

**EASTERN JACKSON COUNTY
WORKFORCE DEVELOPMENT BOARD
FULL EMPLOYMENT COUNCIL, INC.**
Managing Entity /Fiscal Agent

Eastern Jackson County

WORKFORCE INNOVATION AND OPPORTUNITY

ACT (WIOA)

DRAFT
4-YEAR PLAN

JULY 1, 2024 TO JUNE 30, 2027



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4-YEAR PLAN
JULY 1, 2024, TO JUNE 30, 2028

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Local Plan PY20-PY23

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.

The Workforce Development Board's (WDB) Kansas City and Vicinity Workforce Development Region Vision is to supply employers with a skilled workforce and job seekers with successful training, career counselors that can provide supportive services that include childcare, transportation, work attire, and labor market information leading job placement. 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 Kansas City and Vicinity region. The Kansas City and Vicinity Workforce Development Board accomplishes this goal by collaborating with businesses, local government units, 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 PY24–PY28 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 component 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.

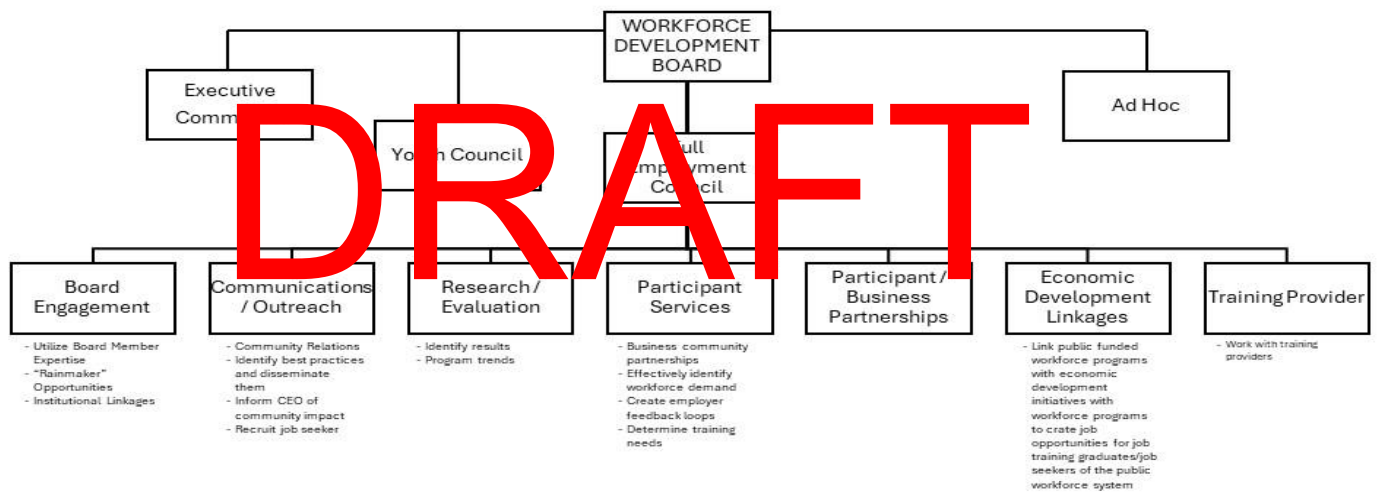
Cross-Program Strategies: integrated cross-program strategies for specific populations and

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 employees 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.

PY2024 – PY2028 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 of the State of Missouri of the 21st Century Workforce System is to develop a skilled workforce through all Employer Council, Managing Entity and Fiscal Agent, and give priority to increasing the overall employment rates of traditional/skilled workforce populations, a core 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, and childcare, and co-locations of workforce service/wrap-around support services are crucial to increasing the labor market participation of these underperforming populations. Therefore, 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 are 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) Vocational Rehabilitation
- 6) The Senior Community Service Program
- 7) Trade Adjustment Assistance
- 8) Jobs for Veterans State Grants
- 9) Community Services Block Grant
- 10) State Unemployment Compensation Law Activities
- 11) Temporary Assistance for Needy Families (TANF)
- 12) Job Corps (WIOA Title I)

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Non-Colocations One-Stop Partner MOUs

- 1) YouthBuild (WIOA Title I) Department of Labor has not issued contract in this region
- 2) WIOA Indian and Native American (INA) Programs
- 3) WIOA Migrant and Seasonal Farmworker Programs
- 4) Perkins Career and Technical Education
- 5) U.S. Department of Housing and Urban Development Employment and Training Activities
- 6) Adult Education and Literacy (AEL) Title II)
- 7) Reintegration programs for eligible offenders

Office Colocations / Comprehensive One-Stop Center(s)

AAA (Accessibility Integration; Availability; and Affordability for employer/job seeker customers) in 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 United Auto Workers Labor and Employment Corporation (UAW-LETC) One-Stop operator. These locations include Sugar Creek, Grain Valley, Raytown, Oak Grove, Blue Springs, Lee's Summit, and Buckner.

Independence Conference Training Center – This office is located at 1524 E 23rd. Street, Independence, MO 64055. The AEL programs and on-site classroom training occur 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 on 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 accelerates 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 curricula that are 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 Kansas City 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 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 navigators and its superior skill assessment system to identify the approximate career goals and skills of the applicant; and 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, its 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 more systematically, 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-needed basis and will continue to utilize its diverse industry network of employers.

3. Apprenticeship Program Development:

Work-Based Learning: Apprenticeships, On-The-Job Training & Internships

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 can act on USDOL's behalf in certifying apprenticeship efforts.

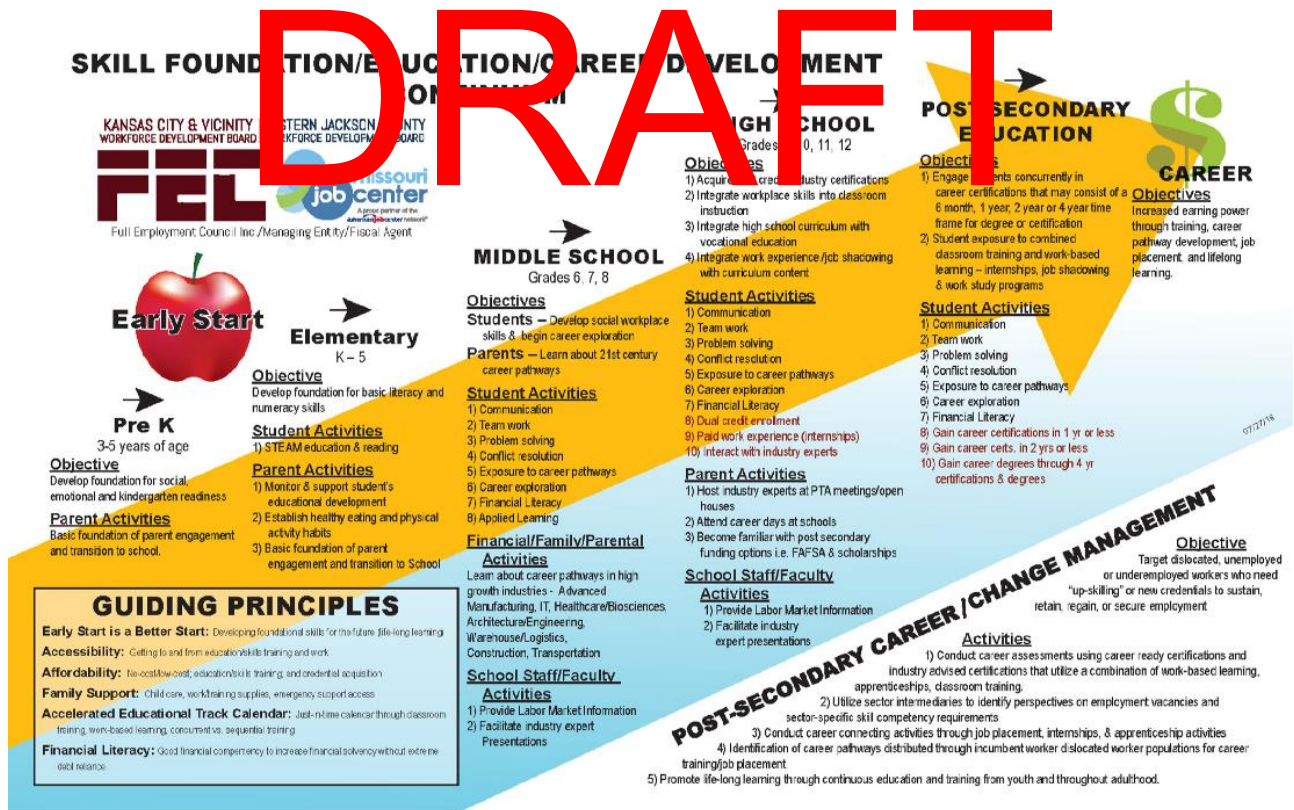
4. Sector Based Training:

The EJAC WDB targeted its limited training resources on targeted industry sectors that include construction, advanced manufacturing, financial services, transportation, warehouse logistics, biosciences, 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.

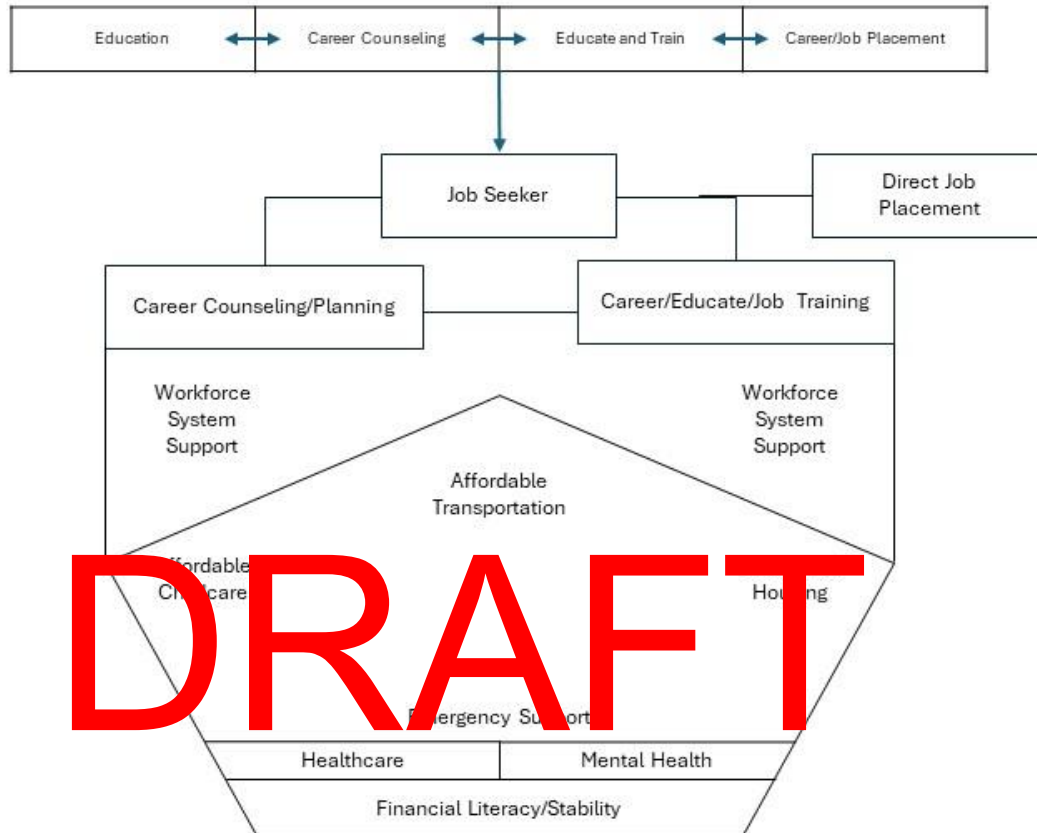
AAA. AFFORDABILITY - This factor relates to the ability of the job seeker to access training,

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 the 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 childcare
- 8) Transportation to and from education facilities and employment locations
- 9) Workforce Systems - affordable housing for employees accessible to employment locations



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, job seekers, 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, posted on the EJAC WDB's website, 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/>
- O*NET - <http://www.onetonline.org/>

The primary data systems for **EJAC WDB** are 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, a 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. Having 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 of 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 those positions.

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

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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 business services, information technology, financial, professional services, transportation, logistics and construction.

Strategic Initiatives and Emerging Opportunities

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.

Kansas City, Missouri Neighborhood Works – The Full Employment Council, Inc. in cooperation with the City of Kansas City, MO, Neighborhoods and Housing Services Department, provided the Kansas City Neighborhood Works for Careers program, a project to clean up neighborhoods and provide employment opportunities to Kansas City residents. The

Kansas City Neighborhood Works for Careers program provides city-wide cleanup of debris and trash in alleyways, and city-owned properties, as well as mowing, trimming, and edging overgrown areas. Successful applicants receive OSHA 10 training, supportive services such as work supplies and steel toe boots. Also, FEC provides classroom training that leads to a diploma or certificate or credential in an in-demand occupation. The City of Kansas City Missouri awarded FEC funds to paint City fire hydrants and clean-up debris in the City's right-of-way.

Transportation

Kansas City Area Transportation Authority Program (KCATA) – FEC has worked with KCATA for more than 27 years to provide transportation resources to job seekers in the Kansas City area, to areas not serviced by the transportation system. The program provides door-to-door taxi and van services, to and from work, where existing transportation systems do not operate. FEC will continue to work with KCATA on low cost to no cost transportation routes to increase the ability of newly hired and low-income workers to get to and from work and childcare.

Career Force Rebuild KC initiative funded by the City of Kansas City will significantly impact the most distressed communities in the Greater Kansas City Vicinity and Workforce Development Board (KCV WDB) area. FEC will target the geographic area of Kansas City, MO (KCMO). Services include job-skills training, supportive services, childcare, transportation, housing, and career clinics that lead to direct job placement. The skills training includes classroom training, apprenticeships, internships, on-the-job training, or combinations that leads to certifications and/or job placements in the areas of Transportation, Advanced Manufacturing, Healthcare, Information Technology, Finance & Business Services, and Early Childhood Education/Childcare.

Environmental Protection Program

Provide training in environmental careers with the skills needed to safely conduct remediation work at solid and hazardous waste-contaminated sites, as well as appropriate training in green remediation technologies, stormwater management for brownfields cleanup and redevelopment to avoid flooding or eliminate further pollution by prevention or containment on the property and promote sustainability practices, emergency planning, and chemical safety. Full Employment Council will train 60 students and place at least 38 in environmental jobs.

Child Development Apprenticeship Program

Funded by a \$2.7 million grant from the Missouri Department of Education/Office of Workforce Development, the program will support at least 250 new CDA apprenticeships, increasing the availability of affordable, quality childcare slots in the Kansas City and St. Louis regions.

The Port KC Logistics Hiring & Workforce Advancement Program is a partnership with The Port Authority of Kansas City, Missouri, and the Full Employment Council for FEC to obtain public and private sector employment for the unemployed and the underemployed by working in collaboration with businesses, local units of government, educational institutions, labor, and community-based organizations to connect people with job opportunities, and provide job training, supporting services and ongoing assistance.

Combat

Offer training programs to young adults (18-24) who live in Jackson County, Missouri residing in a high crime neighborhood. This also includes students failing or have dropped out of school, are justice involved, and/or victims of crime.

Re-entry

Pathway Home

FEC will provide pre-release programming that will include outreach, recruitment, training, and support to pre-release individuals to assist them with obtaining and maintaining employment post-release. Participants will be offered skills attainment through work-based learning and customized upskilling strategies including on-the-job training, registered apprenticeships, paid work experience and/or paid internship opportunities. FEC will also deliver cognitive-based job readiness curriculum and other job readiness services to participants pre-release.

Growth Opportunity Grant

Funded by the Department of Labor Employment and Training administration, this program provides paid work experience to young people affected by community violence, particularly in areas of concentrated crime and poverty. The funding also supports skills training, employment and mentorship services. The GO grant aims to help young people increase their conflict resolution skills, identify and develop career goals, attain relevant skill and experience, and set them on a path to earn living wages and obtain high-quality jobs and careers.

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“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 in 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 Eastern Jackson County Region that will enable direct job placement or training for growth in the 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 and job seekers 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 unique implementation strategies for workforce development 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 representatives 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 create system of success
- Eliminated duplicative services to 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
The region’s high-growth industries, such as healthcare, life sciences, emerging biotechnology and advanced manufacturing, green economy, business sector, transportation, 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 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 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 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 Eastern Jackson County 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 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 Business: (1) Initial 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, and other organizations, linkage with economic development organizations, Chambers of Commerce in Clay, Cass, Platte, Jackson and Ray counties.

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- 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 online training to reach underserved regions of the area. The Eastern Jackson County facilities are on a bus line. 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, and effectively and efficiently provide services.

h. Customer Service Training

Efforts have been initiated to cross-train OWD, FEC and all partners in all programs of the Job Center to ensure 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 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 with copies of relevant OWD and FEC Issuances and 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. Workkeys, TABE, American College Testing (ACT), or the possession of a HiSET (High School Equivalency Test) will be used to determine basic reading and math skills.

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 can effectively 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.

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 FEC planning department. 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 by OWD.

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

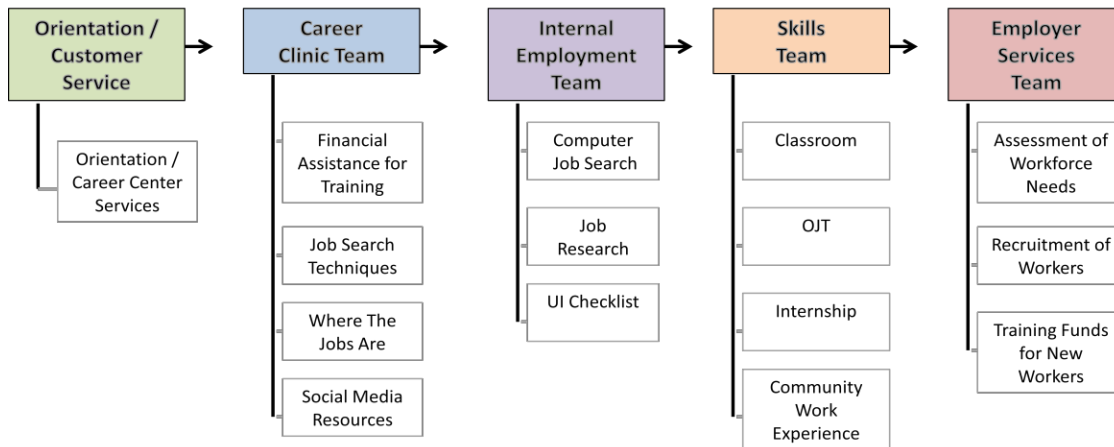
Quarterly Staff training based on the results and analysis of the OWD monitoring reviews and comments will be initiated.

