# To West Central Region

# Local Plan

# Program Years 2024-2027

# July 1, 2024 – June 30, 2028



**Bates, Benton, Carroll, Cedar, Chariton, Henry, Hickory, Johnson, Lafayette, Pettis, Saline, St. Clair and Vernon Counties**

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# 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 current WIOA Missouri Combined State Plan.**

The vision of the Workforce Development Board of Western Missouri, Inc. is to assess and respond to the training and employment needs of our workforce stakeholders in ways that restore and build competitive, robust local economies.

The board's vision is in line with the Governor's vision, as it too believes, that long-term prosperity is achieved through educational and skill-development opportunities for those with multiple barriers to employment or those unable to retain employment. Collaboration with WIOA partners, employers and industry leaders is key to providing connects for disadvantaged workers to: access services and find a career pathway that can lead to a high standard of living for themselves.

## 2. Local Workforce Development Board's Goals

This section addresses strategic action to create America's Workforce Vision as stated in America's Talent Strategy: Building the Workforce for the Golden Age (Pillars I – V). These actions align with many of the board's goals immediately following

**Pillar I: Industry-Driven Strategies**: Building reliable talent pipelines through a workforce system led by industry and aligned with American's economic priorities will be achieved through:

- Continuing employer engagement to align training with the needs in the local area
- Utilizing current information to ensure training providers on the locally approved list are providing quality opportunities
- Increasing work-based learning opportunities

**Pillar II: Worker Mobility**: Bringing more Americans into the labor force and helping them advance, including through the innovation use of technology and labor market data will be achieved through:

- Using available data to ensure training based on in-demand occupations in the region
- Building better relationships with Career Technical Education provider in the region
- Providing wrap around services to ensure individuals can be successful in training and employment opportunities

**Pillar III**: **Integrated Systems:** Replacing fragmented web of duplicative programs with streamlined, coordinated system that delivers unified workforce services will be achieved through:

- Continue to coordinate with partners to ensure information is shared and services offered are known and understood by all partners
- Collaboration with various stakeholders (employers, educators and job seekers)
- Work closely with partners when braiding funding and services to avoid duplication of requests for information from job seekers

**Pillar IV: Accountability:** Ensuring federally funded workforce programs deliver measurable results by linking investments to outcomes and enforcing performance discipline will be achieved through:

- Ensure current performance measures are being met
- Continue to complete follow up with customers of the Missouri Job Centers for a year after exit to ensure success
- Making decisions for allowable training based on available data to ensure quality training opportunities

**Pillar V: Flexibility & Innovation**: Creating new models of workforce innovation built to match the speed and scale of AI-driven economic transformation will be achieved through:

- Maintain 51% business sector on the board, conversations with Presiding Commissioners and input from other local employers
- Collaborate with multiple community partners to ensure customers have the support they need
- Use labor market data to aid individuals with career path decisions
- Request waivers as needed to better align with changing labor markets at the local level
- Continuing to provide virtual services

**Provide the Board's goals for engaging employers and preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include goals relating to the performance-accountability measures based on primary indicators of performance to support regional economic growth and economic self-sufficiency.**

1. Support job training opportunities (OJT, Transitional Jobs, Incumbent Worker, Apprenticeships, Work Experience, Skill Certificates, etc.).
2. Help businesses hire and retain a "skilled" workforce.
3. Work with employers to identify career pathways within their company.
4. Promote communication networks between companies, educational institutions and other stakeholders.
5. Provide opportunities for Career and Job Fairs.
6. Focus on training experiences for youth and individuals with barriers to employment.
7. Engaged, Efficient and Effective Customer Service

**Goal #1: Support job training opportunities (OJT, Transitional Jobs, Incumbent Woker, Apprenticeships, Work Experience, Skill Certificates, etc.**

The following strategies support all of the performance measures:

- Placing participants in training opportunities that closely match their interest assessments.
- Addressing current and emerging skills gaps identified through sector partnerships.
- Enhancing the alignment of career services across all partner programs through an integrated model of service provision.
- Integrating work-based and classroom-based instruction.

**Goal #2: Help businesses hire and retain a skilled workforce.**

The following strategies support the performance measures: Employment Rate 2nd and 4th Quarter After Exit.

- Developing a pipeline of work-ready individuals by skilling-up people in need or work.
- Utilizing Incumbent Worker training in conjunction with OJTs.
- Continue to inform employers of the ACT National Career Readiness Certificate.

**Goal #3: Work with employers to identify career pathways within their company.**

The following strategies support the performance measure: Effectiveness in Serving Employers.

- Informing local economic developers of services that can be provided to companies they are working with.
- Continuing to review the region's career pathways regularly to ensure alignment with the skills needed by business and industry.
- Meet with businesses in the region to discuss career pathways.
- Utilizing Incumbent Worker Training to skill up employees in their career pathway to provide advancement and entry level openings.

**Goal #4: Promote Communication between companies, educational institutions and other stakeholders.**

The following strategies support the performance measure: Effectiveness in Serving Employers.

- Working with local economic developers to bring industry sectors together for collaboration.
- Informing local economic developers of the programs available to business through job center services.
- Leverage opportunities to share information among employers and other partners.

**Goal #5: Provide opportunities for Career and Job Fairs.**

The following strategies support the performance measure: Effectiveness in Serving Employers.

- Providing space within the Job Center for hiring events.
- Partnering with other organizations for Job Fairs.

**Goal #6: Focus on training experiences for youth and individuals with barriers to employment.**

The following strategies support the performance measures: Employment Rate – 2nd and 4th Quarter After Exit.

- Encouraging co-enrollment of participants in multiple core programs.
- Providing wrap-around services to enable disadvantaged individuals to participate in job training.
- Executing outreach that targets specific audiences through social media to share information on work and training opportunities.

**Goal #7: Engaged, Efficient and Effective Customer Service**

- Working closely with individuals to understand their specific needs and using a holistic approach to address them.
- Supporting opportunities for staff to meet with and discuss services available through partners/ referrals.
- Continuing to offer virtual services and meet customers where they are.
- Understanding the needs of employers and creating solutions tailored to their specific needs.

## 3. Local Workforce Development Board's Priorities

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

The Board's priorities are to address the needs of businesses, job seekers and workers. The workforce needs of the region are similar to those across the State of Missouri. #1 The impending retirement of older workers. #2 The upskilling of adults with no post-secondary degree/certificate. #3 To address the middle-skill job gap. #4 To educate youth on skills they need to obtain to enter the workforce.

These needs were determined by the *Missouri Chamber Workforce 2023* study along with meetings with board members/commissioners, conversations with economic developers and employers and other partner meetings.

## 4. Local Workforce Development Board's Strategies

**Describe the Board's strategies and goals for operation, innovation and continual improvement based on meeting requirements for the needs of businesses, job seekers and workers. Required strategies are listed below. Please describe the strategies and objectives for:**

### a. Strategy: Career Pathways

- Career pathways are reviewed frequently to ensure alignment with the skills needed by business and industry.
- Labor Market Information (LMI) is provided to job seekers to inform them of the best employment and career advancement opportunities.
- Certified Work Ready Communities data is reviewed to determine skills gaps which will aid educators in building career pathways to fill the industry needs.

### b. Strategy: Employer Engagement

- Continuing to provide virtual Employer Workshops to inform them of services available through the job centers.
- Continuing to participate in Regional Planning Commission CEDS committee.
- Encouraging staff to meet with employers one-on-one to address their needs and to identify career pathways within their companies as well as working with them to hire and retain a skilled workforce.
- Working closely with economic developers in the region.
- Supporting job training opportunities.
- Providing opportunities for job fairs and hiring events.
- Continuing to work with the Office of Workforce Development's Employer Engagement Team.

### c. Strategy: Business Needs Assessment

- Conducting on-line business needs assessments with employers.
- Requesting on-line business survey responses as a follow-up after providing a job center service.
- Frequently reviewing business job orders and job postings.

### d. Strategy: Alignment and Coordination of Core Program Services

- Convening regular meetings with WIOA Partners.
- Using appropriate referral methods amongst partners. Referral will be documented to include the method of referral and subsequent follow-up. Each referral will include an initial assessment, listing of services already planned, and the service requested of the agency receiving the referral.
- Braiding funding by multiple partners to afford clients more opportunities for jobs that lead to self-sufficient wages.
- Attending Inter-Agency meetings, Skill-up Partner meetings, etc.

- Requesting presentations with job center staff on services offered through partner programs.

**e. Strategy: Coordination with Economic Development**

- Maintaining membership on Pioneer Trails Regional Planning Commission's Comprehensive Economic Development Strategy committee (CEDS).
- Gathering information about the needs of employers through meetings with community/regional/state economic development partners.
- Attending networking events hosted by economic partners.
- Attending Central Missouri Economic Alliance meetings.

**f. Strategy: Outreach to Jobseekers and Businesses.**

- Posting information on the job center's Facebook pages.
- EO Officer conducting data analysis of programs and services annually to establish that all segments of the population in the region are being served. If it is determined any particular population is being underserved outreach plans will follow.
- Working with service providers and employers to promote veterans as highly skilled and experienced members of the workforce and to inform them of services available through the job centers.
- Participating in and conducting job fairs that promote employment and training opportunities where veterans can connect to businesses.
- Endorsing veteran job seekers through Consolidated Devops and Lvrs (CODL) to the community.
- Outreach is conducted through economic development events, regional employer meetings, forums, local human resource groups, industry association, Chambers of Commerce and board members/commissioners distributing information to the region's communities.

**g. Strategy: Access-improvements to Physical and Programmatic Accessibility**

- MOUs will reflect the best possible means of providing access to partner programs whether that be in person, by phone or virtually.
- Providing assistive technology at both Job Center locations in the region.
- Providing Connection Points to enhance customer access to Job Center services. Various Connection Points are in place throughout the region and at least one is located in each county that does not house a job center.
- Meeting individuals in public locations that are convenient for them.
- Continuing to partner with the local community college and other training providers to improve access to activities leading to recognized postsecondary credentials and certifications.
- As part of the Job Center Certification process Accessibility Audits were conducted at each job center.
- Providing translated documents and forms when appropriate.
- Making the technology available to conduct meetings and collect documents/signatures virtually.

**h. Strategy: Customer Service Training**

- Functional Leaders will address customer service issues as needed whether in weekly staff meetings or one-on-one.
- Business/Customer Surveys are reviewed regularly and identified issues are addressed immediately.
- Training for job center staff will be provided in various ways such as in-person and webinars.

**i. Strategy: Assessment**

- Conducting initial assessments to identify skill level of participants which may include literacy, numeracy, English language proficiency, aptitudes – to include skills gaps, barriers to employment and supportive service needs.
- Utilizing assessment instruments to identify skill levels such as Talify and Missouri Connections. If the customer is under 18 Career Scope will be used to establish aptitude and interest in order to determine the best career path.
- Utilizing other assessment tools which may include *ONet, TABE and WorkKeys.

**j. Strategy: Support Services**

- Continuing to connect with partner programs to assist with supportive services needs such as transportation assistance, work uniforms, books, car repairs, childcare, housing, utilities, etc., to eligible individuals with barriers to gaining or retaining employment and/or gaining a credential.
- Continue assessment of need before supportive services are granted.
- Supportive service needs will be addressed at the time the need is identified.
- Encouraging job center staff to have conversations with customers they are working with to understand needs/barriers they may have.

**k. Outcome measures assessment, monitoring and management.**

- WDB staff present sub-state monitoring reports to the CLEOs and Full Board annually.
- CLEO Consortium and Full Board are kept informed of progress towards reaching performance outcome goals throughout the year.
- Quarterly monitoring is used to determine next steps for making progress towards meeting the negotiated goals.
- Performance data is closely analyzed to identify and then address performance challenges.
- WDB staff work closely with job center staff to explain how performance measures are affected and to train on ways to improve those outcomes.

## 5. Economic, Labor Market, and Workforce Analysis Source

Information/data taken from Missouri Economic Research and Information Cetner (MERIC). https://meric.mo.gov/about-us

## 6. Economic Analysis

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

**a. Average personal income level;**

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

**Personal Income**

**Personal Income**

In the West Central Region, all counties were below the state average of $64,920 for per capita personal income. In 2023, the per capita personal income in six of the 13 counties in the West Central Region was above $50,000.

In 2024, personal income for the US and Missouri increased 4.6 percent and 5.6 percent respectively when compared to 2023.

The statewide poverty rate of working age persons, or those 18-64 years, was 12.1 percent in 2023. In the West Central Region, the poverty rate was lower than the state average in three counties. The county with the lowest poverty rate was Lafayette (8.7%), followed by Carroll (9.8%), and Chariton (10.3%). Counties with the highest poverty rates were Hickory (22.7%) and Cedar (18.9%).

| Name | 2023 Per Capita Personal Income | Working Age (18-64) Population living below poverty level | |
|---|---|---|---|
| | | Number | Percentage |
| Missouri | $64,920 | 435,313 | 12.1% |
| Bates | $51,168 | 1,622 | 17.9% |
| Benton | $46,819 | 1,666 | 16.2% |
| Carroll | $62,919 | 463 | 9.8% |
| Cedar | $40,183 | 1,403 | 18.9% |
| Chariton | $55,540 | 382 | 10.3% |
| Henry | $53,157 | 2,003 | 16.3% |
| Hickory | $43,094 | 955 | 22.7% |
| Johnson | $46,540 | 4,268 | 13.4% |
| Lafayette | $54,277 | 1,640 | 8.7% |
| Pettis | $47,237 | 3,289 | 13.4% |
| Saline | $51,636 | 1,832 | 14.1% |
| St. Clair | $40,376 | 823 | 16.7% |
| Vernon | $47,572 | 1,917 | 18.0% |

**Sources:**

*Per Capita Personal Income - U.S. Bureau of Economic Analysis, 2023*

*Poverty Level - American Community Survey-5 Year data (2019-2023)*

**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. All counties except Carroll County (11.1%) in the West Central Region had a higher percentage of their working age population (18-64 years old) with disabilities, as compared to the state average of 12.6 percent, with the highest percentage in Hickory County (22.6%). The percentage of the working age population who speak a language other than English in Missouri was 7.4 percent. Pettis County (12.2%) and Saline County (9.5%) had higher than average percentage of the working age population who speak a language other than English.

