affordable and accessible child care to enable more low income families to participate in training and employment opportunities
6. Promotion of affordable and accessible transportation services through broad based mass transit options to facilitate the employment of underserved populations
7. Promotion of accelerated Pell grants based programming to short term training programs to offer more flexibility and expand availability of training;
8. Work with institutions to create more opportunities for adjunct faculty from industry experts to alleviate the shortage of skilled instructors;
9. Industry advisory councils for in-demand training and review of in-demand training at least every 3 years to ensure alignment of skills to industry demand
10. Promote the Missouri Department of Education's A+ scholarship program at the secondary school level

Selection of the One-Stop Operator –

Effective July 1, 2017 the Eastern Jackson County Workforce Development Board selected Community Services League (CSL) as its One-Stop Operator at the Eastern Jackson County Comprehensive Career Center located at 15301 E. 23rd Street, Independence, Missouri. As the One-Stop Operator, Community Services League serves as the Triage Manager in Eastern Jackson County and provides One-Stop services that includes orientation and program referrals for clients coming into the comprehensive One-Stop center. This One-Stop Operator meets compliance regulation requirements and assists with the process of referral of customers to training and other services.

FEC is working in concert with the One-Stop Operator and both entities regularly attend meetings on how to make its partnership more efficient in delivering regionally specific service strategies. FEC as fiscal agent ensures that the integrity of the Eastern Jackson County Workforce Development region is maintained.

These comprehensive one-stop services facilitated by the One-Stop Operator is supplemented with the Eastern Jackson County Youth Annex.

The One-Stop Service Operator and the Eastern Jackson County Workforce Development Board have a consistent strategy to service persons with disabilities through subcontractor Jewish Vocational Services to provide career navigator services, assessments and training services in conjunction with Vocational Rehabilitation to accommodate persons with disabilities looking for employment and training opportunities.

In addition the Eastern Jackson County Workforce Development Board has a defined strategy for working with economically disadvantaged in-school and out-of-school youth. In Eastern Jackson

County the Full Employment Council contracts with the Independence School District and the Blue Springs School District to provide drop out recovery services through HiSET instruction, occupational skills training, work experiences and internships as appropriate for program graduates and career pathways specific for the Eastern Jackson County Workforce Region.

Section 106 (c) of the Workforce Innovation Opportunity Act states that local boards and chief elected officials in each planning region shall engage in a regional planning process; the following are the responses to that regional planning process or Plan:

A) The preparation of a regional plan -

The FEC as the Managing Entity and Fiscal Agent for the Eastern Jackson County Workforce Development Board and is providing this regional plan for the Eastern Jackson County region as required.

B) The establishment of regional service strategies, including use of cooperative service delivery agreements -

In addition to the five service strategies of sector partnership, career pathways, common metrics and job-driven investments, the following key strategies will be promoted: these include the (1) promotion of affordable and accessible child care to enable more low income families to participate in training and employment opportunities, (2) promotion of affordable and accessible transportation services through broad based mass transit options to facilitate the employment of underserved populations, (3) the promotion of accelerated Pell based programming by expanding Pell grants to short term training programs, (4) implementing this strategy means the Board and staff will work with institutions to create more opportunities for adjunct faculty from industry experts to alleviate the shortage of skilled instructors and to promote industry informed scholars. This strategy also means promoting more credit based, non-semester based training programs in order to be more compatible with the business cycle, which is aligned more with a quarter based schedule rather than a semester based scheduling. (5) One of the key strategies for Business Services is industry advised curriculum based delivered by industry experts serving as Adjunct Faculty with Just-in-Time training customized to integrate classroom training with work based learning. In demand training courses will have industry advisory councils that review recommended in-demand training and will have sunset requirements for review at least every 3 years in order to ensure courses are consistent with and aligned with current industry demand requirements. And finally (6) the Board and staff will promote *Missouri* Department of Higher Education A+ Scholarship opportunities at the secondary school level.

Coordination with education will have sector intermediaries working with education institutions to facilitate dual credit instruction at the secondary level and target sectors integrated with Adult Education and Literacy and Missouri Options program with local school districts. These include but are not limited to Independence School District, Blue Springs School District, Fort Osage School District in Independence and Raytown School District. These will be program prototypes to identify best practices with the objective to create scalable solutions on a system wide basis to accelerate credential based training at the secondary level and post- secondary level. Further the Eastern Jackson County Workforce Development Board will promote early intervention at the secondary level of A+ school programs beginning at the

sophomore level to further accelerate post-secondary credentialing in high demand occupation in the region. (See Workforce Education Continuum Attachment.) At the middle school level, 6th through 8th grade, the Eastern Jackson County Workforce Development Board will promote possibility of business volunteers to facilitate student activities at the middle school level that encourages workplace skills through developing communication skills, work, problem solving, and conflict resolution competencies, as well as exposure to career pathways through career exploration activities with regional employers.

In addition, the Eastern Jackson County Workforce Development Board will work with Memorandum of Understanding (MOU) partners to facilitate wrap around support services in areas such as child care, transportation, work supplies and classroom training materials. These activities will increase the amount of funds made available through U.S. Department of Labor funding through training purposes. The Workforce Development Board's MOU partners include Job Corps, Jobs for Veterans, the Housing Authority of Kansas City, Indian and Native American programs, Migrant and Seasonal Farmworker Programs, Missouri Division of Vocational Rehabilitation, American Association of Retired Persons (AARP), U.S. Department of Housing And Urban Development, Missouri Department of Corrections, Missouri Family Support Division, Catholic Charities of Kansas City-St. Joseph, Hickman Mills School District, Mid-America Regional Council, United Services Community Action Agency, the City of Blue Springs, Episcopal Community Services, AFL-CIO, the Guadalupe Center and United Way of Greater Kansas City.