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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 resources are available. Use Job Centers as well as partnerships with community organizations and social technology.

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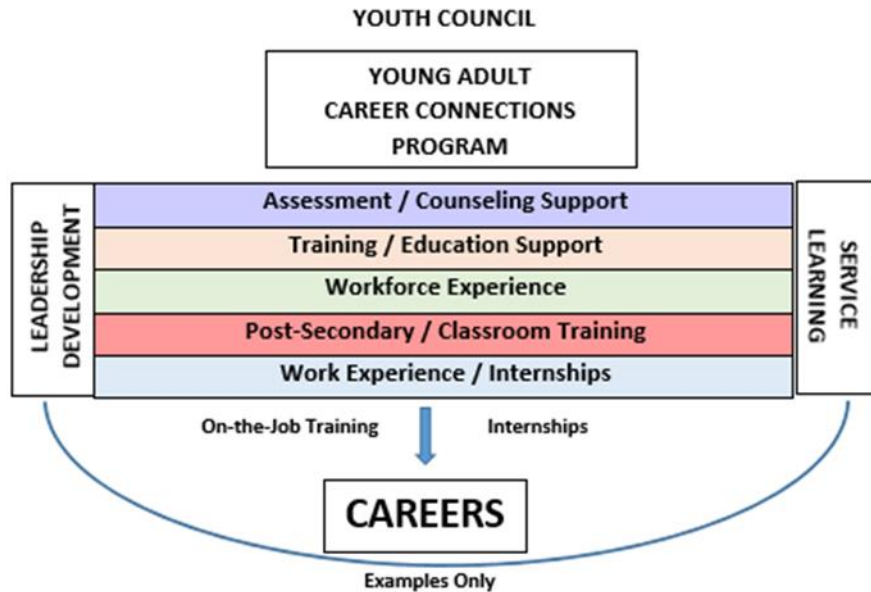
WORKFORCE SERVICES FOR ADULTS (ages 25 and up)

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

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 Assessment systems
3. Utilize the Job Center and onsite services to assess workers and recruit workforce talent to meet employer needs.
4. Recruit potential workers through the Missouri Job Center unemployment insurance system, community agencies, community referrals, friends and families, or general public in meeting the workforce needs for employers.
5. 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.
6. Provide computerized / customized assessment system to determine the skill

- levels of job seekers in order to determine the appropriate job training/recruitment strategy.
7. Make available to employers Missouri Job Center facilities for outreach and recruitment of workers.
 8. Analyze and categorize the skill levels of UI referrals for more accelerated matching with job opportunities.
 9. 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>
This document accompanies OWD Issuance 04-2023 and is part of that guidance.

The source of the information is MERIC (Missouri Economic Research and Information Center) data. The 5 county Kansas City Region is comprised of 2 Workforce Development Areas: Kansas City and Vicinity and Eastern Jackson County (WDA). The Kansas City and Vicinity WDA is geographically defined as the four counties of Cass, Clay, Platte and Ray and the City of Kansas City. The Eastern Jackson County WDA splits Jackson County and is comprised of the balance of Jackson County, excluding the City of Kansas City. However, most datasets are not available at a smaller geography than county level, consequently the data in this report is for all of Jackson County.

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6. Economic Analysis

Describe the LWDA's current economic condition, including the following information by county (if your LWDA includes more than one county) and the overall region.

- a. Average personal income level.

Personal Income

The per capita personal income of Jackson County was below the state average of \$57,818 at \$53,153. In 2022, personal income for the US and Missouri increased 2.0 percent and 3.2 percent respectively when compared to 2021.

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

The statewide poverty rate of working age persons, or those 18-64 years, was 12.3 percent in 2022. Jackson County exceeded the statewide average at 12.6 percent.

Name	2022 Per Capita Personal Income	Working Age (18-64) Population living below poverty level	
		Number	Percentage
Missouri	\$57,818	445,345	12.3%
Jackson	\$53,153	54,895	12.6%

Sources: Per Capita Personal Income - U.S. Bureau of Economic Analysis, 2022
Poverty Level - American Community Survey-5 Year data (2018-2022)

c. Number and percent of working age population determined to have a barrier to employment; Barriers to employment can include homelessness, disability status, lower education levels, and limited proficiency with the English language. In Jackson County, the percentage of the working age population (18-64 years old) with disabilities was below the state average of 12.3 percent at 11.3 percent. The percentage of the working age population with English as a second language in Missouri was 7.1 percent. Jackson County reported numbers above the state average (9.7%).

In Missouri, 10.8 percent of the working age population did not have a high school diploma in 2022. Jackson County had higher percentage (11.2%) of population without a high school diploma than the state.

Barriers To Employment									
Area	Total Population	Total Population	% of 18-64 in Population	Total Population 18-64 with less than high school diploma	% of Population 18-64 without high school diploma	Total Population 18-64 with a disability	% of Population 18-64 with a disability	Total Population 18-64 who speak language other than English	% of Population 18-64 who speak language other than English
Missouri	6,154,422	4,697,543	60.1%	265,816	4.8%	449,967	12.3%	261,796	7.1%
Jackson	715,526	438,077	61.2%	8,089	11.2%	49,171	11.3%	42,375	9.7%

Source: American Community Survey-5 Year data (2018-2022)

d. Unemployment rates for the last 5 years; The unemployment rate in Jackson County is declining after peaking in 2020 due to the COVID-19 pandemic. Jackson county's unemployment rate (2.9%) for 2022 was above the state average of 2.5 percent.

Unemployment Rate by County - Jackson					
Year	2018	2019	2020	2021	2022
US	3.9%	3.7%	8.1%	5.3%	3.6%
Missouri	3.2%	3.2%	6.1%	4.1%	2.5%
Jackson	3.8%	3.7%	7.3%	5.1%	2.9%

Source: Local Area Unemployment Statistics, Not Seasonally Adjusted

e. Major layoff events over the past 3 years and any anticipated layoffs; and

Missouri WARN Notices PY 2023, PY 2022, PY2021, PY2020

MISSOURI
WARN
Notices PY
2023,

<https://jobs.mo.gov/warn/2024>

**PY2022, PY
2021,
PY2020**

Worker Adjustment and Retraining Notification Act (WARN Act) notices received from employers by the Missouri Office of Workforce Development's Dislocated Worker Program, January through December 2022.

Effective March 24, 2023: If you wish to receive further information about the most recent WARN Notice submitted to the Office of Workforce Development (OWD), sign up for our WARN Notice Mailing List. Submitted WARN Notices will be added to the list by the end of the next business day. WARN Notice updates will be emailed during business operating hours.

To receive any previous WARN Notices, submit an open records request to Kristin Stokely, General Counsel, at kristin.stokely@dhewd.mo.gov.

DATE RECEIVED	COMPANY NAME	LOCATION	COUNTY	REGION	TYPE	LAYOFF DATE	# AFFECTED
1/30/2024	Block, Inc.			Statewide	Layoff	3/30/2024	32

**2023 WARN
Notices**

DATE RECEIVED	COMPANY NAME	LOCATION	COUNTY	REGION	TYPE	LAYOFF DATE	# AFFECTED
1/24/2023	HealthHelp	Independence	Jackson	Kansas	Closing	3/24/2023	1
4/17/2023	David Bridal	St. Peters Boonville Springfield Sunset Hills Kansas City Columbia		Statewide	Closing	6/12/2023	

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**2022 WARN
Notices**

DATE RECEIVED	COMPANY NAME	LOCATION	COUNTY	REGION	TYPE	LAYOFF DATE	# AFFECTED
6/13/2022	Amentum PAE NBC	Lee's Summit	Jackson	Kansas City & Vicinity	Loss of Contract	8/13/2022	537
-	-	-	-	-	-	-	-

**2021 WARN
Notices**

DATE RECEIVED	COMPANY NAME	LOCATION	COUNTY	REGION	TYPE	LAYOFF DATE	# AFFECTED
-	-	-	-	-	-	-	-

**2020
Missouri
WARN
Notices**

DATE RECEIVED	COMPANY NAME	LOCATION	COUNTY	REGION	TYPE	LAYOFF DATE	# AFFECTED
3/30/2020	Gaming Partners International	Blue Springs	Jackson	Kansas City & Vicinity	Closing	5/26/2020	112
4/17/2020	Black Bear Diner - Independence	Independence	Jackson	Kansas City & Vicinity	Layoff	4/9/2020	65
7/20/2020	Northrop Grumman	Independence	Jackson	Kansas City & Vicinity	Layoff	9/30/2020	1,700
8/4/2020	XPO Logistics Supply Chain, Inc.	Independence	Jackson	Kansas City & Vicinity	Layoff	9/30/2020	70
05/22/2020 (updated 09/29/2020)	Pacific Architects and Engineers (PAE)	Lee's Summit	Jackson	Kansas City & Vicinity	Layoff	11/29/2020	697
07/17/2020 (updated 09/22/2020)	J. C. Penney Corporation, Inc.	Independence	Jackson	Kansas City & Vicinity	Closing	10/18/2020	69

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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:

7. Labor Market Analysis

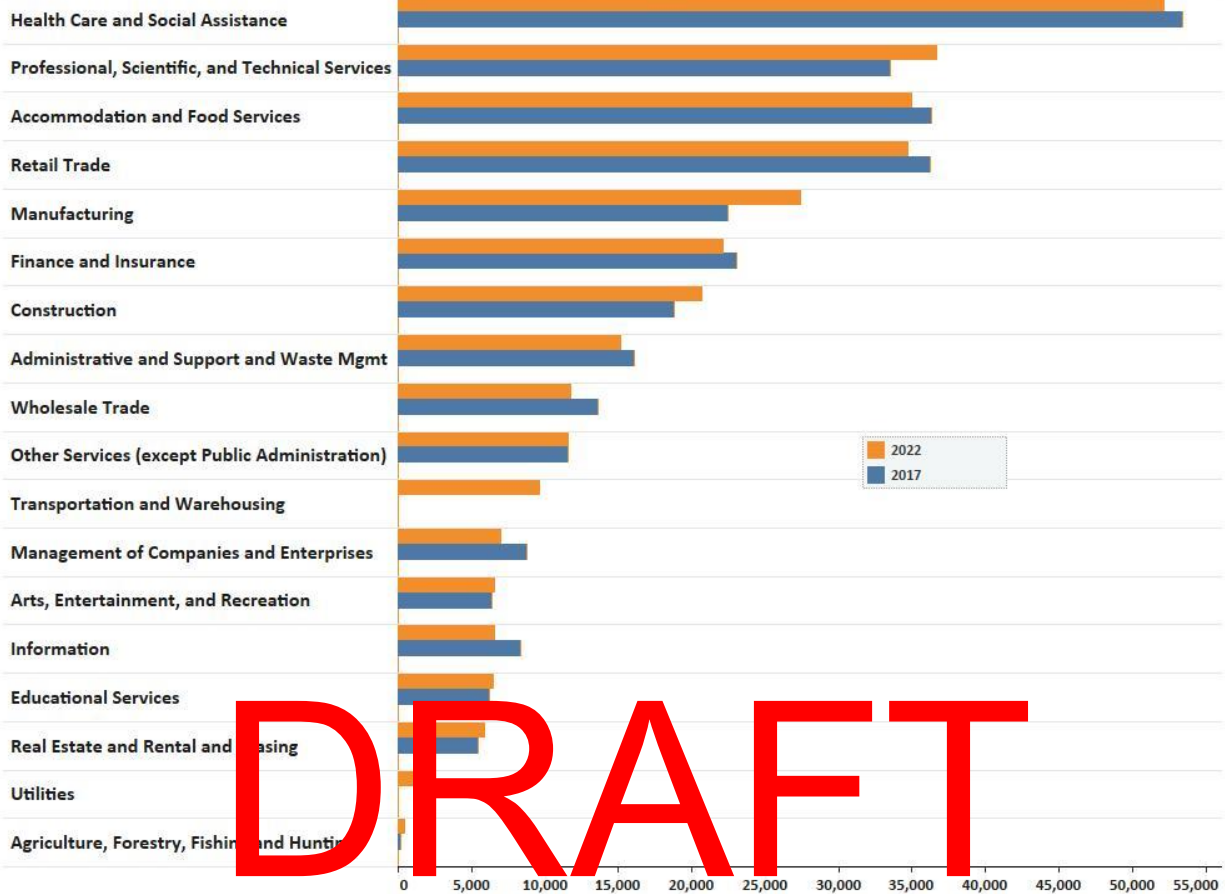
a. Existing Demand Industry Sectors and Occupations

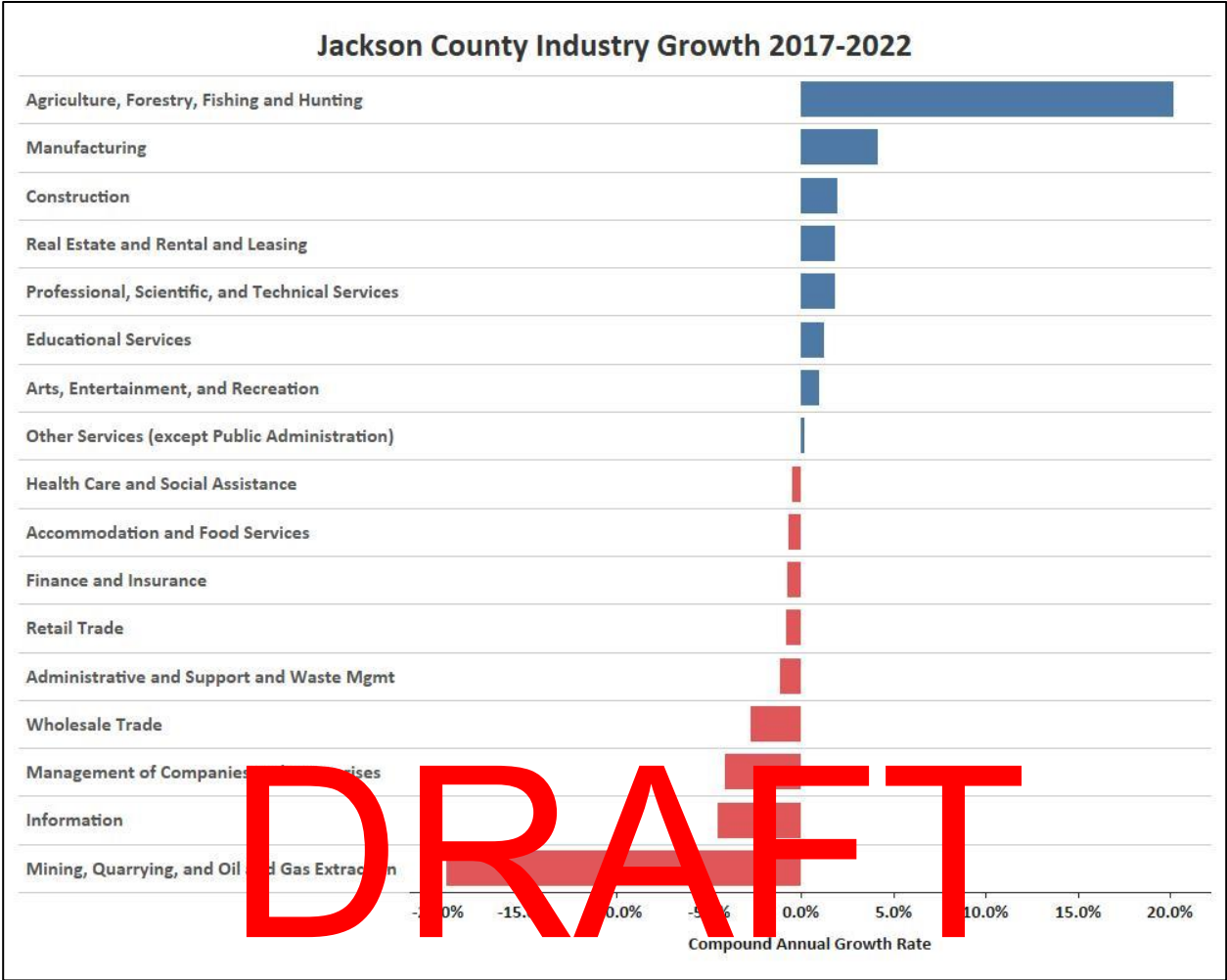
Provide an analysis of the industries and occupations for which there is existing demand.

Current Industry Demand

Over time, several of Jackson County’s industries have grown steadily. Jackson County had a compound annual growth rate of 0.8 percent over the past 5-year period from 2017 to 2022, with a 4.0 percent overall gain from 2017 to 2022. Several industry groups have increased employment at a pace higher than the county’s average growth rate of 0.8 percent. Those industries included *Agriculture, Forestry, Fishing and Hunting* (285 employment increase at 20.2% compound annual growth rate); *Manufacturing* (5,067 at 4.2%); *Construction* (1,960 at 2.0%); and *Real Estate and Rental and Leasing* (520 at 1.8%).

Jackson County Industry Employment 2017-2022





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 an above average concentration of that industry in the area.

Industries with high LQs in Jackson County in 2022 were *Performing Arts, Spectator Sports, and Related* (1.6); and *Museums, Historical Sites, and Similar Institutions* (1.5).

2022 Jackson County Location Quotients

Industry	Employment	Location Quotient
Performing Arts, Spectator Sports, and Related	3,001	1.6
Museums, Historical Sites, and Similar Institutions	888	1.5
Petroleum and Coal Products Manufacturing	551	1.4
Computer and Electronic Product Manufacturing	5,603	1.4
Insurance Carriers and Related Activities	11,016	1.2
Computing Infrastructure Providers, Data Processing	1,915	1.1
Paper Manufacturing	1,483	1.1
Professional, Scientific, and Technical Services	36,722	0.9
Hospitals	17,630	0.9
Telecommunications	2,272	0.9
Securities, Commodity Contracts, and Other	3,182	0.8
Religious, Grantmaking, Civic, Professional, Management of Companies and Enterprises	3,780 7,098	0.8 0.8
Fabricated Metal Product Manufacturing	4,030	0.8
Personal and Laundry Services	7,757	0.8

Source: Quarterly Census of Employment and Wages (QCEW), 2022 Annual Average

Current Occupational Demand

Current occupational demand can be obtained through job ads placed by employers. From November 2022 to October 2023, nearly 146,630 on-line job ads were placed for jobs located in Jackson County according to Lightcast™.

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 included *Retail Salespersons; Laborers and Freight, Stock, and Material Movers; Customer Service Representatives; Fast Food and Counter Workers; and Secretaries and Administrative Assistants, Except Legal, Medical, and Executive*. Occupations with the most job postings in the **Next** category were *Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products; First-Line Supervisors of Retail Sales Workers; Heavy and Tractor-Trailer Truck Drivers; Maintenance and Repair Workers, General; and Food Service Managers*. **Later** occupations with the highest number of job postings were *Registered Nurses; Managers, All Other; Medical and Health Services Managers; Software Developers; and General and Operations Managers*.