In Missouri, 8.5 percent of the population 25 years or up did not have a high school diploma in 2023. All counties in the region except Johnson County (6.9%) had a higher percentage of this population group without a high school diploma than the state percentage. Pettis County had the highest percentage of the population 25 years and up without a high school diploma at 12.8 percent.

**Barriers To Employment**

| Area | Total Population | Total Population 18-64 | % of 18-64 In Population | 25 years or up with less than high school diploma | % of 25 years or up 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 | 6,168,181 | 3,702,481 | 60.0% | 354,732 | 8.5% | 457,446 | 12.6% | 274,910 | 7.4% |
| Bates | 16,121 | 9,254 | 57.4% | 1,226 | 11.0% | 1,506 | 16.6% | 313 | 3.4% |
| Benton | 19,887 | 10,294 | 51.8% | 1,677 | 10.9% | 2,185 | 21.3% | 185 | 1.8% |
| Carroll | 8,459 | 4,730 | 55.9% | 617 | 10.3% | 521 | 11.1% | 67 | 1.4% |
| Cedar | 14,440 | 7,536 | 52.2% | 1,188 | 11.9% | 1,489 | 20.1% | 116 | 1.5% |
| Chariton | 7,406 | 3,839 | 51.8% | 451 | 8.7% | 530 | 14.2% | 132 | 3.4% |
| Henry | 22,194 | 12,295 | 55.4% | 1,560 | 9.9% | 2,110 | 17.3% | 262 | 2.1% |
| Hickory | 8,501 | 4,257 | 50.1% | 775 | 12.0% | 948 | 22.6% | 86 | 2.0% |
| Johnson | 54,331 | 35,330 | 65.0% | 2,206 | 6.9% | 4,065 | 12.9% | 2,054 | 5.8% |
| Lafayette | 32,974 | 19,131 | 58.0% | 2,113 | 9.2% | 2,532 | 13.4% | 624 | 3.3% |
| Pettis | 43,205 | 24,920 | 57.7% | 3,660 | 12.8% | 3,970 | 16.2% | 3,045 | 12.2% |
| Saline | 23,177 | 14,066 | 60.7% | 1,831 | 12.4% | 2,196 | 15.7% | 1,343 | 9.5% |
| St. Clair | 9,451 | 5,031 | 53.2% | 830 | 12.1% | 976 | 19.8% | 95 | 1.9% |
| Vernon | 19,713 | 10,986 | 55.7% | 1,581 | 11.8% | 1,922 | 17.7% | 572 | 5.2% |

**Source:** *American Community Survey-5 Year data (2019-2023)*

**d. Unemployment rates for the last five years;**

The unemployment rate in the West Central Region is declining after peaking in 2020. The unemployment rate for 2024 was above the state average of 3.7 percent in eight of the 13 counties. Saline County had the lowest unemployment rate in 2024 at 3.3 percent. The highest unemployment rate was in Hickory County at 6.3 percent.

| Unemployment Rate by County - West Central Region | | | | | |
|---|---|---|---|---|---|
| Year | 2020 | 2021 | 2022 | 2023 | 2024 |
| US | 8.1% | 5.3% | 3.6% | 3.6% | 4.0% |
| Missouri | 6.1% | 4.2% | 2.6% | 3.1% | 3.7% |
| Bates | 5.6% | 4.2% | 2.9% | 3.4% | 4.0% |
| Benton | 7.4% | 5.5% | 3.9% | 4.5% | 5.2% |
| Carroll | 6.6% | 4.9% | 3.2% | 3.3% | 4.1% |
| Cedar | 4.8% | 3.8% | 3.0% | 3.8% | 4.2% |
| Chariton | 4.4% | 3.5% | 2.3% | 2.9% | 3.8% |
| Henry | 5.9% | 3.8% | 2.7% | 3.2% | 3.7% |
| Hickory | 7.2% | 5.4% | 3.9% | 5.1% | 6.3% |
| Johnson | 5.3% | 3.9% | 2.6% | 3.1% | 3.7% |
| Lafayette | 5.3% | 4.1% | 2.8% | 3.0% | 3.4% |
| Pettis | 6.9% | 4.5% | 2.7% | 3.2% | 3.7% |
| Saline | 4.3% | 3.2% | 2.4% | 2.8% | 3.3% |
| St. Clair | 6.0% | 4.1% | 2.9% | 3.7% | 4.1% |
| Vernon | 4.4% | 3.2% | 2.5% | 3.4% | 3.9% |

Source: *Local Area Unemployment Statistics, Not Seasonally Adjusted*

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

In PY22, CDI Head Start in Henry County laid off 66 individuals.

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

Childcare and transportation continue to be identified issues that affect economic conditions.

## 7. Labor Market Analysis

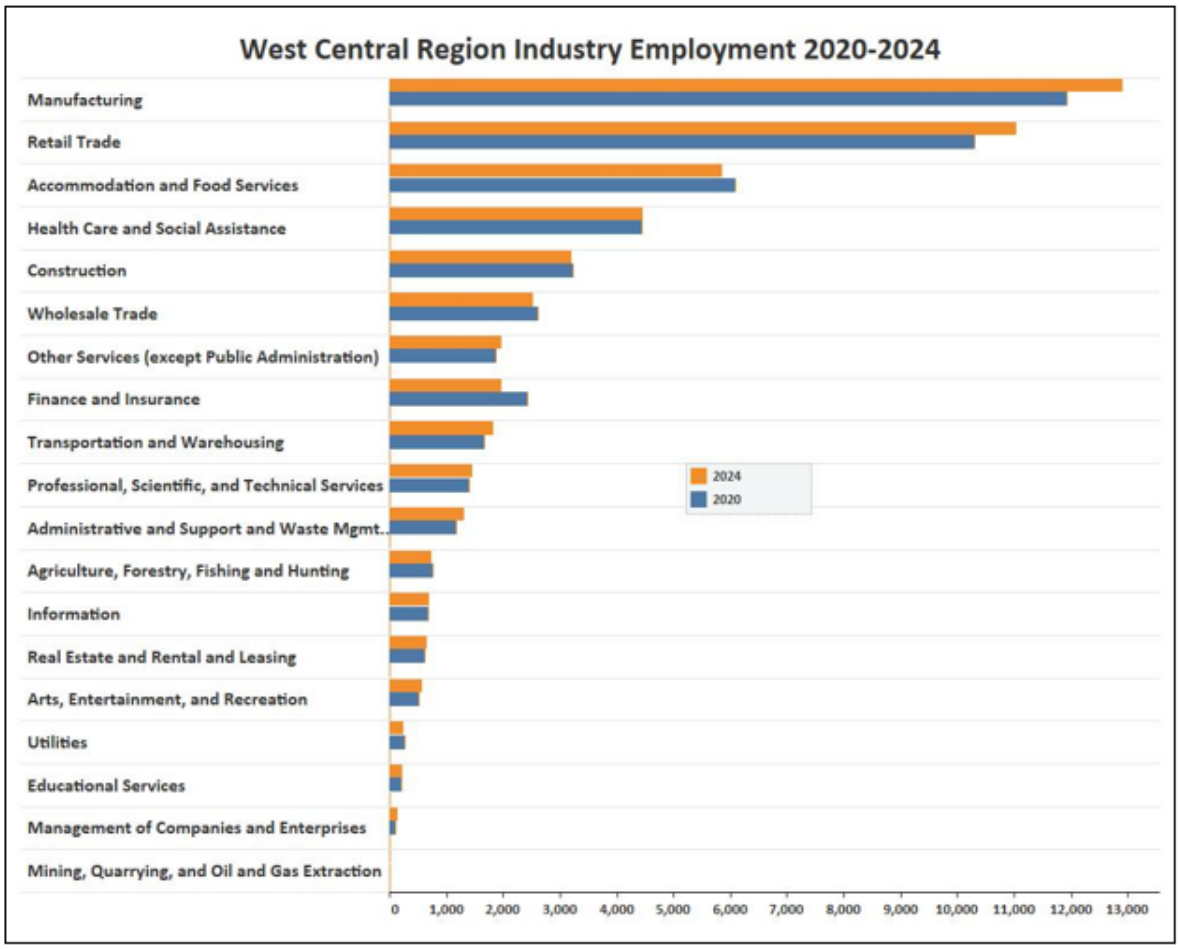
**Provide an analysis of the LWDA's current labor market including:**

**a. Existing Demand Industry Sectors and Occupations Provide an analysis of the industries and occupations for which there is existing demand.**

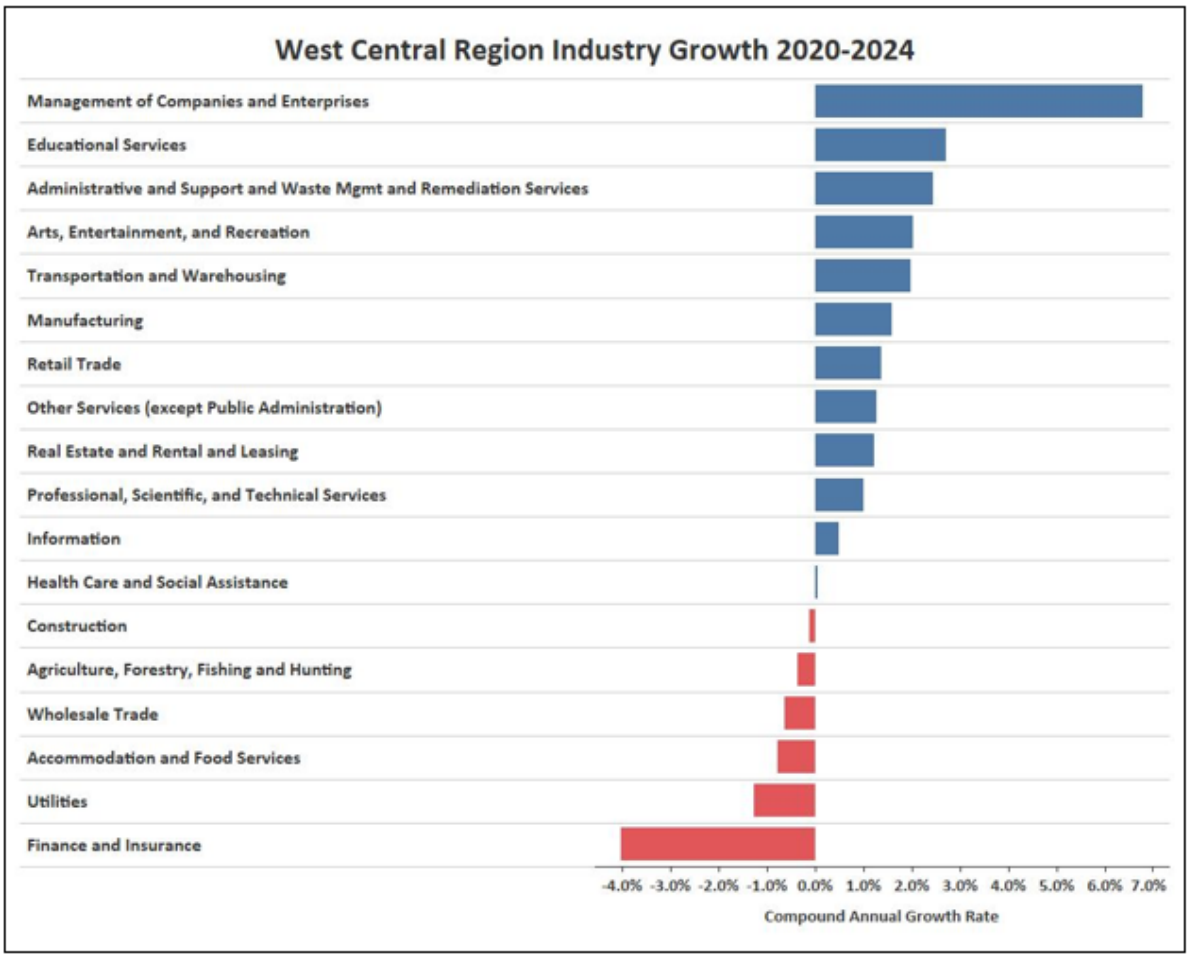
**Current Industry Demand**

The West Central Region averaged over 86,700 jobs in 2024. The region gained 1,021 jobs in 2024, an increase of 1.2 percent. Missouri employment increased by 0.8 percent in 2024. From 2020 to 2024, the West Central Region averaged 1.3 percent compound annual growth for an overall gain of 6.8 percent. During that same period (2020-2024), Missouri's compound annual employment gain was 1.6 percent for an overall gain of 8.3 percent. Several industry groups had a positive growth rate over the same time period. Those industries included *Management of Companies and Enterprises* (42 employment increase at 6.8% compound annual growth rate); *Educational Services (*29 at 2.7%); *Administrative and Support and Waste Management and*

*Remediation Services* (149 at 2.4%); *Arts, Entertainment, and Recreation* (54 at 2.0%); *Transportation and Warehousing* (171 at 2.0%); *Manufacturing* (984 at 1.6%); and *Retail Trade* (731 at 1.4%).




**Source:** *Quarterly Census of Employment and Wages (QCEW), annual averages, private ownership*




**Source:** *Quarterly Census of Employment and Wages (QCEW), annual averages, private ownership*

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**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.

In 2024, West Central Region had six industries with LQs of 2.0 or higher, including *Gasoline Stations and Fuel Dealers* (3.1); *Animal Production and Aquaculture* (3.1); *Primary Metal Manufacturing* (2.5); *Food Manufacturing* (2.3); *Machinery Manufacturing* (2.2), and *Support Activities for Agriculture and Forestry* (2.0).