As the Managing Entity and Fiscal Agent for the Eastern Jackson County Workforce Development Board, FEC ensures that the integrity and independence of the Board is maintained. The regional geographic configuration of the region necessitates that job seeking and employer customers are assured of equal access to the delivery services and activities provided by the workforce system. Job seeking and employer customers can access all services provided by the system at any job center operated by the EJAC WDB. This delivery of services is seamless for the customer. FEC program and fiscal staff ensure that costs for services are appropriately allocated to the proper funding region based on the residence of the customer.

Staffs are cross-trained and informed of any unique requirements for the individual regions. All management staff for both regions is under the direction of one set of leadership and meet weekly to coordinate program services. FEC schedules regular meetings and training for all staff by position and bi-weekly schedules all staff meetings for communications, coordination, training and informational sharing. All staff is connected electronically through one email exchange system and one telephone communication system.

Workforce development executives for both regions and assigned to all offices who make up the Business Services team meet regularly to coordinate strategies with employer engagement, employment development activities, job fairs, and hiring events. In addition to weekly job developer meetings, job development staff send notices through the exchange system regarding upcoming recruitment events. Designated staff maintains a calendar of employer events agency wide.

In addition to the sharing of data and information through the state case management system, MOJOBS, FEC has its own management information system, which is currently Efforts To Outcomes, which allows staff across both regions to share participant information and ensures no duplication of services.

C) The development and implementation of sector initiatives for in-demand industry sectors or occupations for the region -

The Eastern Jackson County workforce area is guided by economic development agencies, Chambers of Commerce and nonprofit agencies to develop policies and procedures that fit the unique needs of the region. Sector initiatives for in-demand industries and occupations is determined for the entire 5-county Kansas City metropolitan region and delineated in the agency's policies and procedures manual regarding sector focus for training and employment. Analysis of current labor market information from MERIC and "on-the-street" job developer business intelligence informs the determination of sector initiatives for the region. In addition, the EJAC WDB scheduled a series of sector convening's in 2015-2016 to inform the focus on the 7 sectors (Advanced Manufacturing, Healthcare, Information Technology, Construction, Warehouse & Logistics, Financial Services and Business Services have been selected for focus.

D) The collection and analysis of regional labor market data (in conjunction with the State) -

See Local Plan Section IV Labor Market Information.

E) The establishment of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region -

The EJAC Workforce Region is fiscally managed by the FEC. Administrative costs are allocated appropriately according to accepted financial management procedures.

F) The coordination of transportation and other supportive services, as appropriate, for the region -

The EJAC Workforce Region is fiscally managed by the FEC. Administrative costs are allocated appropriately according to accepted financial management procedures. The EJAC Workforce Development Board is guided by programmatic and financial policies and procedures, including training and supportive services policies, which includes transportation services unique to fit the specific workforce needs of the region.

G) The coordination of services with regional economic development services and providers-

The Eastern Jackson County Workforce Development Board collaborates with all the local economic development councils in the region including the Greater Kansas City Economic Development Council, the Greater Kansas City Chamber of Commerce and Mid-America Regional Council (MARC). The President of FEC as well as agency Job Developers are members of these local business and economic development agencies.

H) The establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for and report on the performance accountability measures described in Section 116(c) for the local areas or the planning region -

The EJAC region will negotiate local levels of performance for, and report on, the performance-accountability measures as required.

REQUIRED ATTACHMENTS

1. List of Comprehensive, Affiliate, Specialized and Other Centers and One Stop Operators
2. Local One-Stop Partner Information Form
3. Memorandum of Understanding with IFA and Cost Sharing Budgets with All Partner Signatures
4. Sub-state Monitoring Plan and Policy
5. Chief Elected Officials Consortium Agreement (optional), membership and bylaws
6. Local Workforce Development Board Membership List, Standing Committees, & Certification Letter
7. Local Workforce Development Board By-Laws and Attestation Form - **Form provided**
8. Conflict of Interest Policy - Local Workforce Development Board, Staff, and Contracted Staff
9. Local Fiscal Agent
10. Financial Procurement Policy / Financial (General) Policy
11. Planning Budget Summaries (PBS)
12. Complaints and Grievance Policy – Nondiscrimination, Programmatic
13. Supportive Services Policy – General, Needs Related Payments Policy for ADLT and DW
14. Adult Employment and Training Policy (Priority of Service Policy)
15. Expenditure Rates and Training Criteria Policy (ADLT & DW)
16. Youth Barriers Eligibility Policy – OSY ISY additional assistance barrier
17. Youth Incentive Payment Policy /Youth Monitoring of Stand Alone Programs Policy
18. Veterans Priority of Service Policy
19. Basic Skills Assessments (Testing) Policy
20. Individual Training Account (ITA) Policy & Eligibility Policy (Individualized Career Services)
21. Accessibility Policy – Persons with Disabilities
22. Accessibility Policy - Persons with Limited English Proficiency
23. Integration of Services Policy (Co-enrollment Policy)
24. Adult Education and Literacy Policy (AEL Policy)
25. VR/RSB Coordination Team Policy
26. Youth Apprenticeships Policy
27. ETPL Policy
28. (DW) Employment Transition Policy
29. Business Services Plan and Policy
30. MOU (Cooperative Agreement) between the Community College & LWDB
31. Incumbent Worker Policy
32. Regional Plans (St. Louis / KC)
33. Statement of Assurances - **Form provided**