Many of the occupations with the most job postings also appear on the list of jobs with the highest number of projected openings through 2030. 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

SOC Code	Occupation Title	Online Job Postings	
NOW - Typically requires high school education or less and short-term training			
41-2031	Retail Salespersons	3,556	★
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,662	★
43-4051	Customer Service Representatives	2,371	★
35-3023	Fast Food and Counter Workers	2,316	★
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,509	★
31-1120	Home Health and Personal Care Aides	1,476	★
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,464	★
35-3031	Waiters and Waitresses	1,263	★
53-7065	Stockers and Order Fillers	1,259	★
33-9032	Security Guards	1,147	★
NEXT - Typically requires moderate/long-term training or experience or education beyond high school			
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scie	3,676	★
41-1011	First-Line Supervisors of Retail Sales Workers	3,049	★
53-3032	Heavy and Tractor-Trailer Truck Drivers	2,779	★
49-9071	Maintenance and Repair Workers, General	2,293	★
11-9051	Food Service Managers	2,218	
29-2061	Licensed Practical and Licensed Vocational Nurses	1,906	
31-1131	Nursing Assistants	1,506	★
49-3023	Automotive Technicians and Mechanics	1,273	★
29-2099	Health Technologists and Technicians, All Other	1,124	
51-9199	Production Workers, All Other	1,018	
LATER - Typically requires a bachelor's degree or higher			
29-1141	Registered Nurses	8,362	★
11-9199	Managers, All Other	2,182	
11-9111	Medical and Health Services Managers	1,941	
15-1252	Software Developers	1,931	★
11-1021	General and Operations Managers	1,707	★
15-1299	Computer Occupations, All Other	1,566	★
13-2011	Accountants and Auditors	1,375	★
11-2022	Sales Managers	1,287	
13-1071	Human Resources Specialists	1,205	★
11-3031	Financial Managers	1,007	★

Source: Lightcast, job ads between Nov. 1, 2022 - Oct. 31, 2023

★ = Top Job Openings in Now, Next and Later categories, 2020-2030 Occupational Projections for Kansas City Region, MERIC

Missouri Workforce 2023 Survey

From February 20, 2023, to April 17, 2023, over 2,800 Missouri companies with five or more employees were surveyed to gauge the state of the workforce from the employer's perspective. A total of 1,705 employers started the survey but did not respond to all questions, and 1,183 employers completed every question in the survey. Seventy-three percent employers responded over the phone and 27 percent completed the online version of the survey. Companies were asked 26 questions, some with multiple parts, about hiring trends, skill needs and shortages, workforce initiatives, recruitment strategies, and education and experience requirements.

Companies interviewed were randomly selected from a categorized list of Missouri businesses from the Data Axle employer database. The sample was selected to be representative of Missouri's industry sectors and workforce regions. Regional quotas were based on the region's share of employment relative to the state. Over half (51%) of employers surveyed had 11-49 employees. The industries selected for the survey were chosen to represent a composite picture of the state's industry mix with a statistically significant sample surveyed from each of the industry sector matching the approximate ratio of these industries across the state.

To gauge employment trends, employers were asked about their staffing levels and future hiring plans. When asked about employment changes over the last 12 months, half (50%) said that *employment levels (total employment) remained the same as before* (47% in 2021, 57% in 2020, and 48% in 2019). In 2019, more employers reported increasing employment levels rather than decreasing (21% reporting a significant or slight decrease compared to 32% reporting a significant or slight increase). This flipped in 2020 and 2021, mostly due to the COVID-19 pandemic. In 2023, about 28 percent of surveyed employers reported *increased* employment levels, either slightly or significantly, while 22 percent reported *significant or slight decrease* in employment levels.

For the third year in a row, *hiring new full-time employees* remained the top method of expanding employment, with 75 percent of employers stating they would *hire new full-time employees*. Fifty-nine percent of employers reported they would *hire part-time employees*.

Employers were asked about the barriers they encountered in expanding employment. *Lack of applicants overall* was a new option for employers in the 2023 survey, and 66 percent of surveyed employers selected this option, making it the top barrier to expansion of employment. The next highest barriers were *shortage of applicants with knowledge or skills* and *economic conditions*, which have been the top cited barriers since the survey began in 2019. *Lack of applicants with knowledge or skills* dropped from previous years, from 47 percent in 2019 and 2020, to 60 percent in 2021, and 50 percent in 2023. *Economic conditions* as a barrier to employment decreased from 27 percent in 2019 to 30 percent in 2023. Similarly, fewer employers encountered *government policies or regulations* as a barrier to expanding employment, dropping from 30 percent in 2019 to 13 percent in 2023.

Other significant barriers encountered in 2023 included *lack of childcare* and *transportation access*, with 21 percent of respondents reporting these as barriers to expanding employment.

The survey also asked employers to rate the importance of each barrier on a scale of one to five, with one being insignificant and five being critical. The highest weighted average response for any barrier cited this year was *lack of applicants overall*, getting an importance score of 4.05 out of 5. The next highest weighted response was *government policies or regulations* (3.88), followed by *shortage of applicants with knowledge or skills* (3.85). Although the share of employers choosing *government policies or regulations* as a barrier to employment expansion has decreased, for those that did encounter it, it was still a critical barrier. *Shortage of available training programs* dropped in importance from 3.98 in 2019 to 3.15 in 2023.

Companies employ workers in a variety of functional areas with different work responsibilities. *Patient Care* and *Skilled Trades* functional areas had the largest percentage of employers reporting shortages of skilled applicants at 65 percent each. Skill shortages in *Customer Service* have increased substantially, increasing from 25 percent in 2019 and 31 percent in 2020, to 47 percent in 2021, decreasing slightly to 45 percent in 2023.

To address the problem of skill shortages in the current workers, employers use several remedial measures, and *on-the-job-training* remains the most preferred method. Over 9 in 10 employers (91%) stated they used *on-the-job training* to assist current workers in addressing the need for new or increased skills. However, there is a significant decrease in applying these remedial measures in 2023 when compared to 2021, most significantly in *providing a flexible schedule to pursue outside continuing education* (67% in 2021 vs. 46% in 2023) and *in-house classroom training* (60% in 2021 vs. 41% in 2023).

Relatedly, employers were also asked if there was any change over the last two years in flexibility for hiring applicants with less than the advertised preferred level of qualifications in education, experience, and skill level. Most employers said they stayed about the same in flexibility for hiring applicants. The majority that changed became more flexible in their consideration of applicants. Twenty-three percent of employers were more flexible with education requirements, 31 percent were more flexible with experience level requirements, and 29 percent were more flexible on skill level requirements.

Since the COVID-19 pandemic, there has been an increased interest in understanding remote work. Prior to pandemic, (February 2020) about 15 percent of employers were having some workers working remotely. Remote work peaked in 2020 during the height of the pandemic, with over half of employers (56%) stating they had some workers working remotely, either full or part-time. This dropped significantly to 20 percent in 2021 and has increased slightly to 25 percent in 2023. When asked if they expected the number of remote workers to change over time, the vast majority (92%) of employers said they expected it to stay the same. In the question about workforce initiatives considered in the coming year, 13 percent of employers indicated considering *remote work*.

Employers evaluated various business concerns for the future on a scale of one to five, with one being not concerned and five being very concerned. Employers were most concerned about *attracting or retaining talent*, with a weighted average of 3.7. Several concerns decreased in importance from 2021, including *lack of information for decision making* (2.92 in 2021 vs. 2.38 in 2023) and *supply chain disruptions* (3.61 in 2021 vs. 3.1 in 2023). *Cost of health insurance* was among the major concerns reported in the 2023 survey.

Although employers are optimistic about expanding employment, with 44 percent planning to *increase employment levels* over the next 12 months, they continue to struggle to find skilled applicants. Sixty-two percent of employers reported positions that took over 30 days to fill. A *shortage of applicants* and *shortage of applicants with knowledge or skills* were the top barriers to expanding employment, with the *shortage of applicants with knowledge or skills* at the highest reported level it has been since the first survey in 2019. The most important business concern for employers was *attracting and retaining talent*. To try and retain existing workers, employers have *increased wages* (86%), *offered a flexible work schedule* (64%), or *offered additional training* (52%). Responses to this survey reinforce the widely held experience of a tight labor market and difficulty finding workers.

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 five-county region, 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 is through the ten-year period ending in 2030.

The projections reveal several industries with both high employment numbers and above average growth rates compared to the regional average. The top five industries by numeric employment change were *Professional, Scientific, and Technical Services; Hospitals; Warehousing and Storage; Specialty Trade Contractors; and Ambulatory Health Care Services*.

Kansas City Region Industry Projections 2020-2030

NAICS	Industry	Employment		2020-2030 Change	
		2020	2030	Numeric	Percent
10	Total All Industries	583,997	636,177	52,180	8.9%
541	Professional, Scientific, and Technical Services	48,628	58,000	9,372	19.3%
622	Hospitals	30,043	33,144	3,101	10.3%
493	Warehousing and Storage	4,024	5,920	1,896	47.1%
238	Specialty Trade Contractors	18,414	20,237	1,823	9.9%
621	Ambulatory Health Care Services	23,517	25,331	1,814	7.7%
812	Personal and Laundry Services	4,813	6,136	1,323	27.5%
711	Performing Arts, Spectator Sports, and Related Industries	2,024	3,086	1,062	52.5%
488	Support Activities for Transportation	3,711	4,739	1,028	27.7%
531	Real Estate	6,043	6,718	675	11.2%
441	Motor Vehicle and Parts Dealers	7,973	8,456	483	6.1%
811	Repair and Maintenance	4,912	5,312	400	8.1%
999	Federal Government, Excluding Post Office	16,775	17,088	313	1.9%
312	Beverage and Tobacco Product Manufacturing	876	1,134	258	29.5%
111	Crop Production	1,625	1,862	237	14.6%
512	Motion Picture and Sound Recording Industries	379	554	175	46.2%

Source: MERIC 2020-2030 Long Term Projections

Occupational Projections

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

Emerging occupations can be identified through growth openings. The chart below identifies occupations that have the highest number of growth openings in the region, with higher than the average growth rate of 8.9 percent for the Kansas City Region. The total number of openings indicates the projected number of vacancies that businesses will need annually.

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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 were *Home Health and Personal Care Aides; Waiters and Waitresses; Fast Food and Counter Workers; Stockers and Order Fillers; and Laborers and Freight, Stock, and Material Movers, Hand*. The largest growth in **Next** occupations was in the occupations of *Cooks, Restaurant; First-Line Supervisors of Food Preparation and Serving Workers; Miscellaneous Assemblers and Fabricators; Hairdressers, Hairstylists, and Cosmetologists; and Heavy and Tractor-Trailer Truck Drivers*. **Later** occupations with the highest growth were *Software Developers and Software Quality Assurance Analysts and Testers; General and Operations Managers; Registered Nurses; Nurse Practitioners; and Management Analysts*. These occupations are consistent with the industries identified as emerging industries.

Kansas City Region Highest Growth Openings 2020-2030						
Occupation	Average Wage	Percent Growth	Exits	Annual Openings		Total
				Transfers	Growth	
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma						
Home Health and Personal Care Aides	\$25,033	30.3%	826	731	339	1,896
Waiters and Waitresses	\$23,994	23.7%	893	1,452	258	2,603
Fast Food and Counter Workers	\$27,656	19.1%	1,137	1,240	205	2,582
Stockers and Order Fillers	\$30,842	8.6%	652	1,117	95	1,864
Laborers and Freight, Stock, and Material Movers, Hand	\$33,315	10.8%	362	720	85	1,167
Light Truck or Delivery Services Drivers	\$32,989	21.9%	172	284	83	539
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	\$30,153	21.6%	259	196	77	532
Bartenders	\$28,867	33.2%	115	308	72	495
Construction Laborers	\$49,726	13.6%	144	329	62	535
Security Guards	\$46,846	14.0%	235	344	58	637
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training						
Cooks, Restaurant	\$31,005	52.3%	384	558	270	1,212
First-Line Supervisors of Food Preparation and Serving Workers	\$42,805	25.0%	170	388	84	642
Miscellaneous Assemblers and Fabricators	\$43,463	8.4%	380	712	80	1,172
Hairdressers, Hairstylists, and Cosmetologists	\$30,735	22.2%	145	152	55	352
Heavy and Tractor-Trailer Truck Drivers	\$45,945	6.6%	340	564	53	957
Electricians	\$61,965	16.3%	99	250	51	400
Maintenance and Repair Workers, General	\$43,453	8.2%	210	348	47	605
Computer User Support Specialists	\$57,949	14.0%	64	181	45	290
Nursing Assistants	\$29,172	7.9%	356	314	42	712
Sales Representatives, Wholesale and Manufacturing, Except Technical	\$65,288	10.3%	122	278	40	440
LATER - Typically requires a bachelor's degree or higher						
Software Developers and Software Quality Assurance Analysts and Testers	\$94,814	25.9%	232	491	230	953
General and Operations Managers	\$110,843	11.1%	260	807	137	1,204
Registered Nurses	\$70,465	8.5%	389	367	119	875
Nurse Practitioners	\$116,011	46.3%	43	65	78	186
Management Analysts	\$92,072	17.8%	146	262	74	482
Accountants and Auditors	\$70,005	9.0%	282	308	62	692
Market Research Analysts and Marketing Specialists	\$58,800	26.1%	57	106	57	290
Project Management Specialists and Business Operations Specialists, Other	\$45,820	7.0%	165	300	48	563
Secondary School Teachers, Except Special and Career/Technical Education	\$51,903	7.8%	160	284	45	449
Computer Systems Analysts	\$79,775	13.1%	67	129	44	280

Source: MERIC 2020-2030 Long-Term Occupational Projections

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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. Lightcast™ is a data tool that sends spiders to several thousand different websites with job ads. Lightcast information found in the ads is placed in a database that can be queried to gain insight on employer needs.

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

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

Employer Skill Needs - Jackson County			
Industry	Specialized Skills	Qualifications	Software and Programming
Professional, Scientific & Technical Services	Project Management	Valid Driver's License	SQL (Programming Language)
	Accounting	Professional Engineer (PE) License	AutoCAD
	Marketing	Project Management Professional Certification	Python (Programming Language)
	Auditing	Security Clearance	Microsoft Azure
Health Care & Social Assistance	Finance	Master Of Business Administration (MBA)	Autodesk Revit
	Nursing	Registered Nurse (RN)	Google Workspace
	Nursing Care	Basic Life Support (BLS) Certification	Spreadsheets
	Orthopedics	Valid Driver's License	Epic EMR
Accommodation & Food Services	Long-Term Care	Basic Cardiac Life Support	SQL (Programming Language)
	Palliative Care	Licensed Practical Nurse (LPN)	Clinic Management Systems
	Restaurant Operation	Valid Driver's License	Spreadsheets
	Food Preparation	ServSafe Certification	Property Management Systems
Construction	Food Safety And Sanitation	Food Handler's Card	Operating Systems
	Cooking	Cardiopulmonary Resuscitation (CPR) Certification	Inventory Management System
	General Mathematics	Food Safety Certification	Salesforce
	Construction	Valid Driver's License	Accounting Software
Other Services (except Public Administration)	Project Management	Commercial Driver's License (CDL)	ArcGIS (GIS Software)
	Subcontracting	10-Hour OSHA General Industry Card	AutoCAD
	Construction Management	30-Hour OSHA General Industry Card	Spreadsheets
	Accounting	First Aid Certification	Project Management Software
Real Estate & Rental & Leasing	Agile Methodology	Valid Driver's License	Salesforce
	Project Management	Barber License	SQL (Programming Language)
	Marketing	Automotive Service Excellence (ASE) Certification	Operating Systems
	Accounting	Commercial Driver's License (CDL)	Spreadsheets
Information	Auditing	Cardiopulmonary Resuscitation (CPR) Certification	Apple IOS
	Property Management	Valid Driver's License	Yardi (Property Management Software)
	Marketing	HVAC Certification	Spreadsheets
	Plumbing	Commercial Driver's License (CDL)	Salesforce
Information	HVAC	Real Estate Salesperson License	Tableau (Business Intelligence Software)
	Marketing	EPA Lead Technician Certification	SQL (Programming Language)
	Project Management	Valid Driver's License	Salesforce
	Telecommunications	Security Clearance	Operating Systems
Information	Marketing	Master of Business Administration (MBA)	SQL (Programming Language)
	Project Management	Project Management Professional Certification	Python (Programming Language)
	Selling Techniques	Project Management Professional Certification	Python (Programming Language)
	Sales Prospecting	IAT Level II Certification	Amazon Web Services

Source: Lightcast, online job ads between Nov. 1, 2022 – Oct. 31, 2023

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 Analysis

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 6.15 million in 2022, up by 0.2 percent from the previous year. In Jackson County over the past year, the population grew at a faster rate (0.3%) than the state.