**2024 West Central Region Location Quotients**

| Industry | Employment | Location Quotient |
|---|---|---|
| Gasoline Stations and Fuel Dealers | 1,816 | 3.1 |
| Animal Production and Aquaculture | 460 | 3.1 |
| Primary Metal Manufacturing | 520 | 2.5 |
| Food Manufacturing | 2,285 | 2.3 |
| Machinery Manufacturing | 1,376 | 2.2 |
| Support Activities for Agriculture and Forestry | 428 | 2.0 |
| Nursing and Residential Care Facilities | 3,512 | 1.9 |
| Fabricated Metal Product Manufacturing | 1,516 | 1.9 |
| Crop Production | 527 | 1.7 |
| General Merchandise Retailers | 2,811 | 1.5 |
| Merchant Wholesalers, Nondurable Goods | 1,884 | 1.5 |
| Motor Vehicle and Parts Dealers | 1,671 | 1.5 |
| Building Material and Garden Equipment and Supplies Dealers | 1,104 | 1.4 |
| Social Assistance | 3,159 | 1.2 |
| Nonmetallic Mineral Product Manufacturing | 273 | 1.2 |

**Source:** *Quarterly Census of Employment and Wages (QCEW), 2024 Annual Averages*

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**Current Occupational Demand**

Current occupational demand can be attained through the job ads placed by employers. From October 2024 to September 2025, nearly 18,200 on-line job ads were placed for jobs located in the West Central Region 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*; *Merchandise Displayers and Window Trimmers*; *Home Health and Personal Care Aides; Food Preparation Workers*; and *Laborers and Freight, Stock, and Material Movers, Hand*.

Occupations with the most job postings in the **Next** category were *Heavy and Tractor-Trailer Truck Drivers*; *Licensed Practical and Licensed Vocational Nurses*; *First-Line Supervisors of Retail Sales Workers*; *Food Service Managers;* and *Maintenance and Repair Workers, General*.

**Later** occupations with the highest number of job postings were *Registered Nurses*; *Physicians, All Other; Physical Therapists*; *Medical and Health Services Managers*; and *Family Medicine Physicians*.

Many of the occupations with the most job postings also have high numbers of projected openings through 2032. The occupations with high numbers of job postings and high numbers of projected annual openings are identified with the star.

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| Top Job Ads - West Central Region | | |
|---|---|---|
| **SOC Code** | **Occupation Title** | **Online Job Postings** |
| **NOW - Typically requires high school education or less and short-term training** | | |
| 41-2031 | Retail Salespersons | 510★ |
| 27-1026 | Merchandise Displayers and Window Trimmers | 410 |
| 31-1120 | Home Health and Personal Care Aides | 360★ |
| 35-2021 | Food Preparation Workers | 290★ |
| 53-7062 | Laborers and Freight, Stock, and Material Movers, Hand | 240★ |
| 37-2011 | Janitors and Cleaners, Except Maids and Housekeeping Cleaners | 220★ |
| 43-4051 | Customer Service Representatives | 210★ |
| 35-3023 | Fast Food and Counter Workers | 190★ |
| 53-3031 | Driver/Sales Workers | 180 |
| 41-2011 | Cashiers | 170★ |
| **NEXT - Typically requires moderate/long-term training or experience or education beyond high school** | | |
| 53-3032 | Heavy and Tractor-Trailer Truck Drivers | 720★ |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses | 370★ |
| 41-1011 | First-Line Supervisors of Retail Sales Workers | 360★ |
| 11-9051 | Food Service Managers | 330 |
| 49-9071 | Maintenance and Repair Workers, General | 290★ |
| 31-1131 | Nursing Assistants | 280★ |
| 35-1012 | First-Line Supervisors of Food Preparation and Serving Workers | 220 |
| 29-2099 | Health Technologists and Technicians, All Other | 200 |
| 51-9199 | Production Workers, All Other | 180★ |
| 29-2052 | Pharmacy Technicians | 150★ |
| **LATER - Typically requires a bachelor's degree or higher** | | |
| 29-1141 | Registered Nurses | 1,170★ |
| 29-1229 | Physicians, All Other | 230 |
| 29-1123 | Physical Therapists | 220 |
| 11-9111 | Medical and Health Services Managers | 210★ |
| 29-1215 | Family Medicine Physicians | 150 |
| 11-1021 | General and Operations Managers | 140★ |
| 29-1122 | Occupational Therapists | 110 |
| 21-1018 | Substance Abuse, Behavioral Disorder, and Mental Health Counselors | 110★ |
| 29-1127 | Speech-Language Pathologists | 100 |
| 29-1171 | Nurse Practitioners | 90 |

**Source:** *Lightcast, job ads between Oct. 1, 2024 - Sept. 30, 2025*

★ *= Top Job Openings in Now, Next and Later, 2022-2032 Occupational Projections for West Central Region, MERIC*

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**b. Emerging Demand Industry Sectors and Occupations Provide an analysis of the industries and occupations for which demand is emerging.**

### Industry Projections

The long-term industry projections help determine the industries that are expected to experience job growth over time. The latest round of projections is through the ten-year period ending in 2032.

The top five industries by numeric employment change were *General Merchandise Retailers*; *Ambulatory Health Care Services*; *Merchant Wholesalers, Nondurable Goods*; *Local Government, Excluding Education and Hospitals*; and *Professional, Scientific, and Technical Services*.

**West Central Region Industry Projections 2022-2032**

| NAICS | Industry | Employment 2022 | Employment 2032 | 2022-2032 Change Numeric | 2022-2032 Change Percent |
|---|---|---|---|---|---|
| 10 | **Total All Industries** | **93,021** | **95,849** | **2,828** | **3.0%** |
| 455 | General Merchandise Retailers | 2,961 | 3,432 | 471 | 15.9% |
| 621 | Ambulatory Health Care Services | 2,350 | 2,757 | 407 | 17.3% |
| 424 | Merchant Wholesalers, Nondurable Goods | 1,790 | 2,092 | 302 | 16.9% |
| 930 | Local Government, Excluding Education and Hospitals | 5,266 | 5,472 | 206 | 3.9% |
| 541 | Professional, Scientific, and Technical Services | 1,823 | 2,029 | 206 | 11.3% |
| 236 | Construction of Buildings | 730 | 855 | 125 | 17.1% |
| 333 | Machinery Manufacturing | 1,566 | 1,666 | 100 | 6.4% |
| 623 | Nursing and Residential Care Facilities | 3,657 | 3,751 | 94 | 2.6% |
| 910 | Total Federal Government Employment | 1,954 | 2,045 | 91 | 4.7% |
| 441 | Motor Vehicle and Parts Dealers | 1,682 | 1,767 | 85 | 5.1% |
| 456 | Health and Personal Care Retailers | 662 | 740 | 78 | 11.8% |
| 611 | Educational Services | 10,289 | 10,366 | 77 | 0.7% |
| 488 | Support Activities for Transportation | 198 | 268 | 70 | 35.4% |
| 713 | Amusement, Gambling, and Recreation Industries | 495 | 562 | 67 | 13.5% |

**Source:** *MERIC 2022-2032 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 projected growth openings. The following chart identifies occupations that have the highest number of annual growth openings in the region. Total openings are the sum of transfers, exits, and growth, and indicates the projected number of vacancies that businesses will need to fill each year.

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. Occupations in the table below are listed by the highest number of growth openings. **Now** occupations with the highest numbers of projected growth openings were *Home Health and Personal Care Aides*; *Stockers and Order Fillers; Bus Drivers, School*; and *Construction Laborers.* **Next** occupations with the highest numbers of projected growth openings were *Cooks, Restaurant*; *Nursing Assistants*; and *Pharmacy Technicians*. **Later** occupations with the most projected growth openings were *Registered Nurses*; *Medical and Health Services Managers*; *General and Operations Managers*; and *Nurse Practitioners*.

**West Central Region Highest Growth Openings 2022-2032**

| Occupation | Average Wage | Percent Growth | Annual Openings | | | |
|---|---|---|---|---|---|---|
| | | | Exits | Transfers | Growth | Total |
| **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 | $37,274 | 18.6% | 249 | 208 | **53** | 510 |
| Stockers and Order Fillers | $35,637 | 15.8% | 118 | 185 | **28** | 331 |
| Bus Drivers, School | $42,889 | 18.7% | 67 | 29 | **11** | 107 |
| Construction Laborers | $51,552 | 7.6% | 28 | 40 | **6** | 74 |
| Driver/Sales Workers | $36,873 | 8.8% | 27 | 36 | **5** | 68 |
| Janitors and Cleaners, Except Maids and Housekeeping Cleaners | $34,132 | 3.8% | 92 | 91 | **5** | 188 |
| Laborers and Freight, Stock, and Material Movers, Hand | $37,907 | 2.2% | 78 | 132 | **4** | 214 |
| Shuttle Drivers and Chauffeurs | $34,187 | 27.2% | 14 | 8 | **4** | 26 |
| Light Truck Drivers | $45,789 | 7.5% | 28 | 36 | **4** | 68 |
| Postal Service Mail Carriers | $58,118 | 9.3% | 16 | 13 | **4** | 33 |
| **NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training** | | | | | | |
| Cooks, Restaurant | $32,034 | 19.6% | 67 | 80 | **18** | 165 |
| Nursing Assistants | $35,220 | 7.0% | 94 | 116 | **10** | 220 |
| Pharmacy Technicians | $37,786 | 20.9% | 15 | 20 | **7** | 42 |
| Industrial Machinery Mechanics | $53,593 | 15.2% | 15 | 17 | **6** | 38 |
| Carpenters | $56,382 | 11.3% | 17 | 23 | **5** | 45 |
| Licensed Practical and Licensed Vocational Nurses | $54,939 | 7.1% | 30 | 26 | **5** | 61 |
| Coating, Painting, and Spraying Machine Setters, Operators, and Tenders | $53,440 | 11.5% | 12 | 23 | **4** | 39 |
| Mixing and Blending Machine Setters, Operators, and Tenders | $51,115 | 22.3% | 8 | 14 | **4** | 26 |
| Maintenance and Repair Workers, General | $46,533 | 3.9% | 51 | 53 | **4** | 108 |
| Automotive Service Technicians and Mechanics | $45,696 | 5.4% | 29 | 41 | **4** | 74 |
| **LATER - Typically requires a bachelor's degree or higher** | | | | | | |
| Registered Nurses | $76,793 | 11.8% | 55 | 34 | **18** | 107 |
| Medical and Health Services Managers | $99,593 | 33.6% | 9 | 14 | **10** | 33 |
| General and Operations Managers | $82,511 | 3.8% | 67 | 144 | **10** | 221 |
| Nurse Practitioners | $128,320 | 50.7% | 4 | 4 | **7** | 15 |
| Substance Abuse, Behavioral Disorder, and Mental Health Counselors | $55,764 | 24.0% | 10 | 13 | **6** | 29 |
| Software Developers | $93,768 | 30.4% | 3 | 7 | **5** | 15 |
| Managers, All Other | $90,617 | 10.1% | 9 | 13 | **3** | 25 |
| Financial Managers | $118,793 | 16.6% | 6 | 9 | **3** | 18 |
| Clinical Laboratory Technologists and Technicians | $58,576 | 13.3% | 5 | 4 | **2** | 11 |
| Veterinarians | $124,076 | 25.8% | 2 | 1 | **2** | 5 |

Source: *MERIC 2022-2032 Long-Term Occupational Projections*

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

**Real-Time Labor Market Data**

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

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 the following 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 - West Central Region | | | |
|---|---|---|---|
| Industry | Specialized Skills | Qualifications | Software and Programming |
| Manufacturing | Continuous Improvement Process | Valid Driver's License | SAP Applications |
| | Housekeeping | Commercial Driver's License (CDL) | Operating Systems |
| | Forklift Truck | Secret Clearance | Inventory Control Systems |
| | Warehousing | Security Clearance | Inventory Management System |
| | Hand Tools | Chauffeur License | SQL (Programming Language) |
| Transportation & Warehousing | Truck Driving | CDL Class A License | Inventory Management System |
| | Refrigerated Truckling | Valid Driver's License | Zoom (Video Conferencing Tool) |
| | Pre-Trip And Post-Trip Vehicle Inspections | Doubles Endorsement | Warehouse Management Systems |
| | Dry Van Truck Operation | Triples Endorsement | Microsoft Software |
| | No-Touch Freight | ASE Parts Specialist | SAP Applications |
| Accommodation & Food Services | Restaurant Operation | Valid Driver's License | Spreadsheets |
| | Restaurant Management | Food Handler's Card | Applian (Software) |
| | Food Safety And Sanitation | Security Clearance | Amazon Web Services |
| | Food Services | ServSafe Certification | Microsoft Azure |
| | Cooking | Food Safety Certification | Operating Systems |
| Professional, Scientific & Technical Services | Auditing | Valid Driver's License | TurboTax |
| | Call Center Experience | Enrolled Agent (EA) | Spreadsheets |
| | Merchandising | Basic Life Support (BLS) Certification | IBM MQ |
| | Accounting | Certified Public Accountant | R (Programming Language) |
| | Marketing | Top Secret-Sensitive Compartmented Information (TS/SCI Clearance) | Operational Databases |
| Other Services (Except Public Administration) | Oil and Gas | Valid Driver's License | Operating Systems |
| | Merchandising | Commercial Driver's License (CDL) | Firewall |
| | Selling Techniques | Barber License | Microsoft Teams |
| | Retail Operations | Cardiopulmonary Resuscitation (CPR) Certification | R (Programming Language) |
| | Food Safety And Sanitation | First Aid Certification | Zoom (Video Conferencing Tool) |
| Information | Selling Techniques | Valid Driver's License | Online Databases |
| | HVAC | Broadband Premises Installer (BPI) | Spreadsheets |
| | Telecommunications | BICSI Certification | Command Line Interface |
| | Inventory Management | Commercial Driver's License (CDL) | Web Browsers |
| | Merchandising | Top Secret-Sensitive Compartmented Information (TS/SCI Clearance) | Order Management Systems |