Jackson County Population Change				
NAME	1 Year Change 2021-2022		5 Year Change 2017-2022	
	Number	Percentage	Number	Percentage
Missouri	12,888	0.2%	79,122	1.3%
Jackson	4,297	0.3%	28,972	3.9%

Source: U.S. Census Bureau, Population Annual Estimates

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Demographics

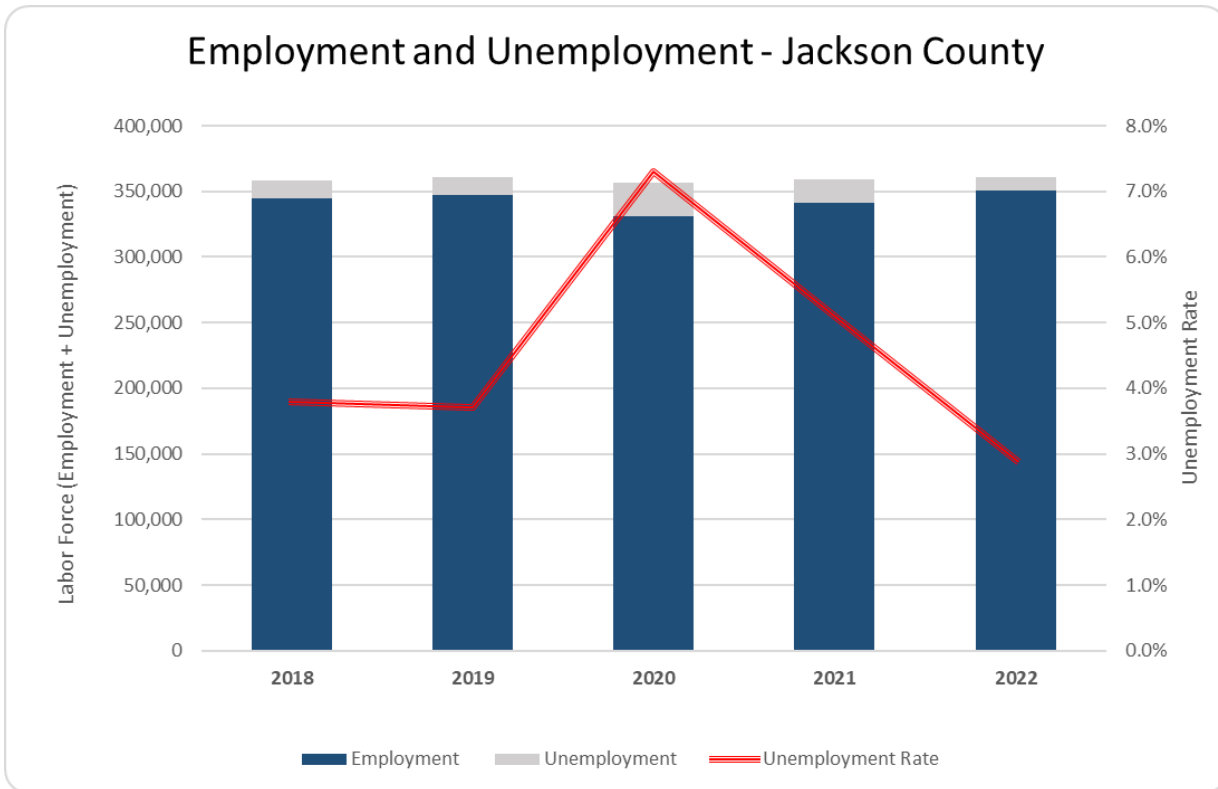
In the age category of 55 and over, Jackson County had percentage (28.1%) below the state average of 30.6 percent, as well as a lower percent of male population in the region (48.7%). Jackson County was more diverse than Missouri.

County	Population						Gender		Race/Ethnicity								
	Total	Under 20	20 to 24	25 to 34	35 to 54	55+	Female	Male	White	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pacific Islander	Some other race	One Race	Two or more races	Hispanic or Latino
Missouri	6,154,422	25.0%	6.7%	13.2%	24.4%	30.6%	50.6%	49.4%	79.4%	11.3%	2.1%	0.3%	0.1%	1.5%	94.6%	5.4%	4.6%
Jackson	715,526	25.6%	6.2%	15.3%	24.7%	28.1%	51.3%	48.7%	64.4%	22.8%	1.8%	0.4%	0.3%	3.7%	93.3%	6.7%	9.6%

Source: American Community Survey-5 Year data (2018-2022)

Employment and Unemployment Analysis

The number of Jackson County residents in the labor force has remained close to 360,000 over the past five years. The unemployment rate for the county jumped to 7.3 percent in 2020 because of COVID-19 pandemic. However, 2021 and 2022 data shows continuation of recovery with the unemployment rate decreasing to 5.1 percent and 2.9 percent respectively.



Source: Local Area Unemployment Statistics (LAUS)

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Labor Force Participation

The labor force is the sum of employed and unemployed persons. The labor force participation rate is the labor force as a percent of the civilian population 16 years and older. Using American Community Survey, 5-year data through 2022, Missouri’s labor force participation rate was 62.5 percent. In comparison, the rate for Jackson County was 66.9 percent.

Civilian Labor Force Participation Rate by County			
Region	Population 16 years and over	Civilian Population 16 years and over (In labor force)	Labor Force Participation Rate (Civilian)
Missouri	4,940,395	3,087,517	62.5%
KC Region	956,581	646,382	67.6%
Jackson	567,568	379,902	66.9%

Source: American Community Survey-5 Year data (2018-2022)

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 these five counties area, and not individual Workforce Development Areas.

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

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

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

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

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

The table below displays the top five jobs by the number of projected openings for the 10-year projection period through 2030 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 were *Waiters and Waitresses* (2,603); *Fast Food and Counter Workers* (2,582); *Cashiers* (2,481); *Home Health and Personal Care Aides* (1,896); and *Stockers and Order Fillers* (1,864). The reason for the high number of openings is turnover and transfers within these occupations.

Occupations with the highest number of openings in the **Next** category were *Cooks, Restaurant* (1,212); *Miscellaneous Assemblers and Fabricators* (1,172); *Heavy and Tractor-Trailer Truck Drivers* (957); *Secretaries and Administrative Assistants, Except Legal, Medical, and Executive* (739); and *Nursing Assistants* (712). Two 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 were *General and Operations Managers* (1,204); *Software Developers and Software Quality Assurance Analysts and Testers* (953); *Registered Nurses* (875); *Accountants and Auditors* (692); and *Project Management Specialists and Business Operations Specialists, All Other* (563). Four of the jobs listed in this category were also in high demand in the region according to the job ads.

Many high demand occupations correspond directly with the high growth industry groups, such as *Health Care*. Other high demand occupations cross many industry groups, like *Cashiers; General and Operations Managers; and Accountants and Auditors*.

Kansas City Region Occupational Projections 2020-2030							
Occupation	2020 Employment	2030 Employment	Exits	Transfers	Annual Openings Growth	Total	Average Wage
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma							
Waiters and Waitresses	10,872	13,448	893	1,452	258	2,603	\$23,994
Fast Food and Counter Workers	10,704	12,750	1,137	1,240	205	2,582	\$27,656
Cashiers	15,028	13,787	1,226	1,379	-124	2,481	\$25,331
Home Health and Personal Care Aides	11,206	14,600	826	731	339	1,896	\$25,033
Stockers and Order Fillers	10,976	11,923	652	1,117	95	1,864	\$30,842
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training							
Cooks, Restaurant	5,170	7,873	384	558	270	1,212	\$31,005
Miscellaneous Assemblers and Fabricators	9,569	10,372	380	712	80	1,172	\$43,463
Heavy and Tractor-Trailer Truck Drivers	8,045	8,575	340	564	53	957	\$45,945
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	7,864	7,209	384	421	-66	739	\$40,779
Nursing Assistants	5,344	5,766	356	314	42	712	\$29,172
LATER - Typically requires a bachelor's degree or higher							
General and Operations Managers	12,339	13,705	260	807	137	1,204	\$110,843
Software Developers and Software Quality Assurance Analysts and Testers	8,871	11,169	232	491	230	953	\$94,814
Registered Nurses	13,984	15,173	389	367	119	875	\$70,465
Accountants and Auditors	6,924	7,544	202	428	62	692	\$72,536
Project Management Specialists and Business Operations Specialists, All Other	6,886	7,371	165	350	48	563	\$85,823

Flame icon indicates occupations with high numbers of job ads between Nov. 1, 2022 - Oct. 31, 2023

Sources: MERIC Long-Term Occupational Projections 2020-2030 and Lightcast, online job ads

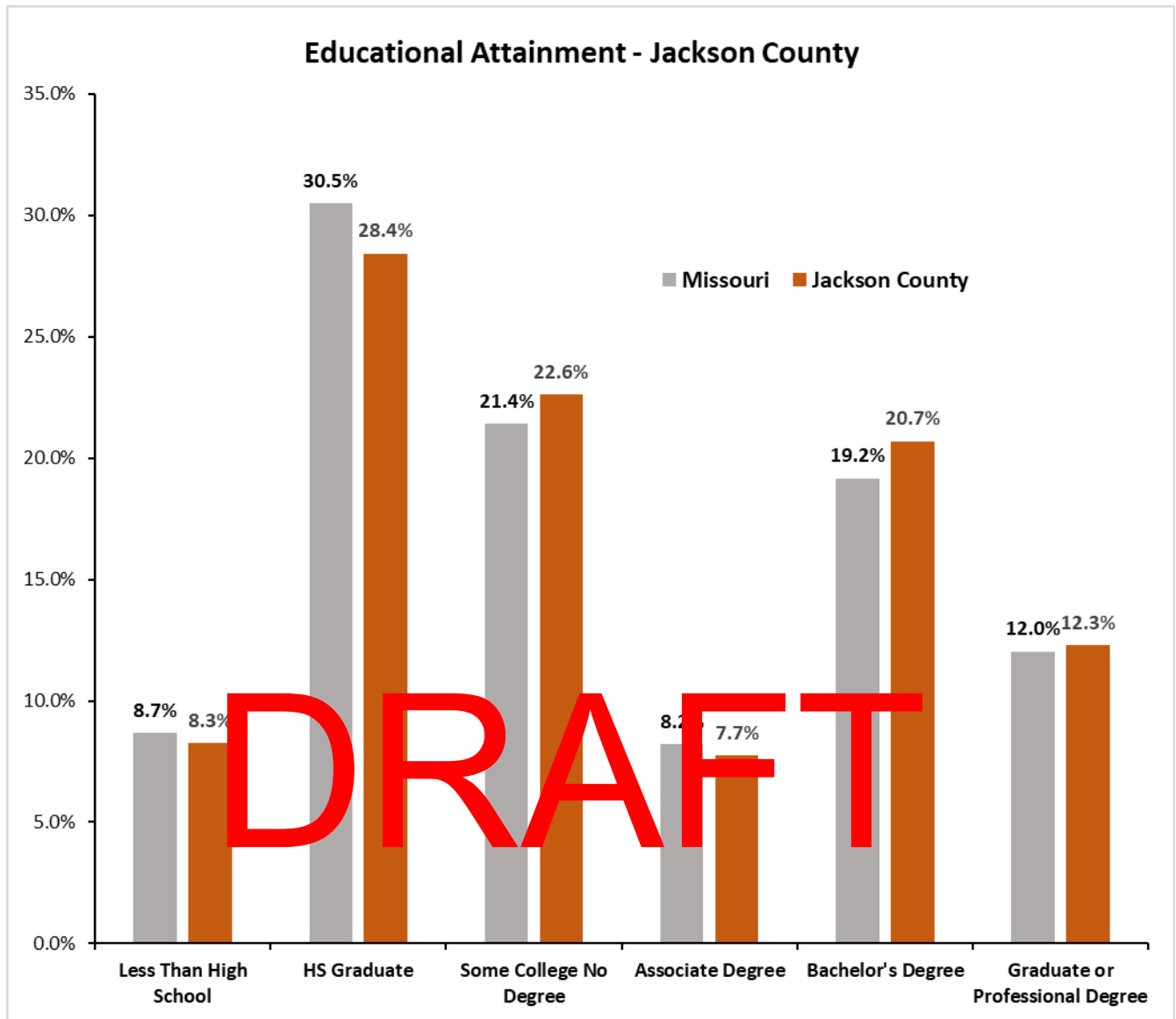
c. Education and Skill Levels of the Workforce

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 aged 25 and up, or the population generally in the workforce. Ninety-two percent of Missouri's population age 25 and over was a high school graduate or higher in 2022. About 19 percent held a bachelor's degree and 12 percent held a graduate or professional degree.

In Jackson County, the educational attainment rates for individuals were higher than the state average for individuals with some college but no degree, bachelor's degrees, and graduate or professional degrees.



Source: American Community Survey-5 Year data (2018-2022)

Occupational Projections

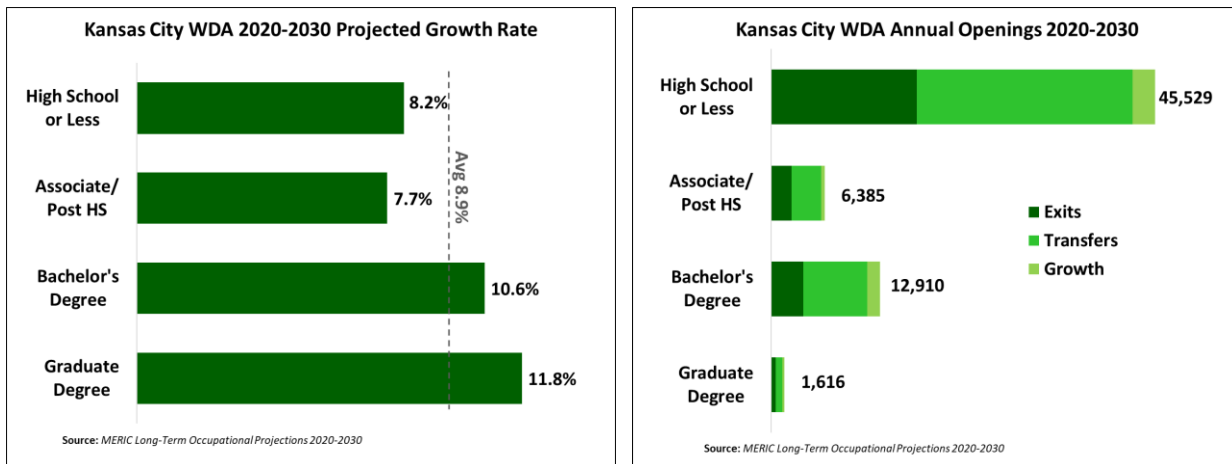
Occupational projections are made for the greater Kansas City Region and include the counties of Cass, Clay, Jackson, Platte, and Ray. Since the economies and workforce are interrelated for this geography, projections are made for this five-county region, and not individual Workforce Development Areas.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

Long-term projections are used to identify the fastest growing occupations, as well as occupations with a high number of openings through 2030.

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 Region average. The occupation groups that are projected to grow

the fastest are *Food Preparation and Serving Related Occupations; Transportation and Material Moving Occupations; and Computer and Mathematical Occupations.*

Long-term projections also present data on expected job openings for each occupation through 2030. 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 'skills gaps' in the labor market. How were the 'skills gaps' determined?

Missouri Workforce 2023 Survey

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The Missouri Employer Survey has been conducted four times since 2019. Some questions have remained consistent each year, and others have changed to reflect current issues impacting the state's employers. Methodologies were held as consistent as possible from year-to-year. Comparisons to previous years are made throughout the report where applicable, but each survey indicates a snapshot in time. It can be used to infer changing trends in the labor market and employer sentiment but was not designed as a stringent time series analysis.

Missouri has more than 230,000 payroll employers who provide jobs to over 2.8 million people. Understanding the current hiring trends and challenges faced by the state's employers is essential not only in providing targeted resources and services to help these employers but also in supporting the state's economic and workforce development. Keeping these objectives in view, over 2,800 Missouri companies with five or more employees were surveyed from February 20, 2023, to April 17, 2023. This helped gauge the state of the workforce from the employer's perspective, with 1,183 employers completing the survey. Throughout the report, data in the graphs may not add to 100 percent due to rounding or the ability to select more than one response.

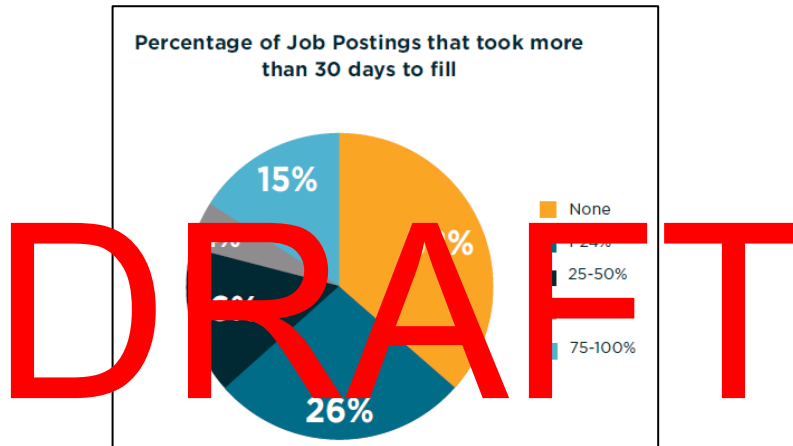
A few takeaways from this survey include:

- Employer's main concerns are hiring and retaining top talent.
- Sixty-two percent of employers had job postings that took more than 30 days to fill.

- The top barrier to expanding employment is a shortage of applicants with knowledge or skills, which has increased significantly from previous years (47% in 2019 and 2020, 60% in 2021, and 65% in 2023).
- Most employees work in person vs. working remotely.
- The top strategy used to retain existing workers is offering increased wages.
- Eighty-nine percent of surveyed employers have increased wages at an average of 11 percent in the last 12 months.

Difficulty hiring quality employees was a constant theme throughout the survey. Sixty-two percent of employers reported they had some positions that took over 30 days to fill and 38 percent reported to have their vacant positions filled in less than 30 days.

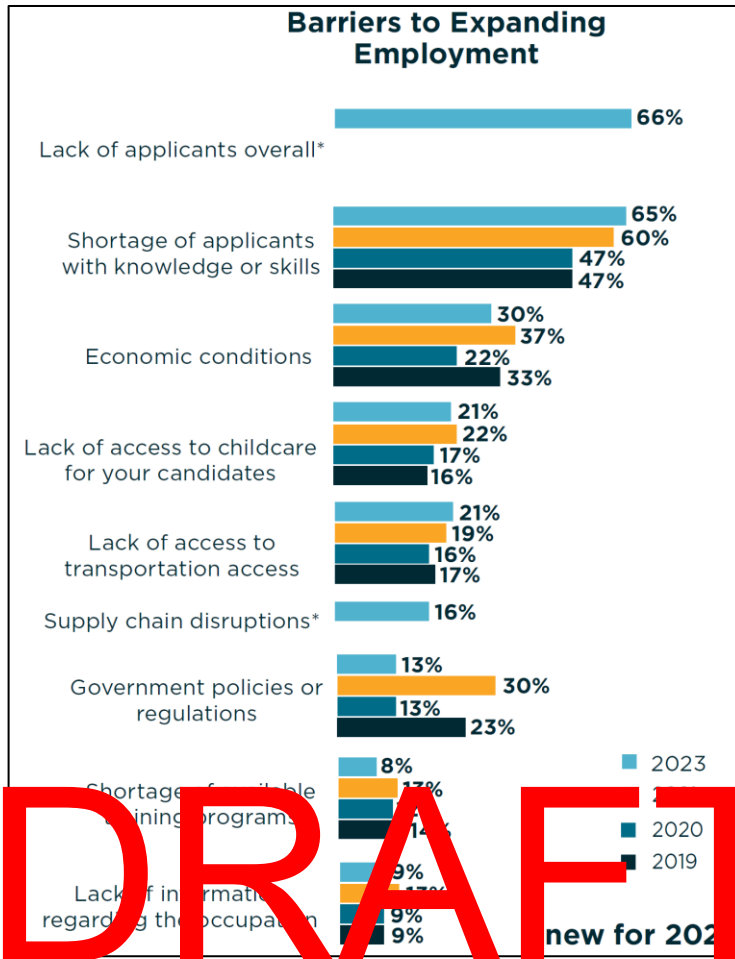
Fifteen percent reported 75-100 percent of their vacant positions took over 30 days to fill. Jobs that were the hardest to fill were in *healthcare*; particularly *nursing* occupations; *sales*; and *food service*.