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

## 8. Workforce Analysis

**Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA . 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 6.17 million in 2023, up by 0.2 percent from the previous year. In the West Central Region, from 2022 to 2023, four of the 13 counties declined in population. The highest population increase was in Johnson County, adding over 300 residents from 2022 to 2023. Pettis County had the largest population growth over the five-year span from 2020 to 2024, with an increase of 850 residents.

| West Central Region Population Change by County | | | | |
|---|---|---|---|---|
| | 1 Year Change 2022-2023 | | 5 Year Change 2019-2023 | |
| NAME | Number | Percentage | Number | Percentage |
| **Missouri** | **13,759** | **0.2%** | **63,271** | **1.0%** |
| Bates | 20 | 0.1% | (175) | -1.1% |
| Benton | 271 | 1.4% | 780 | 4.1% |
| Carroll | (54) | -0.6% | (322) | -3.7% |
| Cedar | 126 | 0.9% | 397 | 2.8% |
| Chariton | (11) | -0.1% | (77) | -1.0% |
| Henry | 130 | 0.6% | 459 | 2.1% |
| Hickory | 49 | 0.6% | (903) | -9.6% |
| Johnson | 306 | 0.6% | 649 | 1.2% |
| Lafayette | 116 | 0.4% | 377 | 1.2% |
| Pettis | 146 | 0.3% | 850 | 2.0% |
| Saline | (42) | -0.2% | 201 | 0.9% |
| St. Clair | 121 | 1.3% | 81 | 0.9% |
| Vernon | (64) | -0.3% | (882) | -4.3% |

**Source:** *American Community Survey-5 Year data (2019-2023)*

**Demographics**

Overall, for Missouri, 25.1 percent of the population was under the age of 20 years in 2023. Eight of the West Central Region's counties had percentage above the Missouri average for those under age 20. Pettis County had the highest percentage of its population under age 20 (28.0%). The percentage of population aged 55 and up was above the state average of 30.8 percent in ten of the 13 counties. The county with the highest percentage of residents aged 55 and up was Hickory County with 50.4 percent of its residents in this age group.

Three of the 13 counties in the West Central Region had a higher female population than male population. The Missouri statewide average was 49.3 percent male and 50.7 percent female. Johnson County had the highest percent of male population (51.2%), while Vernon County had the highest percent of female population (50.9%).

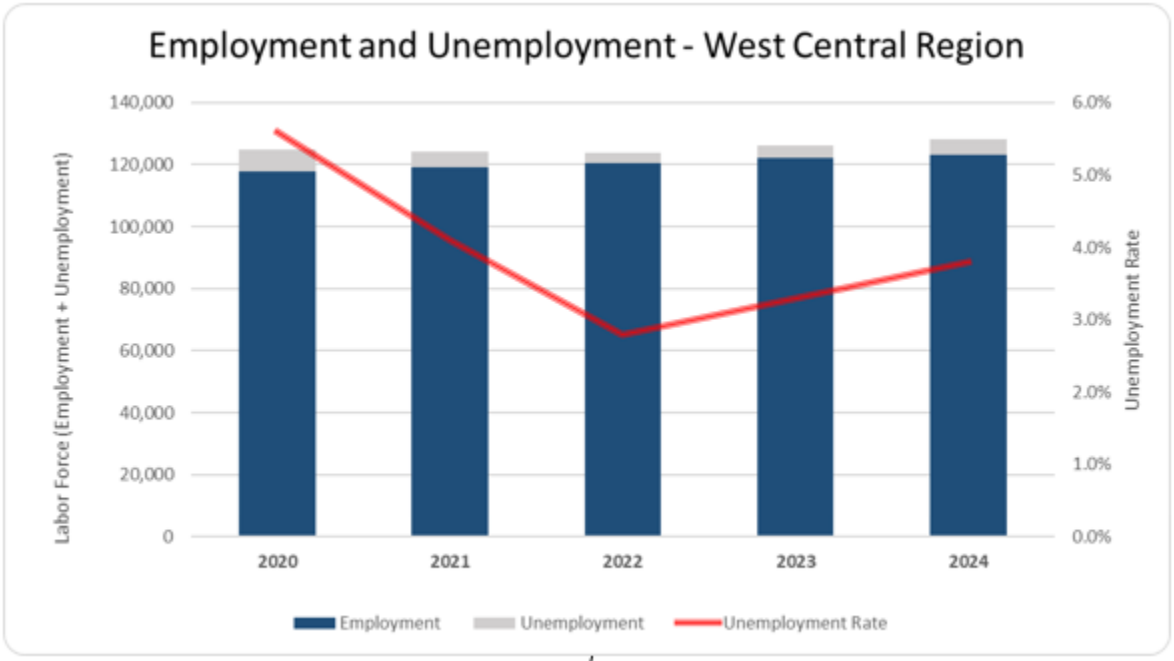
Race/Ethnicity statistics in the West Central Region were generally different from the Missouri averages. All counties in the region had a lower percentage of racial minorities than the statewide average. Two counties had a Hispanic or Latino population higher than the Missouri average of 5.1 percent. Saline County had the highest Hispanic or Latino population at 12.2 percent.

| County | Population | | | | | | Gender | | Race/Ethnicity | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Total | Under 20 | 20 to 24 | 25 to 34 | 35 to 54 | 55+ | Male | Female | White | Black or African American | Asian | American Indian and Alaska Native | Native Hawaiian and Other Pacific Islander | Some other race | One Race | Two or more races | Hispanic or Latino |
| **Missouri** | **6,168,181** | **25.1%** | **6.5%** | **13.2%** | **24.4%** | **30.8%** | **49.3%** | **50.7%** | **78.3%** | **11.1%** | **2.1%** | **0.3%** | **0.2%** | **1.7%** | **93.7%** | **6.3%** | **5.1%** |
| Bates | 16,121 | 25.7% | 5.1% | 11.9% | 23.2% | 34.1% | 50.5% | 49.5% | 93.2% | 2.1% | 0.4% | 0.4% | 0.1% | 0.3% | 96.5% | 3.5% | 2.4% |
| Benton | 19,887 | 18.8% | 3.9% | 8.1% | 20.3% | 48.9% | 50.9% | 49.1% | 93.1% | 0.9% | 0.1% | 0.8% | 0.0% | 0.6% | 95.6% | 4.4% | 1.9% |
| Carroll | 8,459 | 24.7% | 4.8% | 11.1% | 23.4% | 36.0% | 49.8% | 50.2% | 94.3% | 1.5% | 0.2% | 0.0% | 0.0% | 0.1% | 96.0% | 4.0% | 2.1% |
| Cedar | 14,440 | 26.1% | 4.7% | 9.7% | 21.6% | 37.9% | 51.1% | 48.9% | 93.8% | 0.4% | 0.0% | 0.3% | 0.0% | 1.1% | 95.6% | 4.4% | 2.1% |
| Chariton | 7,406 | 25.4% | 4.7% | 9.5% | 20.8% | 39.5% | 50.0% | 50.0% | 93.4% | 2.7% | 0.0% | 0.2% | 0.0% | 1.0% | 97.2% | 2.8% | 0.9% |
| Henry | 22,194 | 24.4% | 4.9% | 10.9% | 22.6% | 37.1% | 49.3% | 50.7% | 93.0% | 0.7% | 0.2% | 0.2% | 0.0% | 0.4% | 94.5% | 5.5% | 2.9% |
| Hickory | 8,501 | 18.9% | 5.4% | 6.2% | 19.2% | 50.4% | 50.5% | 49.5% | 95.0% | 0.1% | 0.5% | 0.0% | 0.0% | 0.3% | 96.0% | 4.0% | 1.7% |
| Johnson | 54,331 | 27.0% | 13.8% | 14.3% | 21.0% | 23.9% | 51.2% | 48.8% | 86.2% | 3.7% | 1.7% | 0.2% | 0.3% | 1.3% | 93.5% | 6.5% | 5.0% |
| Lafayette | 32,974 | 25.2% | 5.1% | 11.6% | 24.7% | 33.4% | 50.1% | 49.9% | 91.6% | 1.7% | 0.6% | 0.2% | 0.0% | 1.3% | 95.5% | 4.5% | 3.3% |
| Pettis | 43,205 | 28.0% | 5.6% | 12.3% | 23.8% | 30.3% | 50.2% | 49.8% | 85.7% | 2.5% | 0.7% | 0.4% | 0.4% | 3.9% | 93.5% | 6.5% | 9.6% |
| Saline | 23,177 | 27.2% | 9.2% | 12.9% | 20.8% | 30.0% | 50.8% | 49.2% | 79.8% | 4.7% | 0.8% | 0.2% | 0.7% | 5.4% | 91.7% | 8.3% | 12.2% |
| St. Clair | 9,451 | 22.8% | 4.4% | 9.7% | 21.7% | 41.4% | 50.8% | 49.2% | 93.6% | 0.8% | 0.2% | 0.1% | 0.0% | 0.8% | 95.5% | 4.5% | 2.1% |
| Vernon | 19,713 | 26.6% | 5.5% | 11.1% | 22.7% | 34.1% | 49.1% | 50.9% | 94.6% | 0.8% | 0.7% | 0.1% | 0.0% | 0.4% | 96.6% | 3.4% | 2.5% |

**Source:** *American Community Survey-5 Year data (2019-2023)*

**Employment and Unemployment**

The number of West Central Region residents in the labor force has increased from 124,820 in 2020 to 128,205 in 2024. The unemployment rate for the region was 5.6 percent in 2020. The unemployment rate in 2023 and 2024 in the region was 3.3 percent and 3.8 percent respectively.




**Source:** *Local Area Unemployment Statistics (LAUS)*

**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 2023, Missouri's labor force participation rate was 62.7 percent. In comparison, the rate for the West Central Region was lower, at 56.5 percent. The county with the highest labor force participation rate in the region was Pettis County (62.8%) and the lowest was Hickory County (39.8%).

**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 | 4,945,676 | 3,102,218 | 62.7% |
| West Central Total | 224,561 | 126,903 | 56.5% |
| Bates | 12,880 | 7,378 | 57.3% |
| Benton | 16,842 | 7,356 | 43.7% |
| Carroll | 6,808 | 3,959 | 58.2% |
| Cedar | 11,380 | 5,645 | 49.6% |
| Chariton | 5,919 | 3,322 | 56.1% |
| Henry | 17,787 | 9,730 | 54.7% |
| Hickory | 7,200 | 2,862 | 39.8% |
| Johnson | 43,557 | 25,229 | 57.9% |
| Lafayette | 26,449 | 16,346 | 61.8% |
| Pettis | 33,600 | 21,089 | 62.8% |
| Saline | 18,771 | 11,218 | 59.8% |
| St. Clair | 7,765 | 3,924 | 50.5% |
| Vernon | 15,603 | 8,845 | 56.7% |

Source: *American Community Survey-5 Year data (2019-2023)*

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**b. Labor Market Trends Provide an analysis of key labor-market trends, including across existing industries and occupations.**

**In-Demand Occupations**

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

Long-term projections are produced in each state in conjunction with the Bureau of Labor Statistics. Since economies vary throughout the state, projections are also generated for the nine regions in the state 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 2032 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.

The **Now** occupations with the most annual job openings were *Cashiers* (538); *Home Health and Personal Care Aides* (510); *Stockers and Order Fillers* (331); *Laborers and Freight, Stock, and Material Movers, Hand* (214); and *Fast Food and Counter Workers* (214). A main reason for the high number of openings in these occupations was transfers and growth.

Occupations with the highest number of annual openings in the **Next** category were *Nursing Assistants* (220); *Cooks, Restaurant* (165); *Heavy and Tractor-Trailer Truck Drivers* (148); *Teaching Assistants, Except Postsecondary* (117); and *Miscellaneous Assemblers and Fabricators* (109).

**Later** occupations with the highest number of annual openings were *General and Operations Managers* (221); *Elementary School Teachers, Except Special Education* (119); *Registered Nurses* (107); *Secondary School Teachers, Except Special and Career/Technical Education* (64); and *Accountants and Auditors* (41).

Many high demand occupations correspond directly with certain industry sectors, such as *Health Care*, *Educational Services*, and *Retail*. Other high demand occupations, such as *Cashiers* and *General and Operations Managers* are found in many different industry sectors.

| West Central Region Occupational Projections 2022-2032 | | | | | | | |
|---|---|---|---|---|---|---|---|
| | 2022 | 2032 | | Annual Openings | | | Median |
| Occupation | Employment | Employment | Exits | Transfers | Growth | Total | Wage |
| **NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma** | | | | | | | |
| Cashiers | 3,133 | 2,788 | -34 | 285 | 287 | **538** | $27,285 |
| Home Health and Personal Care Aides | 2,851 | 3,381 | 53 | 249 | 208 | **510** | $28,282 |
| Stockers and Order Fillers | 1,750 | 2,027 | 28 | 118 | 185 | **331** | $33,217 |
| Laborers and Freight, Stock, and Material Movers, Hand | 1,608 | 1,643 | 4 | 78 | 132 | **214** | $34,088 |
| Fast Food and Counter Workers | 928 | 937 | 1 | 103 | 110 | **214** | $27,343 |
| **NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training** | | | | | | | |
| Nursing Assistants | 1,437 | 1,538 | 10 | 94 | 116 | **220** | $32,828 |
| Cooks, Restaurant | 891 | 1,066 | 18 | 67 | 80 | **165** | $29,913 |
| Heavy and Tractor-Trailer Truck Drivers | 1,384 | 1,412 | 3 | 63 | 82 | **148** | $47,223 |
| Teaching Assistants, Except Postsecondary | 1,005 | 1,007 | 0 | 57 | 60 | **117** | $29,518 |
| Miscellaneous Assemblers and Fabricators | 1,098 | 1,046 | -5 | 46 | 68 | **109** | $35,320 |
| **LATER - Typically requires a bachelor's degree or higher** | | | | | | | |
| General and Operations Managers | 2,634 | 2,733 | 10 | 67 | 144 | **221** | $61,328 |
| Elementary School Teachers, Except Special Education | 1,749 | 1,767 | 2 | 59 | 58 | **119** | $46,375 |
| Registered Nurses | 1,574 | 1,759 | 18 | 55 | 34 | **107** | $71,889 |
| Secondary School Teachers, Except Special and Career/Technical Education | 1,020 | 1,033 | 1 | 30 | 33 | **64** | $49,304 |
| Accountants and Auditors | 493 | 515 | 2 | 16 | 23 | **41** | $58,807 |

Flame icon indicates occupations with high numbers of job ads

**Sources:** *MERIC Long-Term Occupational Projections 2022-2032 and Lightcast, online job ads*

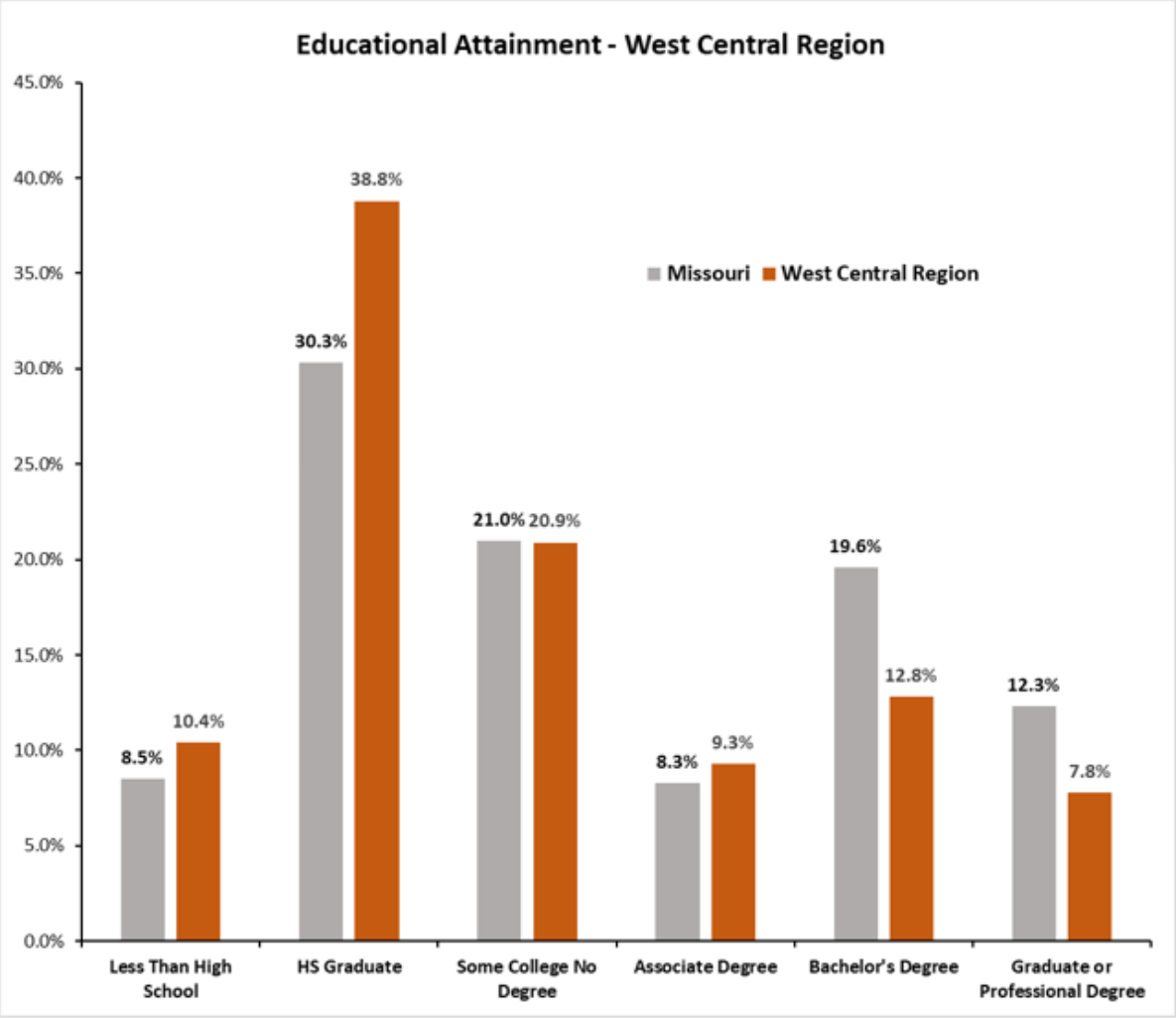
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**c. Education and Skills Levels of the Workforce Analysis Provide an analysis of the educational and skills levels of the workforce.**

**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. Over ninety percent of Missouri's population age 25 and over was a high school graduate or higher in 2023. Over 19 percent held a bachelor's degree and over 12 percent held a graduate or professional degree.

The West Central Region had a higher percentage, than the state average, of people whose highest educational attainment is high school, less than high school, and an associate degree. Missouri had a higher percentage of people with a bachelor's or graduate or professional degree.



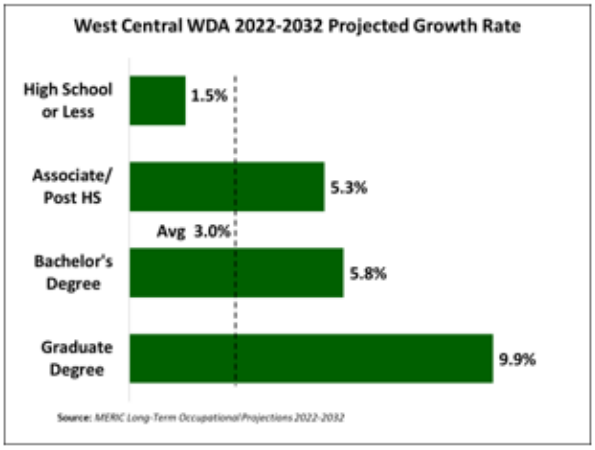

**Source:** *American Community Survey-5 Year data (2019-2023)*

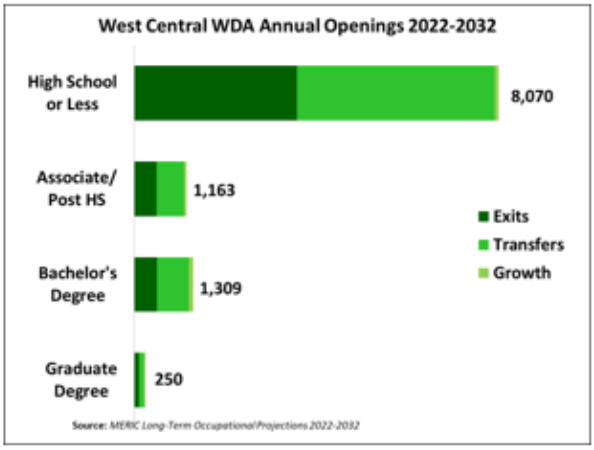
**Occupational Projections**

Long-term projections are used to identify the fastest growing occupations, as well as occupations with a high number of openings through 2032.

The growth rate of an occupation measures the percentage of job growth by an occupation between the base year and projected year. In 2022-2032, in the West Central Region, the occupations requiring a graduate degree are projected to have the fastest growth rate (9.9%), followed by occupations requiring a bachelor's degree (5.8%).

Long-term projections also present data on expected job openings for each occupation through 2032. 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. Skills Gaps Describe apparent "skills gaps" in the local area. How are the "skills gaps" determined?**

**Skills Demand**

Employers request a variety of skills from job applicants. Some skills are termed as durable, or soft skills, such as *communication, creativity, critical thinking, emotional intelligence*, or *customer service*; while others are more technical or hard skills, such as *sales, project management, computer science*, or *programming languages*.

**Middle-Skills Overview**

Middle-skill occupations are an essential part of Missouri's workforce, accounting for more than one-third of all jobs. These critical occupations are broadly defined as occupations that require some training after high school but less than a bachelor's degree. Low-skilled jobs are those that require, at most, a high school education, while high-skill jobs require at least a bachelor's degree.

There is always a need for a properly skilled workforce, and a lack of skilled workers impacts the ability of businesses and industries to compete globally. Lacking relevant skills hinders the ability to be more productive, thus deterring higher earning potential and improved living standards. Middle-skill workers are pivotal to maintaining and improving society and the U.S. economy. These workers are vital in health care, public services, construction, manufacturing, and information technology infrastructure development.[1]

Meeting the continued demand for middle-skill occupations is an important factor in maintaining a strong economy in the state. Middle-skill jobs offer good pay and career opportunities with industry-recognized training and credentials. Such training programs can be as short as a few months. Middle-skill jobs offer an important opportunity for better pay and advancement without needing a bachelor's degree. This report highlights Missouri's middle-skill jobs and provides details on several occupational groups where middle-skilled workers are in high demand.

In 2023, middle-skill occupations had an average annual wage of $53,603. This was lower than the average annual wage of $57,580 for all occupations in the state, but higher than the average annual wage of $36,925 for low-skill occupations.

Over 1.1 million jobs in Missouri's labor market were in middle-skill occupations. In 2022, 35.6 percent of the workforce was employed in middle-skill occupations, compared to 35.5 percent employed in low-skill occupations and 28.9 percent employed in high-skill occupations.

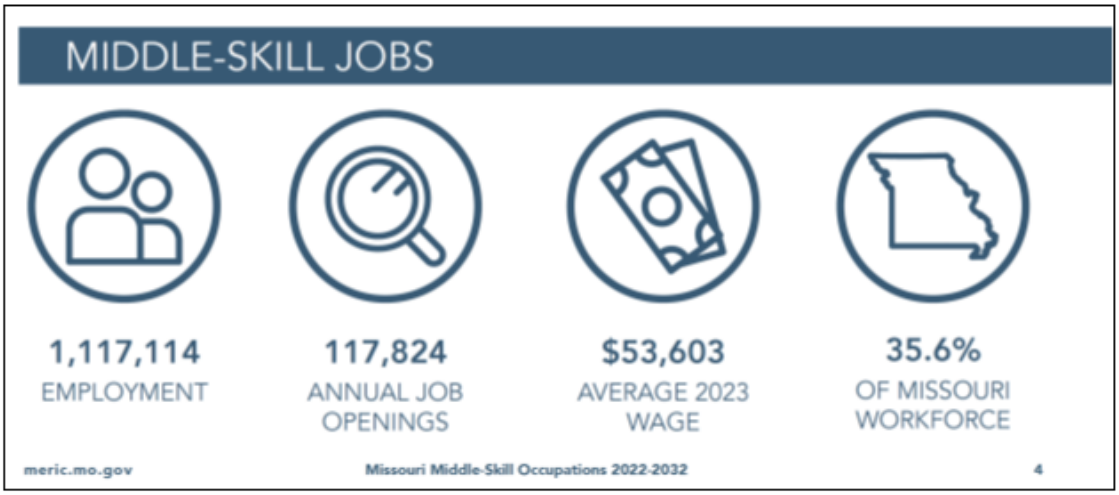
The middle-skill occupation with the highest individual employment was *Heavy and Tractor-Trailer Truck Drivers* (51,366), followed by *Miscellaneous Assemblers and Fabricators* (32,935) and *Maintenance and Repair Workers*, *General* (32,437). These three occupations combined employed over 116,000 workers in Missouri in 2022.

Middle-skill occupations are projected to produce over 117,000 annual job openings from 2022 to 2032, or 33 percent of all job openings during that period. High-skill occupations are projected to produce 20.6 percent of all job openings and low-skill occupations are projected to produce 46.4 percent of all job openings.