Employers were asked about the barriers they encountered in expanding employment. *Lack of applicants overall* was a new option for employers in the 2023 survey, and 66 percent of surveyed employers selected this option, making it the top barrier to expansion of employment. The next highest barriers were *shortage of applicants with knowledge or skills* and *economic conditions*, which have been the top cited barriers since the survey began in 2019. *Shortage of applicants with knowledge or skills* increased significantly from previous years, from 47 percent in 2019 and 2020, to 60 percent in 2021, and 65 percent in 2023. *Economic conditions* as a barrier to employment decreased from 37 percent in 2021 to 30 percent in 2023. Similarly, fewer employers encountered *government policies or regulations* as a barrier to expanding employment, dropping from 30 percent in 2021 to 13 percent in 2023.

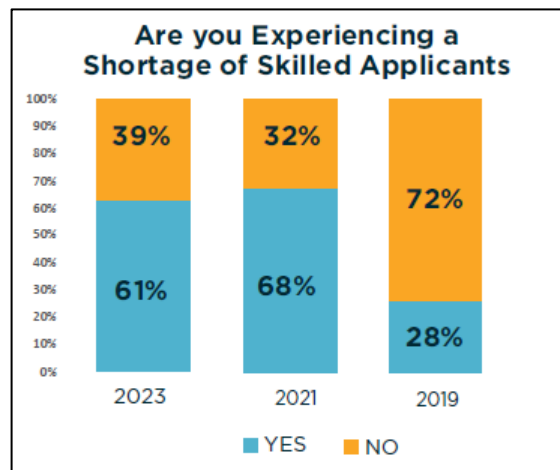
Other significant barriers encountered in 2023 included *lack of childcare* and *transportation access*, with 21 percent of respondents reporting these as barriers to expanding employment.

The survey also asked employers to rate the importance of each barrier on a scale of one to five, with one being insignificant and five being critical. The highest weighted average response for any barrier cited this year was *lack of applicants overall*, getting an importance score of 4.05 out of 5. The next highest weighted response was *government policies or regulations* (3.88), followed by *shortage of applicants with knowledge or skills* (3.85). Although the share of employers choosing *government policies or regulations* as a barrier to employment expansion has decreased, for those that did encounter it, it was still a critical barrier. *Shortage of available training programs* dropped in importance from 3.98 in 2019 to 3.15 in 2023.



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Sixty-one percent of employers stated they were experiencing a *shortage of skilled applicants*. This is slightly lower than the 68 percent reported in 2021 and much higher than the 28 percent cited in 2019.



Employers were asked about possible shortcomings of applicants. As in previous years, *poor work habits* is the most frequently cited shortcoming at 64 percent (68% in 2021 and 70% in 2019). Other top shortcomings

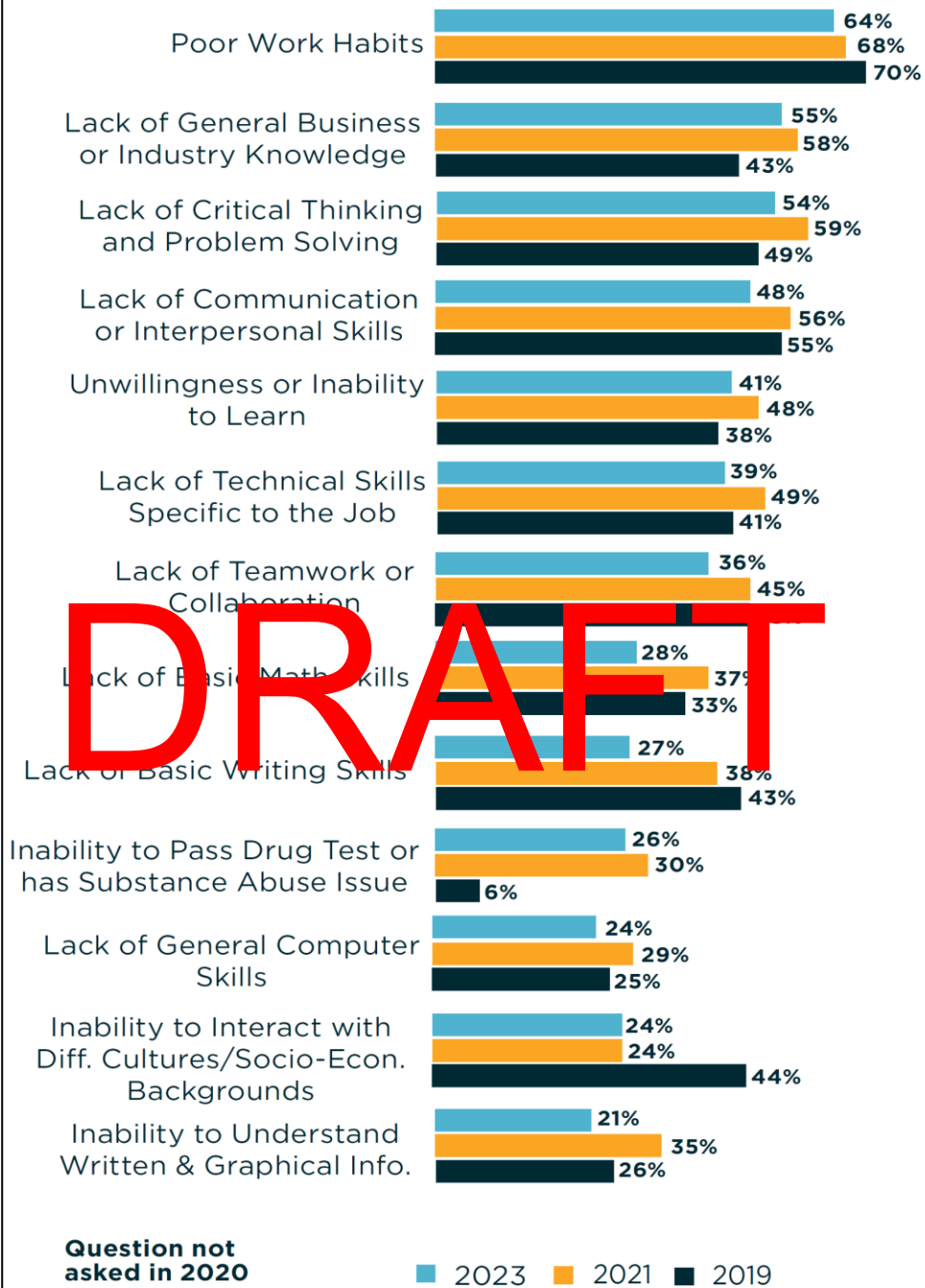
include *lack of general business or industry knowledge* (55% in 2023, 58% in 2021, and 43% in 2019) and *lack of critical thinking and problem solving* (54% in 2023, 59% in 2021, and 49% in 2019).

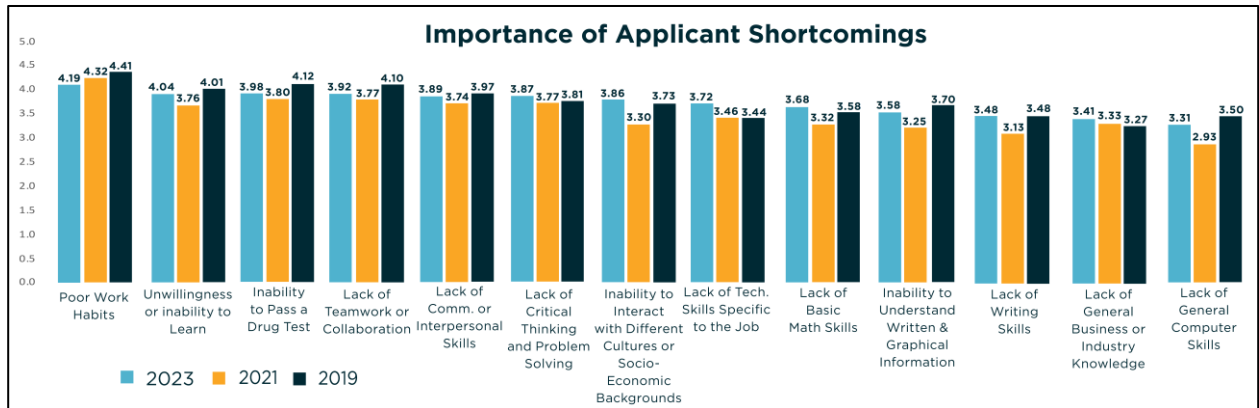
Since 2019, large changes have occurred in two less frequently mentioned shortcomings – *inability to interact effectively with people of different cultures and socio-economic backgrounds* and *inability to pass a drug test or having a substance abuse issue*. In 2019, 44 percent of employers cited applicant’s *inability to interact effectively with people of different cultures and socio-economic backgrounds* as a shortcoming. This dropped to 24 percent in 2021 and 2023. *Inability to pass drug test or has substance abuse issue* increased from 6 percent in 2019 to 30 percent in 2021 and 26 percent in 2023.

Employers were also asked to rate importance of each shortcoming on a scale of one to five, with one being insignificant and five being critical. *Poor work habits* was the most cited shortcoming and also ranked as the most important, with an average importance score of 4.19 out of 5.0. *Poor work habits* was also ranked the highest shortcoming in 2019 and 2021. Other high-ranking shortcomings are *unwillingness or inability to learn* (4.04) and *inability to pass a drug test* (3.98).

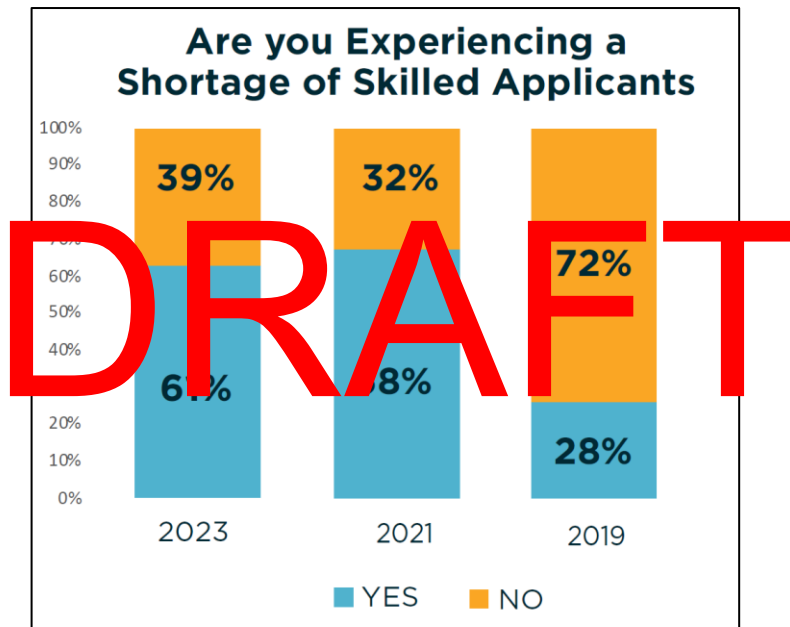
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Applicant Shortcomings





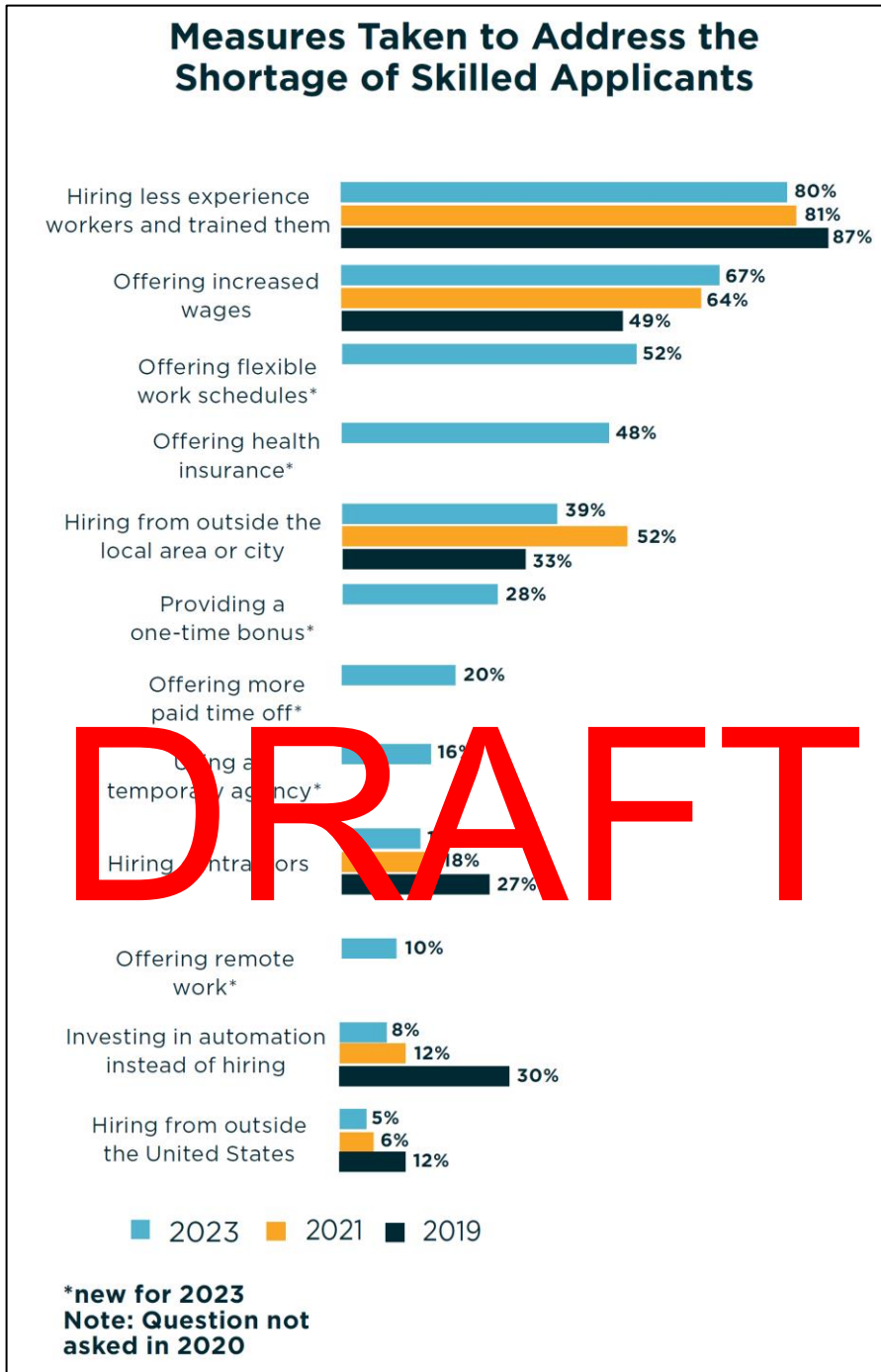
Sixty-one percent of employers stated they were experiencing a *shortage of skilled applicants*. This is slightly lower than the 68 percent reported in 2021 and much higher than the 28 percent cited in 2019.



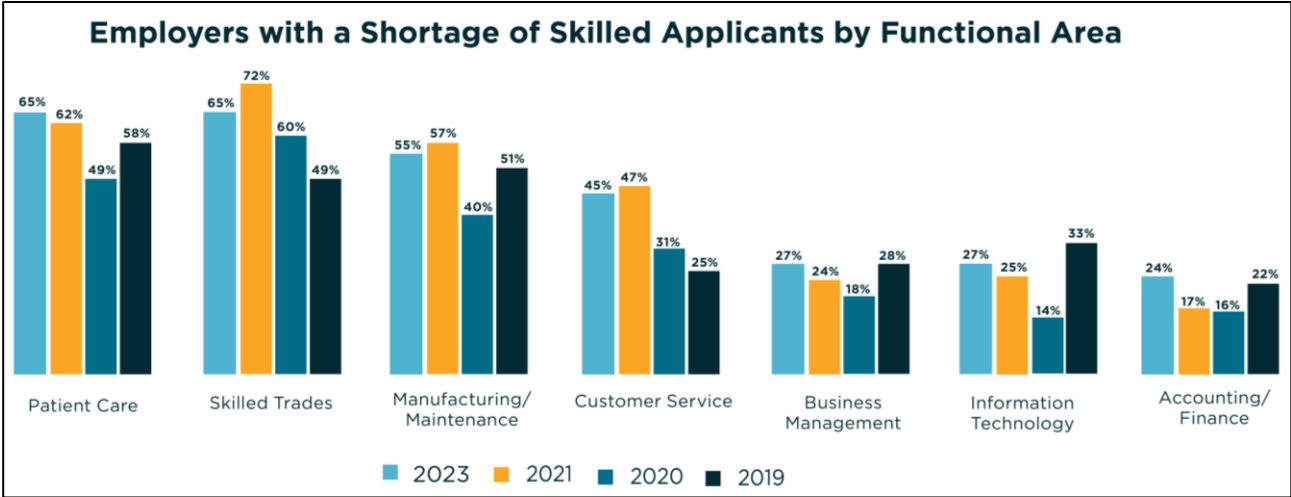
Employers take a variety of measures to address these shortages. Following the trend of previous years when this question was asked from the employers, 80 percent of the respondents reported *hiring less experienced workers and train* them as a measure to address skill shortages in the applicants (81% in 2021 and 87% in 2019). Other popular remedial measures were *offering increased wages* (67%) and *offering flexible work schedules* (52%). *Offering increased wages* rose as a remedial measure from 49 percent of respondents in 2019 to 64 percent in 2020 and 67 percent in 2023. Some less widely used measures, such as *investing in automation instead of hiring*, *hiring from outside the United States*, and *hiring contractors*, have decreased over the last four years.

Investing in automation instead of hiring decreased from 30 percent in 2019 to 8 percent in 2023, *hiring from outside the United States* decreased from 12 percent in 2019 to 5 percent in 2023, and *hiring contractors* went from 27 percent in 2019 to 14 percent in 2023. Other remedial measures to alleviate the shortage of skilled applicants that were included in the 2023 survey were *offering flexible work schedules* (52%), *offering health insurance* (48%), *providing a one-time bonus* (28%), *offering more paid time off* (20%), *using a*

temporary agency (16%), and offering remote work (10%).