Total job openings are a combination of growth, exit, and transfer openings:

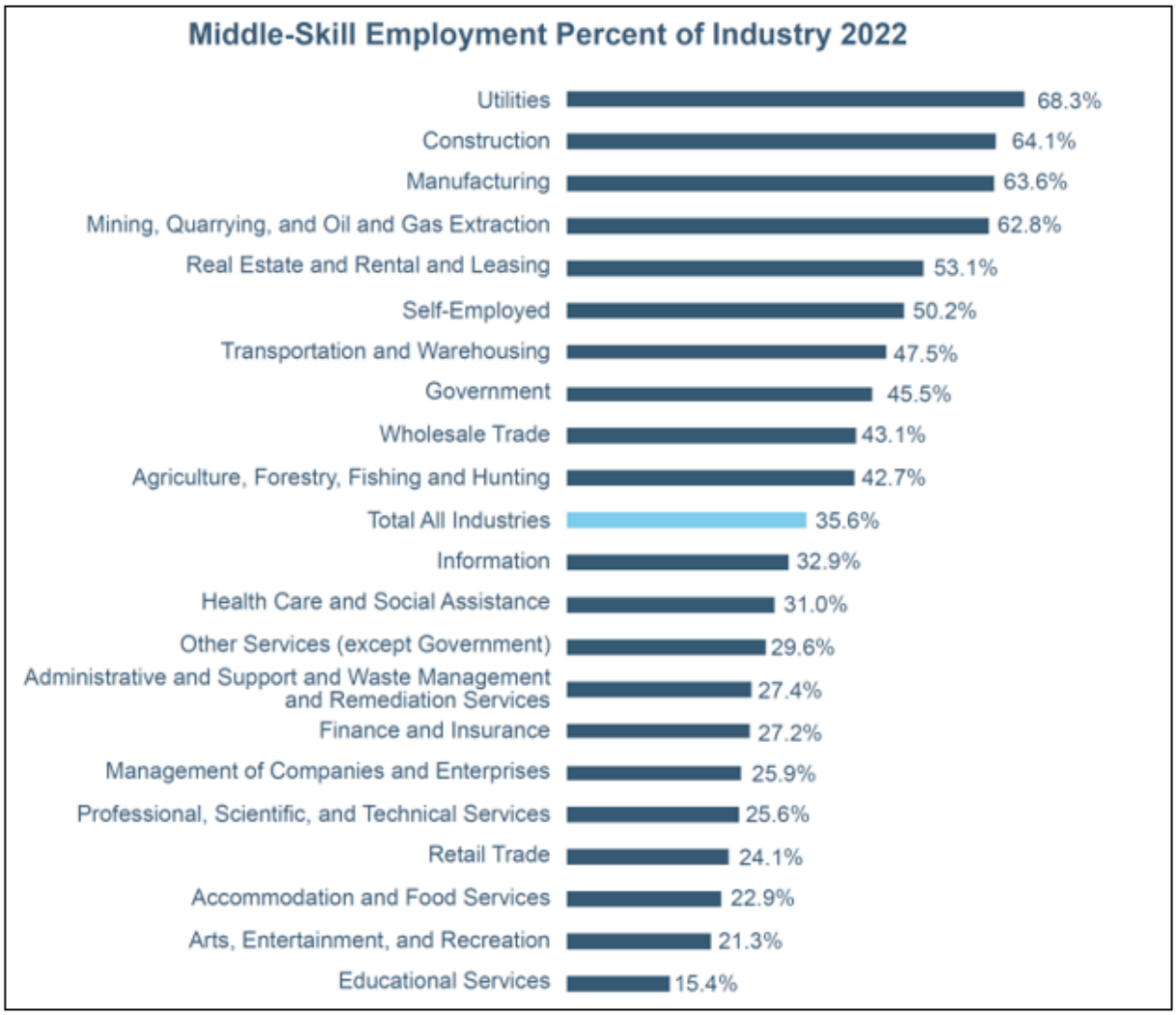
- Growth openings are the result of an occupation growing between the base year and the projected year.
- Exit openings occur when a worker leaves the workforce entirely, such as retirement.
- Transfer openings occur when a worker leaves their occupation for a different one.

Four occupation groups have particularly high concentrations of middle-skill employment:
- *Installation, Maintenance, and Repair Occupations*
- *Production Occupations*
- *Construction and Extraction Occupations*
- *Protective Service Occupations*




Overall, middle-skill occupations made up 35.6 percent of total employment in Missouri. Some industries, however, had a much higher percentage of middle-skill employment. The *Utilities* industry had the highest percentage of middle-skill employment, followed by the *Construction* industry.

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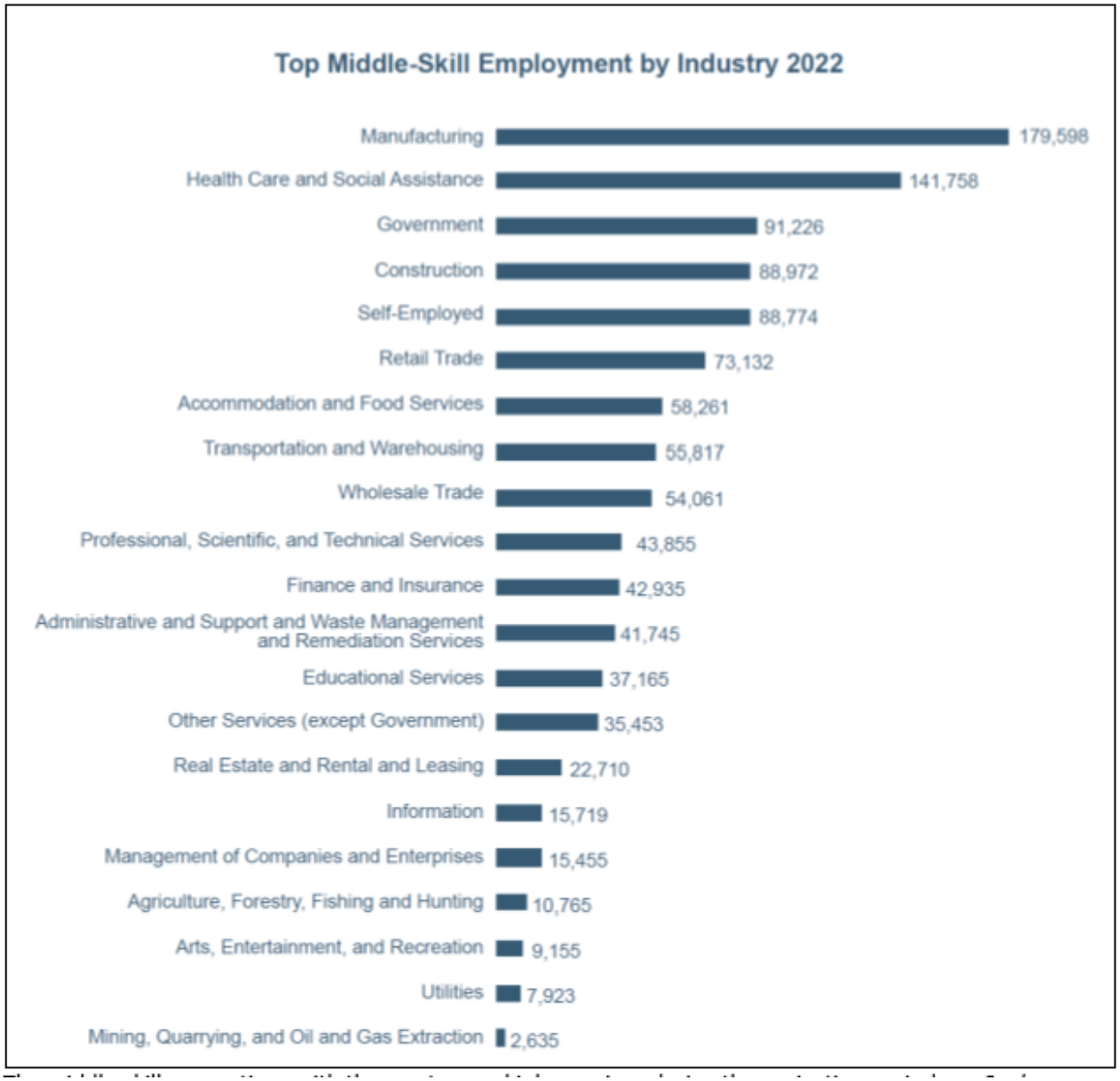



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The *Manufacturing* industry had the highest total number of middle-skill employees, followed by the *Health Care and Social Assistance* sector. Government had the third highest employment. The *Utilities* industry had the highest percentage of middle-skill employment, but the lowest middle-skill employment in absolute numbers after the *Mining, Quarrying, and Oil and Gas Extraction* industry.

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The middle-skill occupations with the most annual job openings during the projection period are *Cooks, Restaurant; Heavy and Tractor-Trailer Truck Drivers;* and *Nursing Assistants*. These three occupations combined are projected to have over 16,000 job openings per year through 2032. *Cooks, Restaurant* are also projected to have high growth between 2022 and 2032.

| Top Middle-Skill Occupations by Annual Openings 2022-2032 | | | | | |
|---|---|---|---|---|---|
| Occupations | 2022 Estimated Employment | 2032 Projected Employment | Net Change | Annual Total Openings | 2023 Average Wage |
| Cooks, Restaurant | 31,981 | 39,312 | 7,331 | **6,070** | $34,000 |
| Heavy and Tractor-Trailer Truck Drivers | 51,366 | 53,729 | 2,363 | **5,693** | $53,440 |
| Nursing Assistants | 30,420 | 32,489 | 2,069 | **4,660** | $36,350 |
| First-Line Supervisors of Food Preparation and Serving Workers | 22,151 | 23,779 | 1,628 | **3,518** | $39,460 |
| Maintenance and Repair Workers, General | 32,437 | 34,812 | 2,375 | **3,254** | $48,080 |
| Miscellaneous Assemblers and Fabricators | 32,935 | 30,041 | -2,894 | **3,037** | $44,240 |
| Bookkeeping, Accounting, and Auditing Clerks | 22,861 | 22,048 | -813 | **2,519** | $46,990 |
| Teaching Assistants, Except Postsecondary | 19,295 | 19,674 | 379 | **2,301** | $34,550 |
| First-Line Supervisors of Office and Administrative Support Workers | 23,484 | 22,797 | -687 | **2,139** | $65,150 |
| First-Line Supervisors of Retail Sales Workers | 22,250 | 21,310 | -940 | **2,040** | $49,020 |

The middle-skill occupations that are projected to experience the fastest rates of growth are *Physical Therapist Assistants, Occupational Therapy Assistants,* and *Veterinary Technologists and Technicians*. Each of these three occupations have projected growth rates of over 25 percent, compared to a 4.3 percent growth for all occupations in Missouri. *Cooks, Restaurant* has the highest employment of the top 10 fastest growing occupations.

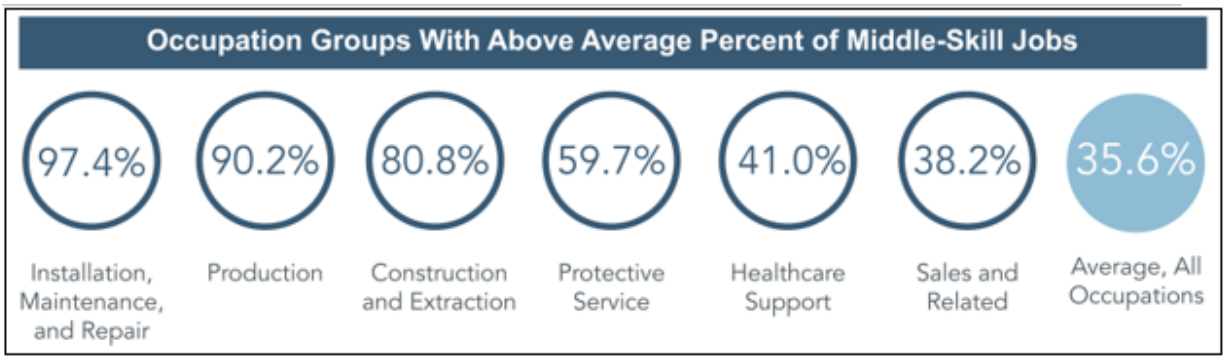
| Middle-Skill Fastest Growing Occupations 2022-2032 | | | | | |
|---|---|---|---|---|---|
| Occupations | 2022 Estimated Employment | 2032 Projected Employment | Net Change | Percent Change | 2023 Average Wage |
| Physical Therapist Assistants | 2,517 | 3,243 | 726 | **28.8%** | $62,750 |
| Occupational Therapy Assistants | 1,159 | 1,492 | 333 | **28.7%** | $61,290 |
| Veterinary Technologists and Technicians | 2,078 | 2,638 | 560 | **26.9%** | $38,600 |
| Cooks, Restaurant | 31,981 | 39,312 | 7,331 | **22.9%** | $34,000 |
| Respiratory Therapists | 3,110 | 3,738 | 628 | **20.2%** | $70,450 |
| Computer Numerically Controlled Tool Programmers | 456 | 548 | 92 | **20.2%** | $63,910 |
| Health Information Technologists and Medical Registrars | 1,462 | 1,749 | 287 | **19.6%** | $50,350 |
| Hearing Aid Specialists | 311 | 371 | 60 | **19.3%** | $56,830 |
| Animal Trainers | 863 | 1,017 | 154 | **17.8%** | $48,550 |
| Diagnostic Medical Sonographers | 1,301 | 1,532 | 231 | **17.8%** | $85,910 |

While the average annual wage for all middle-skill occupations was $53,603 in 2023, some middle-skill occupations earn considerably more. The middle-skill occupation with the highest average annual wage is *Commercial Pilots,* followed by *Air Traffic Controllers*. Although these occupations have higher than average wages, they do not make up a large portion of Missouri's total and projected employment.

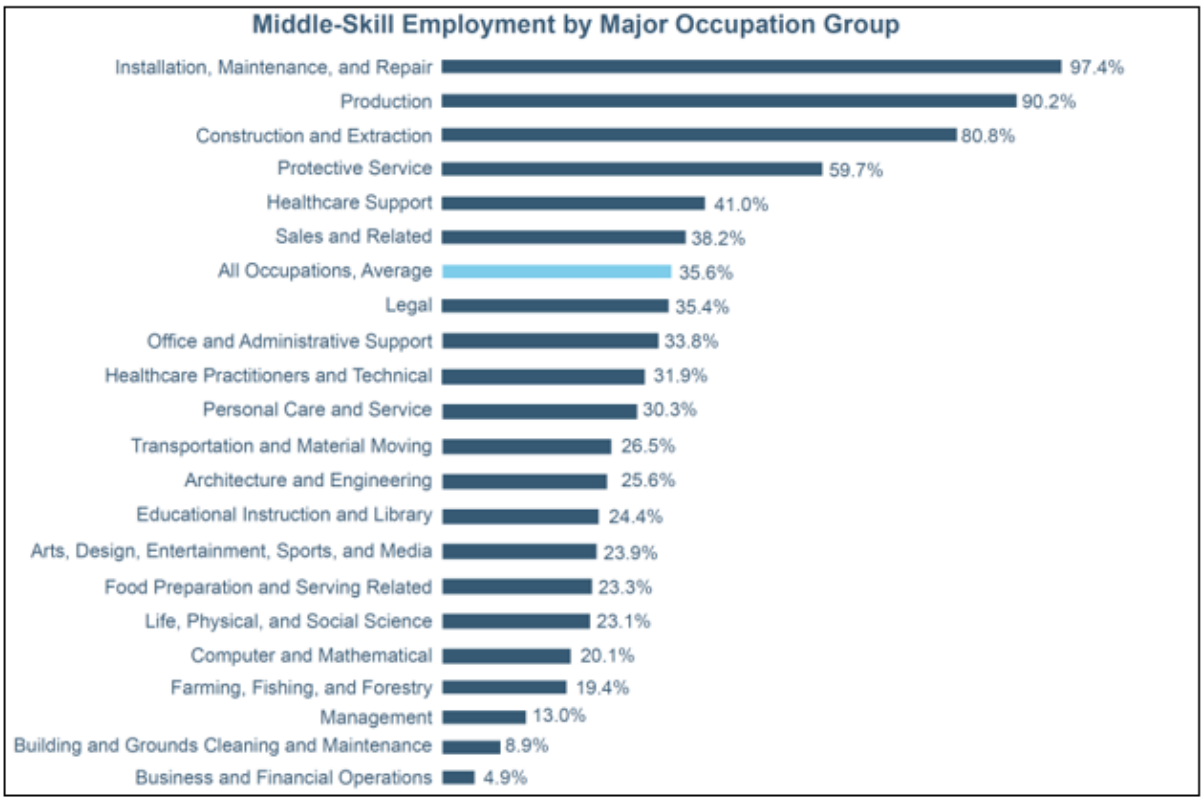
**Top Middle-Skill Occupations by Average Wage**

| Occupations | 2022 Estimated Employment | 2032 Projected Employment | Net Change | Annual Total Openings | 2023 Average Wage |
|---|---|---|---|---|---|
| Commercial Pilots | 1,122 | 1,187 | 65 | 135 | $128,830 |
| Air Traffic Controllers | 248 | 271 | 23 | 24 | $112,360 |
| Power Distributors and Dispatchers | 97 | 98 | 1 | 8 | $108,180 |
| Transportation, Storage, and Distribution Managers | 2,444 | 2,636 | 192 | 218 | $98,630 |
| Electrical and Electronics Repairers, Powerhouse, Substation, and Relay | 442 | 435 | -7 | 36 | $94,650 |
| First-Line Supervisors of Non-Retail Sales Workers | 5,609 | 5,542 | -67 | 442 | $92,940 |
| Petroleum Pump System Operators, Refinery Operators, and Gaugers | 930 | 935 | 5 | 85 | $92,680 |
| Fire Inspectors and Investigators | 196 | 207 | 11 | 18 | $90,970 |
| Nuclear Technicians | 157 | 160 | 3 | 16 | $89,090 |
| Postmasters and Mail Superintendents | 289 | 272 | -17 | 19 | $88,900 |

All but one of the 22 major occupation groups have middle-skill jobs. The *Installation, Maintenance and Repair* occupation group has the highest percentage of middle-skill employment, followed by *Production*.




Six major occupation groups have higher middle-skill employment percentages than the state average of 35.6 percent for all occupations. Some occupation groups with above average middle-skill employment percentages, such as *Healthcare Support* and *Production,* are heavily concentrated in certain industries, such as the *Health Care and Social Assistance* industry and *Manufacturing* industry, respectively. Two of the exceptions include *Installation, Maintenance, and Repair* and *Office and Administrative Support* occupations, which are more evenly distributed among a variety of industries.




**West Central Region Middle Skills Occupations**

In the West Central Region, middle skill jobs made up nearly 36 percent of employment in 2022. The occupational groups with the largest amount of middle skill employment were *Production Occupations; Installation, Maintenance, and Repair Occupations*; and *Office and Administrative Support Occupations.*

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| Top Outlook Middle Skill (NEXT) Occupations - West Central Region<br>*NEXT jobs typically require moderate/long-term training or experience or education beyond high school* | | | |
|---|---|---|---|
| Grade | Occupation Title | Annual Openings | Average Annual Wage 2024 |
| B | Nursing Assistants | 220 | $35,220 |
| B+ | Cooks, Restaurant | 165 | $32,034 |
| B+ | Heavy and Tractor-Trailer Truck Drivers | 148 | $51,131 |
| B | Teaching Assistants, Except Postsecondary | 117 | $32,690 |
| B | Miscellaneous Assemblers and Fabricators | 109 | $40,660 |
| B+ | Maintenance and Repair Workers, General | 108 | $46,533 |
| B+ | Automotive Service Technicians and Mechanics | 74 | $45,696 |
| B | First-Line Supervisors of Retail Sales Workers | 73 | $44,425 |
| B | Bookkeeping, Accounting, and Auditing Clerks | 70 | $41,981 |
| B+ | Licensed Practical and Licensed Vocational Nurses | 61 | $54,939 |
| B+ | First-Line Supervisors of Production and Operating Workers | 52 | $68,614 |
| B | Welders, Cutters, Solderers, and Brazers | 50 | $46,628 |
| B | Highway Maintenance Workers | 49 | $44,221 |
| C+ | Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers | 46 | $47,385 |
| B | Food Batchmakers | 45 | $41,270 |
| B | Carpenters | 45 | $56,382 |
| B | Police and Sheriff's Patrol Officers | 44 | $47,862 |
| C+ | Inspectors, Testers, Sorters, Samplers, and Weighers | 42 | $46,485 |
| B | Pharmacy Technicians | 42 | $37,786 |
| B | Production Workers, All Other | 39 | $47,378 |

**Source**: *MERIC Long-Term Projections 2022-2032*

## 9. Workforce Development, Education and Training Activities Analysis

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

**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.**

The Integrated Service Delivery Model has allowed for a robust menu of workforce services offered to both businesses and individuals in the region.

Strengths: The positive side of the issue is that every core, required, and even optional partners are coming to the table with ideas, service offerings and resources aimed at improving the personal and work-related outlook for the members of our communities. In turn this will enhance the productivity and competitiveness of our employers and their organizations. While there is no single job training approach that is right for all workers, having access to accurate and up-to-date labor market data provided by MERIC and other sources help our customers develop a plan that is customized for them.

Weakness: Employers have indicated that finding workers, even with college degrees, with adequate basic skills is a challenge. Throughout the system, job applicants often lack basic personal competencies such as communication skills, work ethic, discipline, critical thinking or interpersonal skills. These are the weaknesses the workforce system is primed to address. Regional Sector Strategy meetings validate the need for job readiness training to be more broadly embedded in K-12 curriculam. As these skills are honed through elementary and secondary school years, graduates will be better prepared to move along

the career continuum to on-thejob training, Career and Technical Education or higher post-secondary coursework. Jobs in the region today are requiring more highly-skilled workers. Workplace skills are essential in all industries to advance in the fast-paced economy and to improve efficiency within the region. The speed at which technology is changing and evolving impacts key skill deficiencies among the unemployed and underemployed population.

**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 Workforce Development Board and the Job Centers in the region maintain partnerships with various workforce system stakeholders. These relationships reduce duplication and enhance services provided to job seekers and employers. While partners have the ability to coordinate programs to blend or "braid" funding, a recent decline in federal and state funding has affected the ability of local entities to address all of the workforce needs. The individual capacity of each partner is evident in the scope of services they provide and the commendable performance of their programs, as measured both by federally reported performance measures and key business metrics such as total number of customers served, labor force attachment and skills progression. The capacity of all partners will grow as we build and maintain an integrated, demanddriven workforce system where all are equally included. The capacity of collaboratives to meet the needs of employers is evidenced in groups like Nexus which was formed to coordinate and reduce the number of visits employers might receive from various business services representatives. Job openings, referrals and placements are shared through one-point-of-contact. Several of the region's communities have an Interagency group where information about programs and services is shared among the members. Many times, a call for help with services is distributed to members via email. Core program partners in the West Central Region are making a concerted effort to collaborate and braid services and funding streams when feasible.

**Workforce partner programs and services that address the needs of the workforce:**

| Program | Program & Training Service |
|---|---|
| **Title I Adult, Dislocated Worker** | Classroom Training<br>On-The-Job Training<br>Pre-Apprenticeship/Registered Apprenticeship Services<br>Supportive Services<br>Paid/Unpaid Work Experiences<br>Transitional Jobs<br>Career Readiness Programs<br>Follow Up Services<br>National Career Readiness Certificate Testing (Work Keys Assessment)<br>Labor Market Information<br>Employer Services<br>Referrals to Partner Agencies<br>Wagner-Peyser Services (with WIOA Enrollment) |
| **Title I Youth Program** | Tutoring, Study Skills Training, Instruction & Dropout Prevention Strategies |

| | |
|---|---|
| | Alternative Secondary School Services<br>Paid and Unpaid Work Experiences<br>On-the-job Training<br>Education Offered Concurrently with Workforce Preparation<br>Leadership Development Opportunities<br>Supportive Services<br>Adult Mentoring<br>Comprehensive Guidance and Counseling<br>Financial Literacy Education<br>Entrepreneurial Skills Training<br>Labor Market Information<br>Post-Secondary Preparation and Transition Activities<br>Follow-Up Services<br>National Career Readiness Certificate Testing (Work Key Assessment)<br>Pre-Apprenticeship/Registered Apprenticeship Services<br>Objective Assessment/Individual Employment Plan Development<br>Employer Services<br>Referrals to Partner Agencies<br>Wagner-Peyser Services (With WIOA Enrollment) |
| **Title II Adult Education & Literacy** | Adult Basic Education Classes<br>English as a Second Language Class<br>High School Equivalency Test Preparation<br>Standardized Test Preparation<br>Referrals to Partner Agencies |
| **Title III Wagner Peyser Labor Exchange & Employment Services** | Orientation<br>Provision of Information on Training Providers, Performance Outcomes<br>Provision of Labor Market Research<br>BSU Meeting Service<br>ONET<br>Resume Preparation Assistance<br>Outreach and Intake<br>Job Development Contacts<br>Bonding Assistance<br>Proficiency Testing<br>Reemployment Services and Eligibility Assessment (RESEA)<br>Referrals to Partner Agencies<br>Assessment Services<br>Unemployment Compensation Assistance<br>Work Keys Assessment<br>Workshops<br>Career Guidance<br>Financial Aid Information<br>Job Search Activity<br>Employer Services |
| **Title IV Vocational Rehabilitation Services** | Vocational exploration to determine what services are required for employment |

| | |
|---|---|
| | Guidance in choosing suitable employment<br>Individual counseling during the rehabilitation process<br>Time-limited physical or mental restoration services that can assist in obtaining employment<br>Assistive devices (such as artificial limbs, wheelchairs or hearing aids)<br>Vocational training for employment preparation. This can include tuition/fees as well as books/supplies for education when enrolled at a college, university, trade school, community rehabilitation program or on-the-job training program<br>Transportation costs necessary for participation in training program<br>Job-related tools and licenses for employment<br>Job-seeking skill development<br>Assistance with finding employment<br>Employer Services |
| **Title IV Social Security Act [Temporary Assistance for Needy Families (TANF)]** | Job and Skill Training<br>Work Experience<br>Supportive Service<br>Soft Skill Development<br>Goal Assessment and Planning<br>Interview Preparation<br>Resume Development<br>Job Attainment<br>Job Retention |
| **Carl D Perkins Career & Technical Education Act Programs & Services** | Classroom Training in the following disciplines:<br>• Agriculture<br>• Business<br>• Health Sciences<br>• Skilled Technical Sciences<br>• Technology and Engineering<br>Referrals to Partner Agencies |
| **Community Services Block Grant (CSBG) – Employment and Training Activities** | Case Management<br>Housing Services<br>Financial Skills Training<br>Poverty Simulations<br>Workshops<br>Referrals to Other Agencies<br>Supportive Services |
| **Trade Adjustment Assistance** | Programs under the Trade Act of 1974 (TAA)<br>Provision of Info on Training Providers, Performance Outcomes<br>Provision of Labor Market Research<br>Outreach and Intake<br>Job Development Contacts (working with Employer and Job Seeker)<br>Career Guidance<br>Financial Aid Information<br>Provide Information on Supportive Services |

| | |
|---|---|
| | Trade Re-location Allowance<br>Trade Job-Search Allowance<br>Individual Employment Plan Development<br>Comprehensive Assessment of Waivers<br>Trade Payments<br>Classroom Training<br>On-the-Job Training<br>Registered Apprenticeship Services<br>Basic Skills/ Remediation<br>Referrals to Partner Agencies |
| **Jobs for Veterans Programs Under Chapter 41 of Title 38, United States Code** | Assessment<br>Career Guidance<br>Development of an Individual Employment Plan<br>Interview Preparation<br>Resume Assistance<br>Referrals to Partner Agencies<br>Workshops<br>Employer Services |
| **Unemployment Insurance Programs** | Job Center Orientation<br>Labor Market Information<br>Review of Continued Eligibility and Referral to Adjudication<br>Objective Assessment<br>Development of Individual Employment Plan<br>Referral to Re-Employment Services<br>Job Search Assistance<br>Work Search Verification<br>Resume Assistance<br>Referrals to Other Agencies |
| **SNAP Education & Training (SkillUp)** | Classroom Training<br>Supportive Services<br>On-the-Job Training<br>Work Experience<br>Career Readiness Programs<br>Follow Up Services<br>National Career Readiness Certificate Testing (Work Keys Assessment)<br>Labor Market Information<br>Employer Services<br>Referrals to Partner Agencies<br>Wagner-Peyser Services (with SkillUp Enrollment) |
| **Senior Community Services Employment Program (SCSEP)** | Job Training<br>Work Experience<br>Employer Services |
| **National Dislocated Worker Grants** | Provides employment and training services for dislocated workers and other eligible populations and disaster relief employment |
| **Migrant and Seasonal Farmworkers/National** | Training Opportunities<br>Stipends |

| | |
|---|---|
| **Farmworkers Jobs Program** | Resume Assistance<br>Job Search Assistance<br>Community-based supportive service referrals<br>Job Retention Services<br>Referrals to MO Job Center |

# OPERATIONAL ELEMENTS

## Local Structure

### 10. Local Workforce Development Area (LWDA) Profile

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

Comprised of 13 counties, the West Central Region is home to cities including Clinton, Marshall, Nevada, Sedalia and Warrensburg. The region has some of the most productive farmland in the nation with the highest number of those in Johnson and Vernon counties. Truman, Pomme de Terre, and Stockton lakes as well as the historic Arrow Rock, and Katy Trail State Park provide recreational opportunities. The Missouri State Fair is held annually in Pettis County and offers a wide variety of activities including agriculture showcases, family-friendly attractions and shows, the carnival midway, food and drink and shopping. The State Fair Grounds also offers many events year-round which attract local, regional and national visitors. Whiteman Air Force is located in the region which houses the B-2 Stealth Bomber; residents of the base include 3,000 active-duty military, 5,000 family members and over 900 civilian workers.