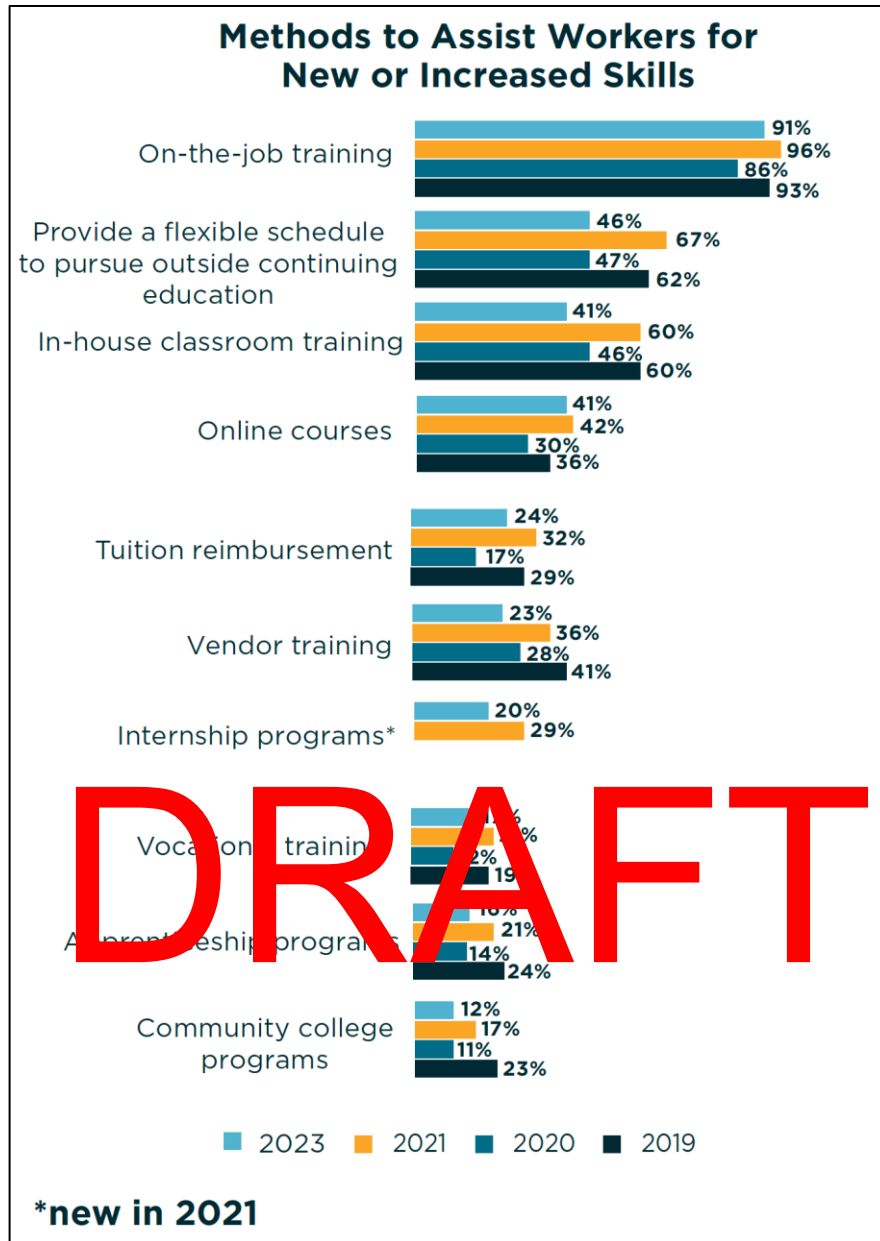


Companies employ workers in a variety of functional areas with different work responsibilities. *Patient Care* and *Skilled Trades* functional areas had the largest percentage of employers reporting shortages of skilled applicants at 65 percent each. Skill shortages in *Customer Service* have increased substantially, increasing from 25 percent in 2019 and 31 percent in 2020, to 47 percent in 2021, decreasing slightly to 45 percent in 2023.



To address the problem of skill shortages in the current workers, employers use several remedial measures, and *on-the-job-training* remains the most preferred method. Over 9 in 10 employers (91%) stated they used *on-the-job training* to assist current workers in addressing the need for new or increased skills. However, there is a significant decrease in applying these remedial measures in 2023 when compared to 2021, most significantly in *providing a flexible schedule to pursue outside continuing education* (67% in 2021 vs. 46% in 2023) and *in-house classroom training* (60% in 2021 vs. 41% in 2023).

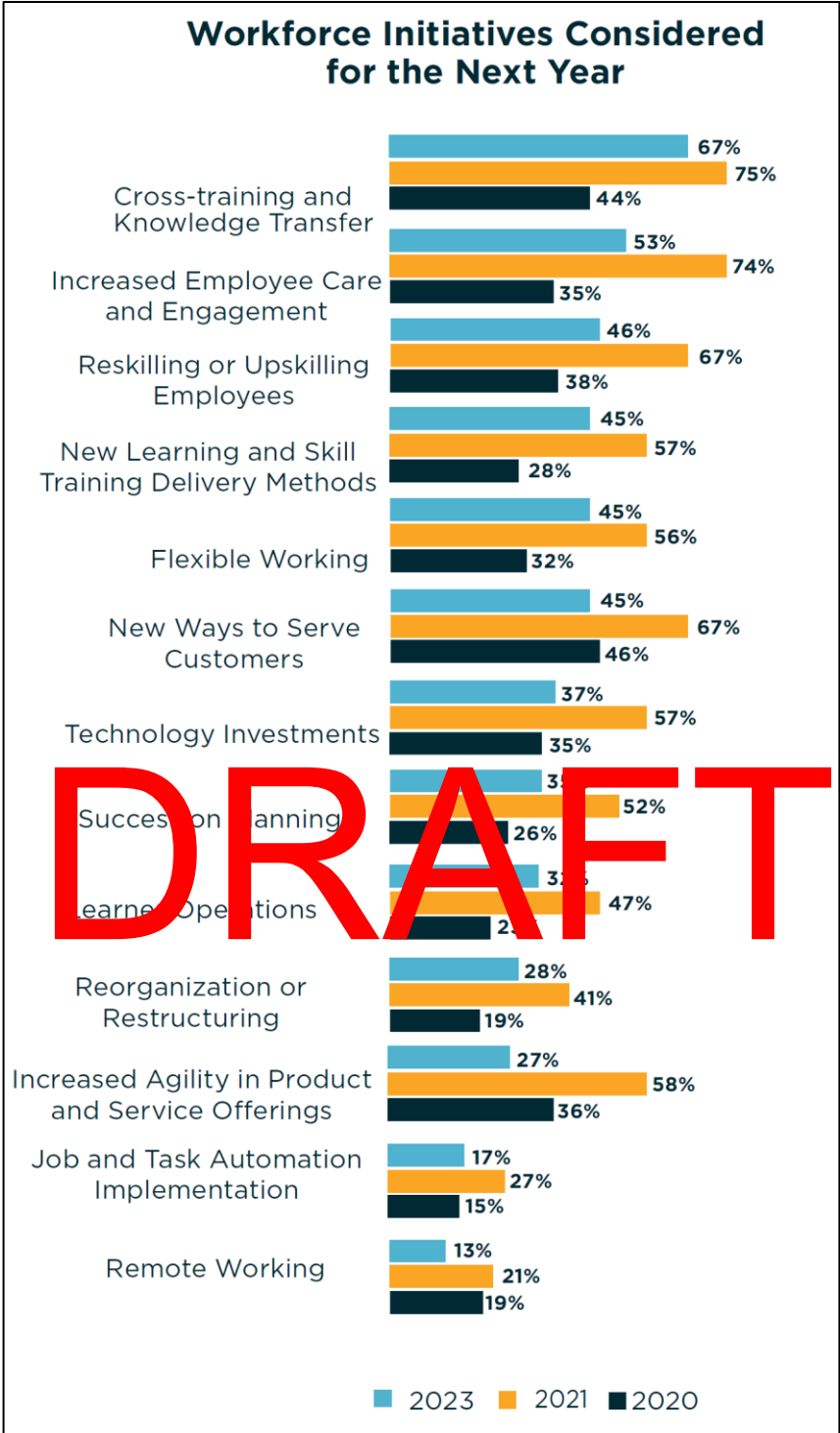
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As the economy evolves, customer and workforce needs change. Now more than ever businesses have to adapt to attract and retain quality employees, as well as serve customer’s changing needs. Employers were asked which workforce initiatives they were considering for the next year.

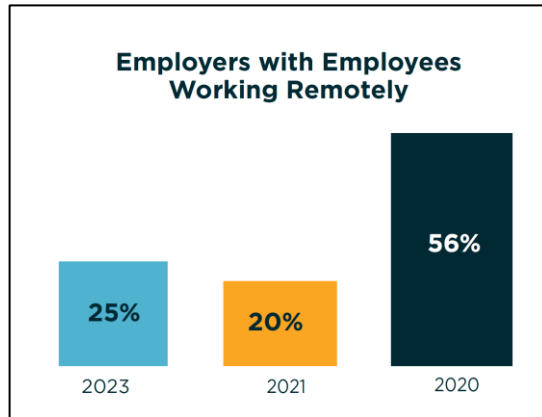
Employer’s likelihood to consider a variety of initiatives has changed significantly over the last three years. From 2020 to 2021, a large number of employers were considering these workforce initiatives. However, from 2021 to 2023, responses were lower for almost all initiatives. The *remote working* option decreased significantly from 21 percent in 2021 to 13 percent in 2023, indicating a return to physical/centralized workspaces.

The top workforce initiative considered for the next year by employers was *cross-training and knowledge transfer* (67%), followed by *increased employee care and engagement* (53%) and *reskilling or upskilling employees to new ways of working* (46%).

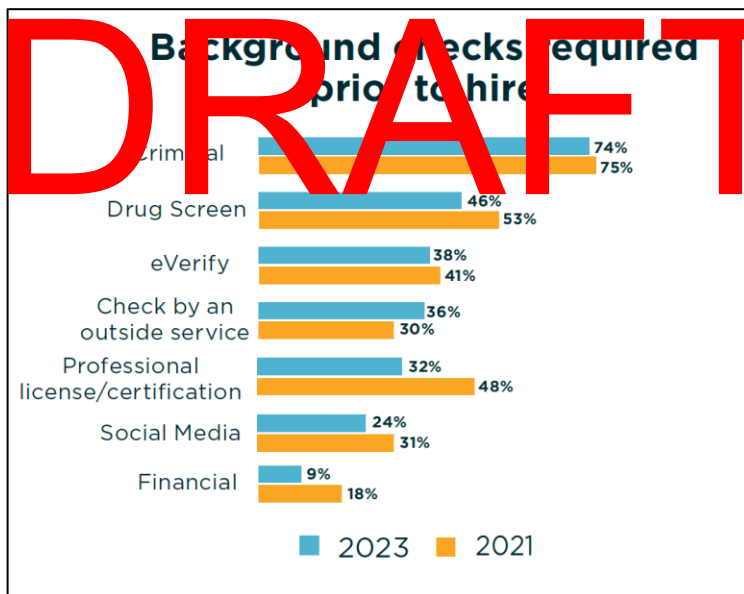


Since the COVID-19 pandemic, there has been an increased interest in understanding remote work. Prior to pandemic, (February 2020) about 15 percent employers were having some workers working remotely. Remote work peaked in 2020 during the height of the pandemic, with over half of employers (56%) stating they had some workers working remotely, either full or part-time. This dropped significantly to 20 percent in 2021 and has increased slightly to 25 percent in 2023. When asked if they expected the number of remote workers to change over time, the vast majority (92%) of employers said they expected it to stay the same. In

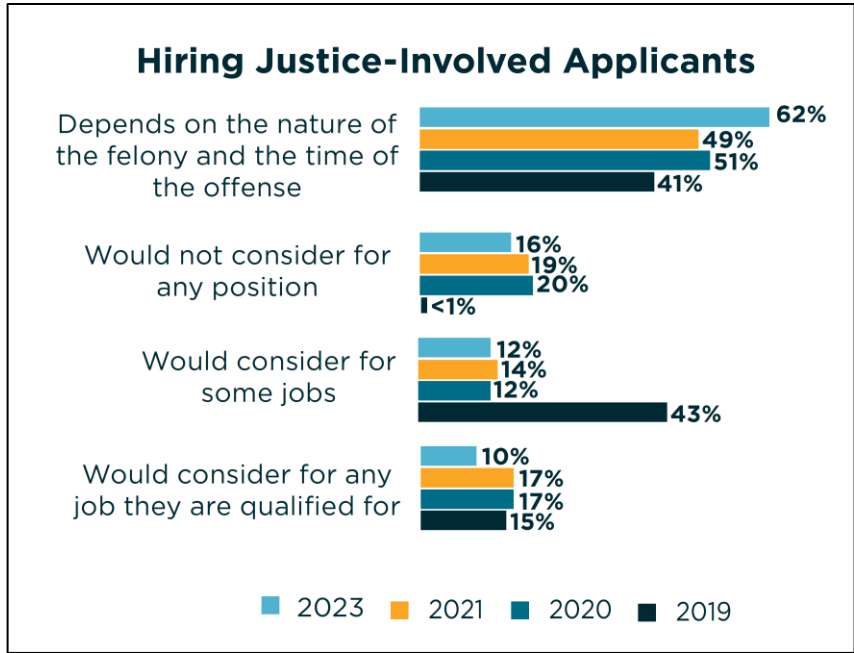
the question about workforce initiatives considered in the coming year, 13 percent of employers indicated considering *remote work*.



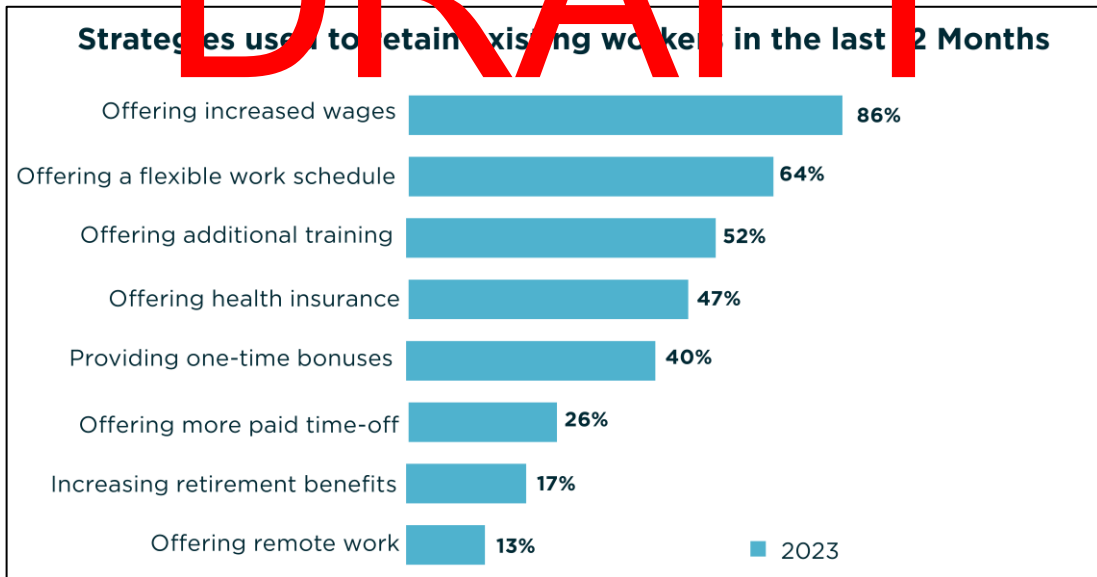
Employers may perform a variety of screening processes before hiring an employee. *Criminal checks* were the most common types of background checks conducted prior to hiring, with 74 percent of Missouri employers reporting they perform one. *Drug screens* were next at 46 percent. In 2023, background screenings involving *professional license or certification, social media, drug screen, and financial checks* decreased significantly from 2021.



In 2019, less than one percent of Missouri employers *would not consider* hiring an applicant convicted of a felony offense who had completed his or her sentence and/or probation. This increased to 20 percent in 2020, was at 19 percent in 2021 and decreased slightly to 16 percent in 2023. Most employers (62%) reported it would *depend on the nature of the felony and time of the offense*, a significant increase from previous surveys. Employers responding they would *consider for any job they are qualified for* decreased from 17 percent in 2020 and 2021 to 10 percent in 2023.



The top strategies used by employers in the last 12 months to retain existing workers included *offering increased wages* (86%), *offering a flexible work schedule* (64%), and *offering additional training* (52%). *Remote work* was listed as a strategy by only 13 percent of employers. When asked, “Have you increased wages in the last 12 months, a percent of employers said yes. Of the employers who increased wages, the average increase was percent.”



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 partners¹.

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 developments 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, 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 **Workforce and Economic Development Division** 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 Advanced Technical Skills Institute, will house building maintenance and construction, computer-

¹ 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.

integrated machining, HVAC, industrial technology and welding.. Workforce Central of the University of Central Missouri provides similar training flexibility in our university system.

Eastern Jackson County Region has two community colleges in the region Longview Community College and Blue River, 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.

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 Adults in training services and the limited number 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 set 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.

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- 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 education 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 a dozen convening sessions undertaken by the Full Employment Council, Managing Entity/Financial 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, Fox Osage School District, Relytown School District and Grandview School District. This best practice will provide 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 number 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-\$45,000 per 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 be 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.

The workforce capacity of the core and mandatory partners is prepared to provide 21st Century skill and development to out of school youth, youth at risk of dropping out , economically disadvantaged adults, and dislocated workers in the region. The Adult Education Literacy provides non- diploma options for out-of-school and adults in the region. Missouri Options provides a high school diploma option for youth at risk of dropping. The Blue Springs School District and Independence School District have systematic alignment with the Eastern Jackson County Workforce System through established MOU's. This will enable efficient services to the out of school youth and adults in the region. Additionally, AEL provides English acquisition for adults and youth who qualify. 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 of 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 Blue River and Longview Community College. The campuses are served by the Workforce and Economic Development Division which provides customized and on demand training for employers targeted by the EJAC WDB in the target sectors. MCC operates **The Advanced Technical Skills Institute, will house building maintenance and construction, computer-integrated machining, HVAC, industrial technology and welding which are skill-based occupations identified in the demand 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.

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 Workforce and Economic Development division, 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 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 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 AWE/CWE (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 25 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 (High School Equivalency Test) 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 profile of 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 and Eligibility Assessment (EUC RESEA) program, which is designed to identify claimants transitioning from an initial state unemployment insurance claim. The EUC RESEA 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.

QUEST This Project will provide career services, training services (including work-based learning training services), and supportive services to individuals who are temporarily or permanently laid off because of the COVID-19 pandemic. Participants must be co-enrolled in co-enrollment into WIOA Dislocated Worker on all eligible Dislocated Worker participants.

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 Office 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

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.

The Senior Community Service Program – Program services include outreach, recruitment, case management, access to community resources and the provision of support services.

WIOA 167 Migrant and Seasonal Farmworker Programs – We partner with UMOS will provide teleconference presentations and assistance with preliminary eligibility determination at all times for any farmworkers identified. Participants are referred to the Job Center.

Adult Education and Literacy (AEL) (Title II) –We partner with the Independence School District as the AEL provider in the Eastern Jackson County Region. Independence AEL provides assistance that helps Eastern Jackson County adults get the basic skills they need to be productive workers, family members, and citizens. The major areas of support are Adult Basic Education, Adult Secondary Education, and English Language Acquisition. These programs emphasize basic skills such as reading, writing, math, English language competency, and problem-solving.

Perkins Career and Technical Education – This partnership with the Metropolitan Community College provides opportunities for securing credentialing and soft skills training at the secondary level for participants.

Community Services Block Grant - We partner with the Community Acton Agency of Greater Kansas City who aids with rent, utilities, food, toiletries, and financial assistance for training and employment services.

Rehabilitation Services for the Blind - This partnership provides accommodations for

those individuals who need such services and connect them with staff who can assist with the accommodations.

US Department of Housing and Urban Development Employment and Training Activities – Program services include training, employment and supportive services to public housing and other neighborhood residents.

Child Development Apprenticeship Program

Funded by a \$2.7 million grant from the Missouri Department of Education/Office of Workforce Development, the program will support at least 250 new CDA apprenticeships, increasing the availability of affordable, quality childcare slots in the Kansas City and St. Louis regions.

Combat

Offer training programs to young adults (18-24) who live in Jackson County, Missouri residing in a high crime neighborhood. This also includes students failing or have dropped out of school, are justice involved, and/or victims of crime.

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, a minimum of **75 percent youth formula funds must be used to serve Out-of-School Youth** between the age of 16-24. **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 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 the the 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.

Job Corps (WIOA Title I) – This partnership provides youth services and residential services for economically disadvantaged 16–24-year-olds. Program services include education, training and employment assistance, and transitional supportive services. The Jobs League Program can help teens and young adults get paid on-the-job training that ultimately helps them develop the work skills they need to build a career. Jobs League will work with you to find your interests, build your career plan and resume, and help you find a job. You can participate up to 320 hours.

Youthbuild High school graduates between the ages of 17-24 who reside in Kansas City, MO and are low-income and are eligible to work in the US.

RE-ENTRY

Pathway Home

FEC will provide pre-release programming that will include outreach, recruitment, training, and support to pre-release individuals to assist them with obtaining and maintaining employment post-release. Participants will be offered skills attainment through work-based learning and customized upskilling strategies including on-the-job training, registered apprenticeships, paid work experience and/or paid internship opportunities. FEC will also deliver cognitive-based job readiness curriculum and other job readiness services to participants pre-release.

Growth Opportunity Grant

Funded by the Department of Labor Employment and Training administration, this program provides paid work experience to young people affected by community violence, particularly in areas of concentrated crime and poverty. The funding also supports skills training, employment and mentorship services. The GO grant aims to help young people increase their conflict resolution skills, identify and develop career interests, attain relevant skills and experience, and set them on a path to earn living wages and obtain high-quality jobs and careers.

OPERATIONAL ELEMENT

Local Structure

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10. Local Workforce Development Area (LWDA) Profile

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

The 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.

P1- P2 2020 Decennial Census						
P1 RACE AND P2 HISPANIC OR LATINO, AND NOT HISPANIC OR LATINO BY RACE						
Source: U.S. Census Bureau, 2020 Census Redistricting Data (Public Law 94-171)						
Subject	5 County Region, Missouri		KCV		EJAC	
RACE	Number	Percent	Number	Percent	Number	Percent
Total:	1,208,239	100.0%	1,524,695	100.0%	400,748	100.0%

Population of one race:	1,102,812	91.3%	1,391,083	91.2%	363,748	90.8%
White alone	830,251	68.7%	970,796	63.7%	295,275	73.7%
Black or African American alone	190,377	15.8%	303,458	19.9%	45,478	11.3%
American Indian and Alaska Native alone	7,102	0.6%	9,248	0.6%	2,264	0.6%
Asian alone	25,005	2.1%	34,242	2.2%	5,964	1.5%
Native Hawaiian and Other Pacific Islander alone	3,645	0.3%	4,088	0.3%	1,368	0.3%
Some Other Race alone	46,432	3.8%	69,251	4.5%	13,399	3.3%
Population of two or more races:	105,427	8.7%	133,612	8.8%	37,000	9.2%
Population of two races:	98,951	8.2%	125,007	8.2%	34,688	8.7%
Population of three races:	6,010	0.5%	7,960	0.5%	2,163	0.5%
Population of four races:	416	0.0%	571	0.0%	134	0.0%
HISPANIC OR LATINO						
Hispanic or Latino	109,959	9.1%	154,288	10.1%	33,456	8.3%

In the Eastern Jackson County Region the largest minority race category was *Black or African American*, which accounted for 11.3% of the population in 2020. Those persons indicating two or more races accounted for 9.2% of the population. Eastern Jackson County Region’s largest ethnic population was people of *Hispanic or Latino Origin*, which accounted for 8.3% of the population, with the largest Hispanic category indicating Mexico as place of origin.

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

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- 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 Kansas City 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
- Occupations with the largest number of annual openings include: Delivery Driver, Customer Service Representative, Registered Nurses, Assistant Managers, Registered Nurse, CDL A Truck Drivers,

Major Employers: The top employers in the Eastern Jackson County region include the following: Lee’s Summitt R-7 Schools, Independence School District, Homeland Security-USCIS, Blue Springs School District.

Name	Type	Employees	City
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Lee's Summit R-7 Schools	Public school system	2665	Lee's Summit
Independence School District	Public	2297	Independence
Homeland Security - USCIS	Federal government	2200	Lee's Summit
Blue Springs School District	Public education	2037	Blue Springs
Winchester CenterPoint	Small arms ammunition mfg.	1750	Independence
Medical Center Raytown	Healthcare	1416	Independence
School District Truman	Education	1377	Raytown
Medical Center - Lakewood	Healthcare	1200	Lee's Summit
Saint Luke's Health Systems	Healthcare	1003	Lee's Summit
John Knox Village	Retirement community	1000	Lee's Summit
GEHA	Medical insurance service center	776	Independence
CVS Caremark Call Center	Contact center	750	Lee's Summit
City of Lee's Summit	City government	660	Lee's Summit
Grain Valley R- 5 School	Education	650	Grain Valley
Phoenix Home Health	Healthcare	600	Independence
Government Employees Hospital			
Association	Healthcare	600	Lee's Summit
ReDiscover	Healthcare	600	Lee's Summit
St. Mary's Medical Center	Healthcare	598	Blue Springs
Viracor			
Eurofins	Clinical and diagnostic testing	594	Lee's Summit
Peterson Manufacturing Co., Inc.	Truck safety lighting mfg.	573	Grandview
Consolidated School District #4	Education	558	Grandview
Fike Corporation	Manufacturer of process and life safety products	471	Blue Springs

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The Groves Silgan Dispensing Systems Corporation	Health services	444	Independence
Wal-Mart Alstom Signaling Operation, LLC	Spray trigger mechanisms mfg. Retail	420 400	Grandview Raytown
Unilever Cable Dahmer Automotive Quest	Railroad signaling systems Manufacturing Automotive	400 375 358	Grain Valley Independence Independence
Diagnosics Lee's Summit Medical Center Owner Operator & Independent Drivers Assoc.	Medical laboratories Healthcare Professional association	350 341 327	Lee's Summit Lee's Summit Grain Valley
Aspen Contracting Vendtech SGI LLC	Foundation contractors Armed protective security officers	325 319	Lee's Summit Grandview
City of Blue Springs Burd & Fletcher	Government Food Packaging	309 300	Blue Springs Independence
Faurecia Unity Village R&D Leverage Sika Corporation	Door & instrument panel manufacturer Religious organization Tool design, parts & distribution Manufacturing & production for auto industry	300 300 300 291	Blue Springs Lee's Summit Lee's Summit Grandview
IPL-Plastics Polytainers Missouri State Highway Patrol	Plastic container mfg. Plastic container mfg. Legislative bodies	271 260 258	Lee's Summit Lee's Summit Lee's Summit
ResultsCX Comprehensive Mental Health Crossroads Hospice & Palliative Care	Telemarketing services (Hdq.) Healthcare Healthcare	241 210 206	Raytown Independence Independence
St. Mary's Village City of Grandview	Skilled nursing, rehabilitation, memory care, assisted living Government	206 205	Blue Springs Grandview

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Kohl's Distribution Center	Retail distribution center	204	Blue Springs
Hy Vee Food Stores	Retail grocer	200	Raytown
UMB Call Center	Contact center	200	Lee's Summit
Kenny's Tile & Floor Covering, Inc.	Retail	196	Grandview
Ruskin Manufacturing	Dampers and louvers	196	Grandview
Cosentino Price Chopper #325	Grocery store	186	Grain Valley
Evergy Bennett	Utility call center	185	Raytown
Packaging-Kansas City Metropolitan Community College - Longview	Display Design and Packaging	185	Lee's Summit
JCI Industries	Education	179	Lee's Summit
H&H Color Labs	Pumps and motor sales/service	165	Lee's Summit
City of Raytown	Photo processing	158	Raytown
Cosentino's Grocery	Government	155	Raytown
Reinhart Foodservices	Retail grocer	150	Raytown
United Heating & Cooling, Inc.	Food manufacturing	140	Lee's Summit
Central Jackson County Fire Protection	HVAC	134	Grandview
Blue Springs	Fire protection	133	Blue Springs
Ford Sales	Auto sales	130	Blue Springs
WestRock Shamrock	Fiberboard container manufacturer	125	Blue Springs
Cabinet Price Chopper	Wood products	125	Raytown
Zerega Summit	Grocery store	120	Grandview
Christian Academy	Pasta manufacturing	115	Lee's Summit
	Education	111	Lee's Summit

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Saint Lukes Clinic	Healthcare	100	Blue Springs
Molle Chevrolet County Beverage Co Inc.	Auto sales Beer & Ale merchant wholesalers	100	Blue Springs Lee's Summit

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, 5-COUNTIES

	5-COUNTY
HSSU	4
LINCOLN	46
MO S&T	134
MO STATE	377
MSSU	51
MWU	205
NWMOU	300
SEMO	18
TRUMAN	148
UCMO	509
UMC	729
UMKC	444
UMSL	7
TOTAL	3,071

TABLE 66

FIRST-TIME DEGREE-SEEKING UNDERGRADUATE ENROLLMENT AT PRIVATE NOT-FOR-PROFIT (INDEPENDENT) DEGREE-GRANTING INSTITUTIONS, BY MISSOURI COUNTY, FALL 2014, 5 COUNTIES

Avila	91
Central Methodist University-CLAS	31
College of the Ozarks	8

Columbia College ¹	0
Cottey College	6
Culver-Stockton College	13
Drury University	14
Evangel University	3
Fontbonne University	0
Hannibal-LaGrange	10
Lindenwood University	17
Maryville University	4
Missouri Baptist	1
Missouri Valley College	39
Park University	74
Rockhurst University	80
Saint Louis University	13
Southwest Baptist	39
Stephens College	15
Washington University	12
Webster University	9
Wentworth Military Academy ¹	0
Westminster College	0
William Jewell College	78
William Woods University	12
Total	577

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

	5-COUNTY
CROWDER	0
EAST CENTRAL	0
JEFFERSON	3
MCCKC	3837
MINERAL	2
MO STATE WP	6
MOBERLY	12
NCMO	10
OTC (over the counter)	24
ST CHARLES	0
STATE FAIR	19
STATE TECH	21

STL CC	3
THREE RIVERS	0
TOTAL	3937

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.

Provider Name	Program Name
Centriq Training, Kansas City	CISSP Training
Centriq Training, Kansas City	MS-030 Office 365 Administrator
Centriq Training, St. Louis	AGILE SCRUM AND SCRUM MASTER CERTIFICATION
Centriq Training, St. Louis	MS-030 Office 365 Administrator
Coding Clarified LLC	Professional Medical Coding
Concorde Career College	Cardiovascular Sonography
Concorde Career College	Dental Hygiene
Concorde Career College	EKG Technician
Concorde Career College	Phlebotomy Technician
Concorde Career College	Specimen Processing Technician
Iron Eagle Welding Academy, LLC	Master Pipe Welding Course
Johnson County Community College	WEB DEVELOPMENT CERTIFICATE
Me 2 You Academy	Phlebotomy 110
Phlebotomy	Acute Care CNA/PCT
MEDS-Medical Education Development & Support, LLC	Hospital Internship
MEDS-Medical Education Development & Support, LLC	CMT Enhanced Plus -Certified Medication Technician, Insulin Administration and AHA Healthcare Provider CPR
MEDS-Medical Education Development & Support, LLC	CMT- Certified Medication Technician-State of Missouri Certification
MEDS-Medical Education Development & Support, LLC	CNA Certified Nursing Assistant
MEDS-Medical Education Development & Support, LLC	CNA Enhanced Plus+
MEDS-Medical Education Development & Support, LLC	Certified Nursing Assistant, Level 1 Medication Aide (L1MA) & Insulin Administration for State of Missouri Certification---
MEDS-Medical Education Development & Support, LLC	American Heart Association (AHA) Health Care Provider CPR/BLS Certification
MEDS-Medical Education Development & Support, LLC	CNA-Certified Nursing Assistant
MEDS-Medical Education Development & Support, LLC	Basic Supplies
MEDS-Medical Education Development & Support, LLC	Uniforms
MEDS-Medical Education Development & Support, LLC	Registrations
MEDS-Medical Education Development & Support, LLC	TB Testing

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MEDS-Medical Education Development & Support, LLC
 Mercy Health Academy, LLC
 Mercy Health Academy, LLC
 Metropolitan Community College, Workforce Development
 Metropolitan Community College, Workforce Development
 Metropolitan Community College, Workforce Development
 Metropolitan Community College, Workforce Development
 Metropolitan Community College, Workforce Development
 Metropolitan Community College, Workforce Development
 Northwest Missouri State University, Continuing Education
 Northwest Missouri State University, Continuing Education
 Ozark Driving Institute
 Roadmaster Drivers School of Kansas City
 Rosewood Health and Rehab
 Savvy Technologies, LLC
 SnapIT Solutions, LLC
 SnapIT Solutions, LLC
 SnapIT Solutions, LLC
 SnapIT Solutions, LLC
 SnapIT Solutions, LLC
 SnapIT Solutions, LLC
 SnapIT Solutions, LLC
 University of Central Missouri-Continuing Education
 University of Central Missouri-Continuing Education
 University of Central Missouri-Continuing Education
 University of Central Missouri-Continuing Education
 University of Central Missouri-Continuing Education
 University of Central Missouri-Continuing Education
 University of Central Missouri-Continuing Education
 University of Central Missouri-Continuing Education
 University of Central Missouri-Continuing Education

CNA-Universal Care /Patient Care Technician
 Certified Nurse Assist, Medication Aide, Insulin Admin, PCT and AHA CPR
 Certified Nurses Aid
 Phlebotomy Technician

 CERTIFIED MEDICATION TECHNICIAN

 DIGITAL LITERACY WITH MICROSOFT OFFICE

 Intro to Welding Technologies - Arc

 Introduction to Machining Technologies

 INTRODUCTION TO WELDING TECHNOLOGIES
 Certified Administrative Professional with Microsoft Office Master 2019 (Vouchers Included)

 Child Development Associate (CDA)
 Class A Commercial Drivers License Program

 Commercial Truck Driver Training
 Missouri Certified Nursing Assistant Training
 Data Analytics + Python Boot Camp
 Foundations of IT Security & Networking PM
 Foundations of Cyber Security and Networking
 Foundations of IT Support Specialist Hybrid
 Foundations of Project Management Professional
 Foundations of Python Programming
 Foundations of Quality Assurance Testing
 Nursing

 Customer Service Professional-Call Center with Remote Worker

 DIGITAL LITERACY CERTIFICATE PROGRAM

 HVAC Technician (Voucher Included) ONLINE

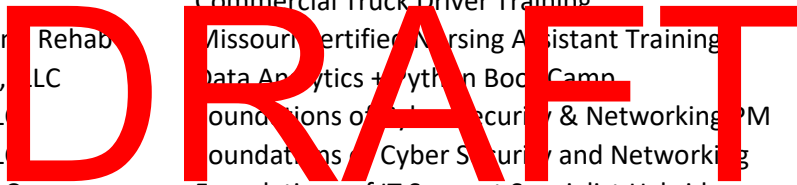
 MEDICAL OFFICE ASSISTANT WITH ICD-10

 Pharmacy Technician Certificate Program

 Professional Bookkeeping w/QuickBooks 2019 (Software Included)

 Project Management Professional Development Program

 The Paralegal Certificate Course



University of Missouri-Kansas City (UMKC)	Computer Fundamentals with COMPTIA A+
University of Missouri-Kansas City (UMKC)	Digital Marketing & Analytics Fundamentals Certificate
Urban League of KC Pre-Apprenticeship	Project: Pathway
Warehouseman Training, Inc.	ADMINISTRATIVE ASSISTANT AND SUPPLY CHAIN TECHNICIAN
Warehouseman Training, Inc.	Warehouseman Training
Wilson Industries, LLC	apprenticeship cdl training

11. Local Facility and Information

- a. Identify the local comprehensive One-Stop Center(s), including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** 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 that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDA. [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)
- 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- Missouri Department of Social Services
- Community Services Block Grant
- United Services Community Action Agency
- State Unemployment Compensation Law activities-
- 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.

Integration of One-Stop Service Delivery

13. Local Workforce Development System

Describe the workforce development system in the LWDA.

- a. I 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 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. Rapid response activities session will be conducted with the local *Employment Transition Team* for the region. All services will be coordinated with the employer on site or in person to minimize disruption of work schedules. Affected employees will receive 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,

- 1) Job Clinic / Job Search Workshop – customer will participate to improve

- their skills and facilitate their job search process.
- 2) Resume Update / Development
 - 3) Career Assessment & Testing
 - 4) Ilostmyjob.com – a free resource for individuals coping with and recovering from job loss
 - 5) US Department of Labor Tools for Job Seekers – includes employment websites, career planning tools, career exploration tools, and social media job search
 - 6) Computer Literacy Classes –Basics / intermediate
 - 7) Career Counseling
 - 8) Labor Market Information Sessions
 - 9) Missouri Career Readiness Certificate
 - 10) How to create an email account and conduct an online job search
- b. 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 Workforce and Economic Development Division 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 WDB will promote the just in time offering of skill courses at sites that are available throughout the region of over 2700 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, UAW-LETC, 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 KCV system. Alignment of Services will be promoted at the WDB level through its Public Workforce System Committee which will look at the planning and execution of core and operational programs at the planning and operational levels for program alignment.

The EJAC WDB Workforce Development Board has a strong alignment with the AEL and Community Services Block Grant (CSBG) system. An MOU has been signed which will provide referral and coordination of services with the American Job Center.

14. 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.

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15. Assessment of One-Stop Program and Partners

- a. Describe how the Board will ensure the continuous improvement of eligible providers of services through the state and 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 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. 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 FEC.

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
6. Regardless of a determination of 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.

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 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 the integration of services, and protocols to that services are integrated and not duplicated.

- b. Describe the process for cost sharing.

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 physical presence of technology.

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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.

Local Administration

16. 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**.

17. 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**.

18. 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**.

19. 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**.

Local Planning & Fiscal Oversight

20. 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 of 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.

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21. 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 Fiscal Agent 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 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 and Board Bylaws.

22. 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 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 most efficient system used based thereby reducing head count;
- Utilizing facility as training site;
- Negotiate lease arrangement to realize cost efficiencies to ensure 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 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 be conducted by internal and external reviews to determine any anomalies that are excessive

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b. Eliminating Duplicative Services

Identify how the Board s that services are not duplicated.

The EJAC WDB will work with partners to coordination of services with all partners to 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 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 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 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 s 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 producing creative solutions to difficult problems.

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Efforts have been initiated to cross train OWD and FEC and all partners in all programs of the Job Center to not only ensure 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.

23. 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 2024 and Fiscal Year 2025 will be included as **Attachment 11**.

24. 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**.

25. 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**.

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Input in the development of this Plan was solicited from WIOA 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 an executive summary of the key tenets of the Plan at the July 2019, October 2019, 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.

26. 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 PY20 - 21:

For PY 2021 states and region negotiated new WIOA and Wagner Peyser performance goals

The current negotiated standards for EJAC are:

	PY22-23 Employment Q2	PY22-23 Employment Q2	PY22-23 Median Earnings	PY22-23 Credential Attainment	PY22-23 Measurable Skills Gain
Adult	70.00%	66.00%	\$ 6,800	57.00%	50.00%
DW	67.00%	66.00%	\$ 8,200	66.00%	58.00%
Youth	69.50%	68.00%	\$ 3,825	64.00%	41.00%
WP	70.00%	60.00%	\$ 5,500		

27. 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 available for public review and comment for at least 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 an 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 the Board Director.

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28. 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 in this guidance is included as Attachment 33 to the Plan.

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

29. 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 the 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 business 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 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 Eastern Jackson County 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 (Reemployment Services and Eligibility Assessment), 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

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30. Title I - Employment and Training Products and Services

Provide a description and assessment of the time 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, job placement 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 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 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 employees and employed adults in some cases.
3. Adult education and literacy provided concurrently or in combination with any of the above activities.

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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 conversion 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.

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.

Child Development Apprenticeship Program

Funded by a \$2.7 million grant from the Missouri Department of Education/Office of Workforce Development, the program will support at least 250 new CDA apprenticeships, increasing the availability of affordable, quality childcare slots in the Kansas City and St. Louis regions.

Combat

Offer training programs to young adults (18-24) who live in Jackson County, Missouri residing in a high crime neighborhood. This also includes students failing or have dropped out of school, are justice involved, and/or victims of crime.

31. 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 Short-Term Work plan • Individuals are not in a Training Program under WIOA Title I Dislocated Worker, Trade Adjustment Assistance, or Training Approved by the Division Director

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

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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 a complete and seamless service delivery to the claimant.

QUEST This Project will provide career services, training services (including work-based learning training services), and supportive services to individuals who are temporarily or permanently laid off because of the COVID-19 pandemic. Participants must be co-enrolled in co-enrollment into WIOA Dislocated Worker on all eligible Dislocated Worker participants.

32. 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 that other public intermediaries are viewed as partners, not competitors and to 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 by showcasing timely and relevant information on quality MCC services and programs available to area businesses. The FEC EJAC WDB utilizes a single point of contact, specific staff person who has primary responsibility for building the relationship with specific business customer and is responsible for targeted outreach program. 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 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.

33. 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 AEL provider in the region to promote the concurrent attainment of the HiSet 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 to provide services to out-of-school youth. This includes service coordination .
- 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.
- Another option is On Demand/Just in Time, On site, non semester based Classroom Occupational Training at two sites/community based organizations and on site at Job Center location 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.

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 the number of participants attaining the WorkKeys assessments and obtaining a National Career Readiness Certificate, is the availability of instructional facilities at each Job Center site who conduct workshops in taking the WorkKeys assessment. Another strategy is providing staff assistance tutoring and assistance in remedial services. 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.

34. ETT Services / Layoff Aversion

Describe how the Board coordinates with the LWDA's Employment Transition Team Coordinators to 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 a union representation, EJAC WDB Business Services representatives work 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

35. 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 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 in 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.

36. 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.

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37. 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 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.
- 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.

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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 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 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 (Training and Employment Guidance Letter) 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, approves recommendations for 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 FEC staff at least monthly to review performance and activities provided.

An Addendum To EJAC WDB/FEC 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

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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 ensure alignment with target goals.

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- e. The providers of the Youth services in the LWJCA, 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 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 16–24 years of age that are still in high school or out of school;

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 attending school career daily. 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 in-demand career fields, healthcare, technology, advanced manufacturing and construction. The program will provide instruction and virtual activities for soft skills, interviewing skills, independent work, team financial literacy, and the career plan development career plan. Upon completion of the program participants will present projects in a shark tank presentation style the opportunity to earn a scholarship. The EJAC WDB and the Youth Standing Committee have selected through its RFP process two WIOA youth contractors for the Program Year 019-2020 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.

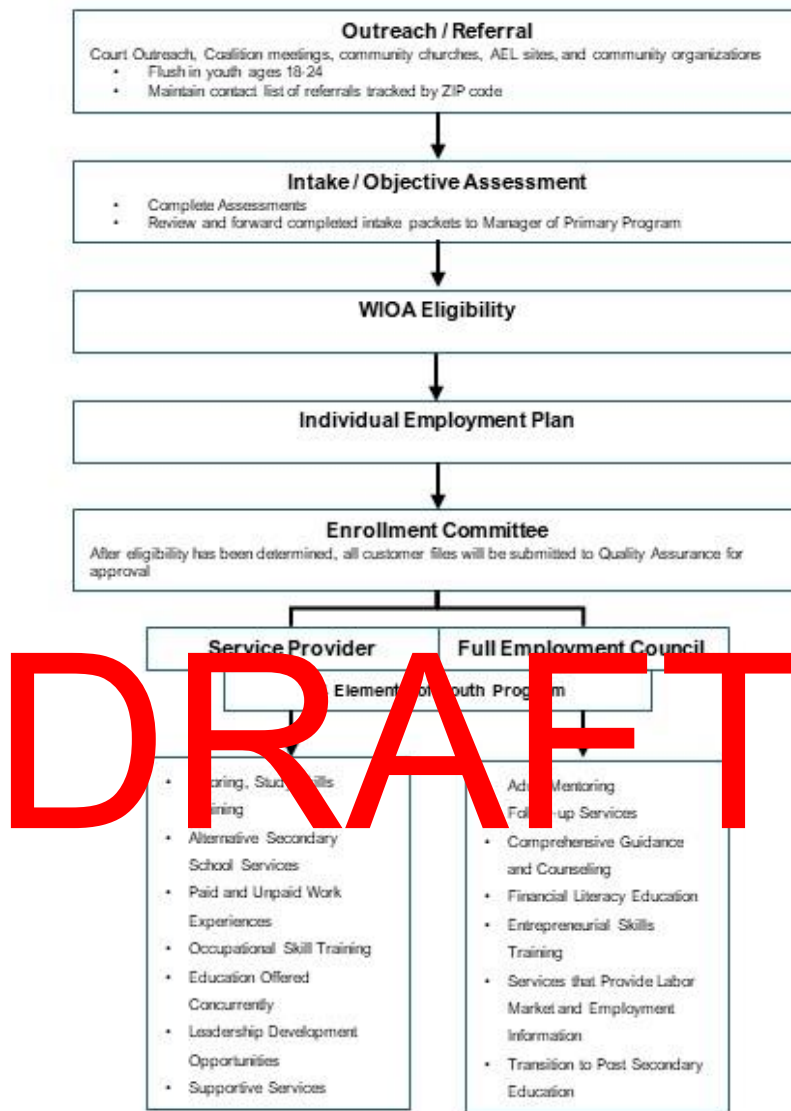
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During the initial assessment of youth participants the determination is made on what special needs are to be provided, from basic skills, employment skills (hard and soft), supportive services and developmental services. Arrangements are made immediately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



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

EJAC WDB has written policies and procedures that address 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 use computerized assessments to determine who could most benefit from the program. EJAC WDB through an Enrollment Committee which reviews enrollment files and makes final recommendation for program enrollment to those most in need are provided services needed. Based on these computerized assessments, 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 (Department of Labor) 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 the following Barriers:
 - A school dropout
 - Supposed to be in school but did not attend the last calendar quarter (Compulsory Attendance)
 - Offender or 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 Paper
- Eviction Notice
- Domestic Violence Shelter
- Order of Protection, Currently in recovery center 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);

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, Postcards, letters to existing customer was not a staff member
- Missouri unemployment rate is 5% or higher

Little if any exposure to successfully employment;

- FSD Documentation for Parent or Guardian for Assoc 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 its eligibility criteria as prescribed in Eastern Jackson County WDB Issuance No. 2017-006, WIDA Youth Eligibility Policy.

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- 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.

38. 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.

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 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 and 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, private not-for-profit employers or, in the form of limited internships, with private for-profit employers.

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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 skills training provided in conjunction with employment

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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 application, scheduling for job interviews and hiring into the identified jobs), job development, and job referral.

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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 Activities, including community 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 experience 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

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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 support the youth 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 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 assessment, career counseling, and career exploration services: EJAC WDB has on staff a Labor Market Economist who provides training and staff on LMI resources and the effective use of those LMI resources for workforce development and

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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.**

Agricultural Employment Services (AES)

39. 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

40. 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.

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.

41. 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's 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 those positions. Employers commit to hire talents 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.

42. 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

that the region has a workforce development system that is responsive to the needs of employers; to that workforce development are viewed as partners, not competitors, and 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 skill training and microenterprise services.

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43. 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 ensure 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: Healthcare, Informational Technology, Advanced Manufacturing, Transportation/Logistics and Business/Finance.

44. 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 seamless delivery of services, avoid duplication, and 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, medium 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 evaluation and demonstration of proficiency and activities to share with employers about applicants skills and abilities
- Identify and develop portable industry recognized certificate program through innovation connection with 2 year colleges such as JCC, private colleges and 4-year institutions.
- Job profilers that 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 more skilled workforce.
- Hiring Events

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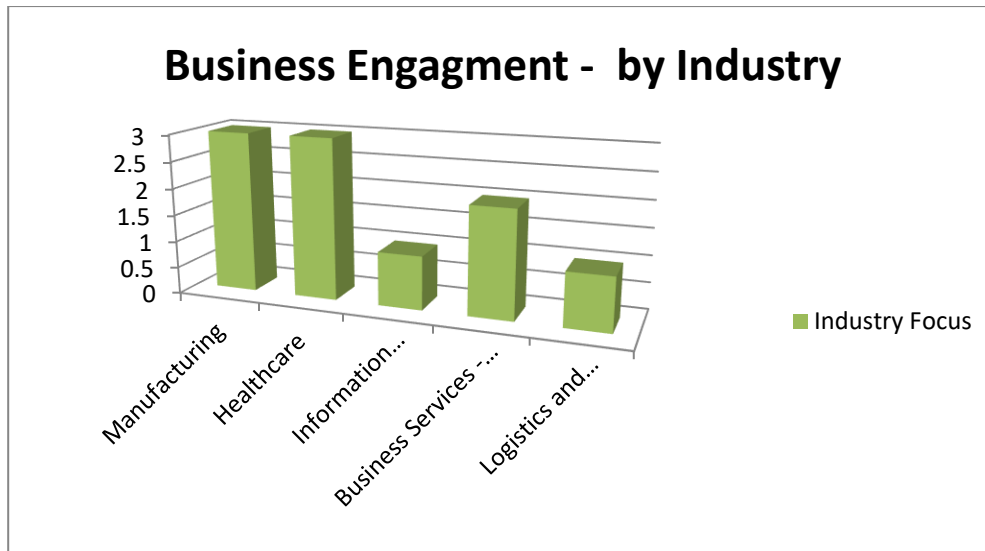
**Employer and Sector Development Strategy
Eastern Jackson County Region**

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 include 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 employers within the identified sectors for in-demand jobs, within industries addressing skills gap, hiring requirements, and competencies and career pathways.

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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 and work and life 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.*

Rehabilitation Services for the Blind (RSB) offers services to help blind or visually impaired persons reach personal and employment success. There belief is that with the right training and resources, each blind or visually impaired person will be able to achieve their goals. If you would like to refer someone for RSB services, you can submit a referral form online.

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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

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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.

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Innovative Service Delivery Strategies

45. 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.

46. Work-based Learning / Transitional Jobs

Describe the Board's innovative strategies for promoting and increasing enrollment 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.

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- 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.

47. 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 24**)

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 staff 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

48. 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 31** to the Plan.

See [Attachment 31](#)

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 ensure 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.

on County has secured certification. FEC serves on the Work Ready Committee for Jackson.

49. Incumbent Worker Policy

If the LWDB has an **Incumbent Worker Policy**, please include it as **Attachment 32**. If not please include a statement that the LWDB does not have an Incumbent Worker Policy.

Attachment 32, 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, and fund allocation.

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

50. 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 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 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 to maximize 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.

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REGIONAL PLANS

Regional Planning Guidance

Regional Planning Outcomes/Deliverables

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. **There are eight (8) of them, subdivided as (A) through (H). The regional plan will:**

- (A) Contain each of the local plans within the regional planning area that meets the intent of the law.

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) Establish regional service strategies, including use of cooperative service-delivery agreements for service delivery; and

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 council 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 work with the 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 s 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 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 schedule regular meetings and training for all staff by position and bi-weekly schedules all staff meetings for communications, coordination, training and information 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 s no duplication of services.

(C) Develop and implement sector initiatives for in-demand industry sectors or occupations for the region; and

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) include collection and analysis of regional labor-market data (in conjunction with the state) utilizing reports from MERIC, as well as current regional economic analyses including but not limited to Mid-America Regional Council or St Louis Community College, the LWDA shall utilize labor market data for the purpose of regional planning; and

See Local Plan Section IV Labor Market Information.

(E) Establish administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, in order to meet the region's needs; and

The EJAC Workforce Region is fiscally managed by the FEC. Administrative costs are allocated appropriately according to accepted financial management procedures.

(F) The regional plan will address the coordination of transportation and other Supportive Services, as appropriate for the region; and must address how individuals will be served given differing local Supportive Services policies; and

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) Address the coordination of services with regional economic-development services and providers. Regional economic development services and providers have been, and will continue to be, a part of the sector-strategies engagement process. This means that regional planning efforts are either synchronized with, or supportive of, economic development services and providers. It also requires integrating workforce development plan strategies with the needs of economic development providers. Planning regions are encouraged, whenever possible, to attach letters of support from economic development providers to the regional plan as evidence of awareness and engagement with the sector strategies workforce development effort; and

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). Executive staff of these organizations also serve as members of

the FEC and Local WDA Boards. The President of FEC as well as agency Job Developers are members of these local business and economic development agencies.

(H) Establish 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 LWDAs or the planning region. As long as there is a collaboratively developed negotiation agreement for the Planning Region, the LWDAs may elect to negotiate performance separately. If LWDAs elect to have separate performance levels, the regional plan should state, “The Local Boards in this region elect to negotiate and report performance independently.” However, if all the parties agree, the LWDAs and Boards may combine performance levels.

The EJAC region will negotiate local levels of performance for, and as required.

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REQUIRED POLICIES AND ATTACHMENTS

1. List of Comprehensive, Affiliate, Specialized and Other Centers and One Stop Operators
2. Memorandum of Understanding with IFA and Cost Sharing Budgets with All Partner Signatures
3. Chief Elected Officials Consortium Agreement and Bylaws
4. Local Workforce Development Board Membership List, Standing Committees, & Certification Letter
5. Local Workforce Development Board By-Laws and Attestation Form - **Form provided**
6. Local Fiscal Agent
7. Planning Budget Summaries (PBS)
8. Conflict of Interest Policy - Local Workforce Development Board, Staff, and Contracted Staff
9. Financial Procurement Policy / Financial (General) Policy
10. Complaints and Grievance Policy – Nondiscrimination, Programmatic

11. Sub-state Monitoring Plan and Policy
12. Supportive Services Policy – General, Needs Related Payments Policy for ADLT and DW
13. Adult Priority of Service Policy
14. Expenditure Rates Policy
15. Training Criteria Policy (AD & DW)
16. Youth Barriers Eligibility Policy – OSY ISY additional assistance barrier
17. Youth Incentive Payment Policy
18. Veterans Priority of Service Policy
19. Basic Skills Assessments (Testing) Policy
20. Individual Training Account (ITA) Policy
21. Eligibility Policy (Individualized Career Services)
22. Accessibility Policy – Persons with Disabilities
23. Accessibility Policy - Persons with Limited English Proficiency
24. Co-enrollment Policy
25. Adult Education and Literacy Policy (AEL Policy)
26. VR/RSB Coordination Policy
27. Youth Apprenticeships Policy
28. ETPL Policy
29. Employment Transition Team Policy
30. Business Services Plan and Policy
31. MOU (Cooperative Agreement) between the Community College & LWDB
32. Incumbent Worker Policy
33. Regional Plans (St. Louis (MO) & (NC))
34. Accommodation Policy
35. Confidentiality Policy
36. Customized Training Policy (if applicable)
37. Facilities
38. Cost Allocation Policy
39. Cost Accounting Policy
40. Financial Reporting/Cash Draw Request Deadlines
41. Fraud, Waste, Abuse, and Criminal Activity Policy
42. Internal Accounting Policy
43. Local Bonding Policy
44. Payments to Employers Policy
45. Follow-up Policy Adults and Dislocated Workers
46. Follow-up Policy Youth
47. Harassment and discrimination Policy
48. Nondiscrimination Policy
49. On-the-Job Training Policy (including employer disputes, nepotism, and modifications)
50. Personnel Policies (leave, travel, facilities closing)
51. Records Policy (access, Sunshine, retention, and destruction)
52. Transitional Jobs Policy (if applicable)
53. Work Experience Policy – Adult
54. Work Experience Policy – Youth
55. Apprenticeship Policy
56. Selective Service Policy
57. Statement of Assurances - **Form provided**

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