The University of Central Missouri is a large government employer in the area. Walmart, Tyson Poultry, and Conagra Foods are some of the largest private employers in the region.

| Five Largest Population Centers in West Central Region | | |
|---|---|---|
| City | Estimated Population | Median Household Income |
| Clinton | 9,174 | $45,096 |
| Marshall | 13,806 | $45,979 |
| Nevada | 8,212 | $42,126 |
| Sedalia | 21,725 | $44,487 |
| Warrensburg | 19,337 | $52,335 |

Data Source: census.gov

| West Central Region Key Employers | |
|---|---|
| 3M | Nevada |
| Bothwell Regional Healthcare Center | Sedalia |
| Cargill | Marshall |
| Champion Brands, LLC | Clinton |
| Compass Health Network (Pathways) | Clinton |
| ConAgra | Marshall |
| Ditzfield Transfer | Sedalia |
| Duke Manufacturing | Sedalia |
| Enersys | Warrensburg |
| Fitzgibbon Hospital | Marshall |
| Gardner Denver | Sedalia |
| GE Energy | Slater |
| Golden Valley Memorial Healthcare | Clinton |
| Higginsville Habilitation Center | Higginsville |
| Inter-State Studio & Publishing | Sedalia |
| Janesville Acoustics | Warrensburg |
| Josten/Printlynx | Sedalia |
| Maxion Wheels | Sedalia |
| Milbank Manufacturing | Concordia |
| Missouri Veterans Home | Warrensburg |
| Northrup Grumman | Whiteman Air Force Base |
| Nucor | Sedalia |
| Owens Corning | Sedalia |
| ProEnergy Services | Sedalia |
| Prysmian Group/General Cable | Sedalia |
| Schreiber Foods | Clinton |
| Sierra Bullets | Sedalia |
| Stahl Specialty Co | Warrensburg |
| Stanley Black and Decker | Sedalia |
| Starline Brass | Sedalia |
| State Fair Community College | Sedalia |
| Swisher | Warrensburg |
| Tracker Marine | Clinton |
| Transcontinental Packaging Inc | Clinton |
| Tyson Foods | Sedalia |
| Walmart Supercenter | Multiple locations in region |
| Western MO Medical Center | Warrensburg |
| Whiteman Air Force Base | Knob Noster |
| WireCo Worldgroup | Sedalia |
| University of Central Missouri | Warrensburg |

Within the 13 counties are two state post-secondary educational institutions, the University of Central Missouri and State Fair Community College; and three private educational institutions, Missouri Valley College, Cottey College, and Crowder College. In addition, there are seven vocational-technical/career centers with locations in Carrollton, Clinton, Lexington, Marshall, Nevada, Sedalia, and Warrensburg. There are more than 100 high schools in the West Central Region.

| **West Central Region Education and Training Institutions** | |
|---|---|
| American College of Hair Design | Sedalia |
| Central Methodist University – SFCC Campus | Sedalia & Clinton |
| Central Missouri Dental Assisting | Warrensburg |
| Central Missouri Independent Contractors (Apprenticeships) | Sedalia |
| City of Rich Hill (Apprenticeships) | Rich Hill |
| Clint's Saddle Shop (Apprenticeships) | Walker/Nevada |
| Clinton Technical School | Clinton |
| Cottey College | Nevada |
| Crowder College | Nevada |
| Enviro Control LLC (Apprenticeships) | Stockton |
| Home Heating & A/C (Apprenticeships) | Sedalia |
| Lex La-Ray Technical School | Lexington |
| Lindenwood University – Mo Valley College | Marshall |
| Marshall Technical Training (Apprenticeships) | Marshall |
| Missouri Valley College | Marshall |
| Missouri State University | Nevada Telecenter |
| Missouri Welding Institute | Nevada |
| Nevada Regional Technical Center | Nevada |
| Osage Valley Electric Cooperative (Apprenticeships) | Butler |
| Park University | Whiteman Air Force Base |
| Saline County Career Center | Marshall |
| State Fair Community College | Multiple locations |
| University of Central Missouri | Warrensburg & WAFB |
| University of Columbia | Multiple locations |
| Warrensburg Area Career Center | Warrensburg |
| Webster University | Whiteman Air Force Base |
| William Woods University | Multiple locations |

| West Central New Business and Industry Expansion (since 2020) | | |
|---|---|---|
| WireCo World Group | Expansion of production capabilities. Addition of 18 new jobs. | Pettis County |
| Custom Truck / Load King | Obtained 28,000 additional square footage. Addition of 25 – 35 new jobs. | Pettis County |
| Prysmian Group | Enhanced manufacturing facilities. Addition of 60 new jobs. | Pettis County |
| Maxion Wheels | Obtained three new wheel programs. Addition of 60 jobs. | Pettis County |
| Peerless Products | Expansion of location. Addition of 111 new jobs. | Vernon County |

According to the 2022 Economic Report published by MERIC, the West Central Region workforce has more than 121,400 employees which makes up 4.1 percent of the state's employment. In 2021, 48.8 percent of the workforce was female and 51.2 percent was male. The same report shows in 2021, 25 percent of the workforce was age 55 or older, up from 22 percent a decade earlier.

In the West Central Region, 5.1 percent (18 to 64) speaks a language other than English at home. By comparison, Missouri was 6.9 percent and the U.S. was at 23.1 percent.

The Region has a higher percentage of the population with a disability compared to the state and the nation. The percent is 15.8 percent compared to 12.2 percent in Missouri and 10.3 in the U.S.

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## 11. Local Facility 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.**

**b. Identify the local affiliate sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the Plan.**

**c. Identify the local specialized sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the Plan.**

**d. If your LWDA has any other additional service sites and the LWDA refers to them as anything other than comprehensive, affiliate or specialized centers, please list the service sites by the title 42 your LWDA uses and describe the services provided in Attachment 1. Also, list the one-stop partners providing services at those locations.**

See Attachment 1.

## 12. Local One-Stop Partner MOU/IFA Information

**a. Memorandums of Understanding (MOU) Include a copy of each MOU between the Board and each of the One-Stop partners (or one "umbrella" MOU for the same purpose) concerning the operation of the One-Stop Delivery System in the LWDA. The MOU must be up-to-date, signed and dated. Include the MOU(s) as Attachment 3. Missouri Job Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDAs.**

See Attachment 2.

**b. Cost Sharing Agreement/Infrastructure Funding Agreement (IFA) Include as part of the MOU in Attachment 3 the Infrastructure Funding Agreement (IFA) and negotiated cost-sharing worksheet/workbook for each Missouri Job Center that includes the line items, dollar amounts and percentage rates for One-stop partners, OWD and the Board. Indicate the number of FTEs present and the amount of space (sq. footage) utilized by the partner.**

See Attachment 2.

## Integration of One-Stop Service Delivery

### 13. Local Workforce Development System

**Describe the workforce development system in the LWDA.**

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

The OWD Supervisors, Consolidated DVOP and LVER (CODL) and the WDB Executive Director, Functional Leaders and other necessary staff work closely to respond to disasters, mass layoffs, plant closings, or other events that cause a substantial increase in the number of unemployed individuals in the area. Assistance will be provided to prevent or minimalize the impact on workers, businesses, and communities. The Functional Leaders have established relations with many of the employers in the region and are able to provide early warning of potential layoffs allowing for early intervention opportunities. The Employer Engagement Specialist ensures the region is aware of any pending layoffs, the schedule and number of individuals and occupations that will be affected. The size of the layoff, the timing, and the employer's number to be laid off will determine how the meetings will be conducted.

**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.**

Before the consideration of adding a training provider to the Local Eligible Training Provider List verification is made through the Eligible Training Provider List/System used by the State of Missouri. Requests to be approved for the local list are compared against the requirements listed in the Local Eligible Training Provider Policy to ensure compliance. The provider is required to provide information regarding completion rate and job placement rate after graduation. Training providers may be removed from the local list for noncompliance with nondiscrimination and equal opportunity provisions after notification from OWD. They may also be removed due to poor performance or violation of WIOA requirements.

The WDB will approve providers based on justification that the training is for in-demand industry sectors and occupations in the region; Grade A, B or C per MERIC must be met. The WDB will use relevant labor market information from sources such as MERIC and ONET.

Due diligence will be made at all times when reviewing the status of training institutions and include the following:

- Information addressing the alignment of the training service with in-demand industry sectors and occupations as long as the contract does not limit the individual's customer choice.
- The program costs of training services.
- Information addressing performance (employment, earnings, credential attainment).
- Completion rate of WIOA participants.

Training must lead to a certificate, degree, competency skill recognized by employers and be at least one of the following: accredited, approved, certified, licensed, or registered by an authorizing agency or organization.

Job Center staff will provide participants with all the choices for programs and training. Participants will be presented with a form to sign ensuring training provider choice.

## 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 current OWD Issuance and the State of Missouri Non-discrimination Plan)**

All customers in the West Central Region, regardless of their disability, receive, free of charge the assistance necessary to afford them equal access to the programs, services and information of the Missouri Job Centers. The region's One-Stop Partners are committed to providing individuals with disabilities a conduit to training, employment, and supportive services.

Each Job Center is required to maintain specific Assistive Technology that is outlined by the Office of Workforce Development's EO Officer. Staff in the centers also have access to the Language Line and Sign Language Interpreters. The ASL (American Sign Language) Interpretation Service is available upon request and can be requested by phone/TTY using Missouri Relay 711 for upcoming visits.

Missouri Rehabilitation Services for the Blind provide EO Notification in Braille and large print for Job Center customers with low or no vision.

Reasonable accommodations in services, procedure/practices, policies, and programs will be made to ensure equal opportunity for individuals with disabilities, unless it can be demonstrated that making modifications would fundamentally alter the nature of the service, program or activity. The *Accommodation Request Form* is available at www.skillupmissouri.org.

Recruitment brochures and other materials are distributed or communicated electronically as well as in written and/or oral form to staff, customers, and the general public to identify the WIOA Title I financially assisted programs or activity in question as an "*Equal Opportunity Employer/Program".* They also communicate that "*auxiliary aids and services are available upon request to individuals with disabilities."*

OWD EO Officers are responsible for providing training to local staff. Job Center staff are involved in local partner agency meetings/trainings for those who primarily serve individuals with a disability.

## 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 system and ensure that such providers meet the employment needs of local employers and participants.**

The WDB understands the quality of Job Center staff directly impacts the quality of services provided to our customers. The WDB utilizes a Request for Proposal (RFP) design option to contract for staff dedicated to delivering all services through a team approach. Many options of training are available to staff through different subject matter experts. Upon hire, an individual participates in several days of training with the WDB trainer outlining programs, procedures, and other vital information. WDB staff are available to work directly with Job Center staff on any issues or questions that arise in a group or one-on-one. Identified concerns through monitoring are discussed in detail with each staff person to ensure questions are answered and policies and procedures are understood.

The evaluation of a service provider's performance and impact is measured weekly through the WDB Compliance Specialist and the WDB Executive Director. Goals are set regarding enrollments into specific programs, rate of return on file corrections and expenditure/obligation rates. The results are shared weekly with staff.

Performance and consumer report information will be evaluated through OWD's Continuous Improvement Review Team, the local Job Stat Team, Functional Leaders, MoPerforms, One-Stop Certification Process and customer surveys. The six WIOA performance measures are reviewed monthly and areas of concern in any of these areas trigger prompt corrective action and technical assistance.

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

In an effort to remain a high-performance board the West Central Board focuses on building the talent pipeline. Businesses are engaged frequently and conversations are had regarding the specific needs of the employer. Customer service is at the forefront of all interactions with customers whether that is a participant customer or a business customer. Discussions are held with customers to understand their specific needs and address any barriers present to ensure successful outcomes. Efforts are made to meet customers where they are through in-person or virtual services if needed.

Job Center staff are cross-trained on programs to allow for more flexibility and integration of how services are delivered. Monthly Leadership meetings are held to discuss innovative and creative ways of delivering services with limited resources. Ideas are encouraged from Job Center staff at all times and a direct line of communication is in place with the WDB for open discussion. Professional development of staff in both administrative and service delivery must be an ongoing process.

The WDB uses data and information from business leaders to drive decisions on training polices to ensure the preparation of a skilled workforce. Effectiveness is measured by meeting or exceeding the six performance measures, positive feedback from customer surveys as well as additional goals identified in this plan.

## Local Administration

### 16. Chief Elected Officials (CEO)

**Please identify the CEO. List the name, title, address, phone number and email address. Place it on a cover sheet in Attachment 3.**

See Attachment 3.

### 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 3 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.**

See Attachment 3.

### 18. Local Workforce Development Board (LWDB) Membership

**Please list the LWDB members in Attachment 4. 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, WagnerPeyser/OWD, higher education, economic development, TANF, Other) The LWDB Certification Form may be used. See current OWD Issuance Local Workforce Development Board Membership Requirements and Recertification Procedures under the Workforce Innovation and Opportunity Act.**

**a. LWDB Standing Committees List of all standing committees on a separate page in Attachment 4.**

**b. LWDB Certification Letter (most recent) Include in Attachment 4 a copy of the current LWDB certification letter**

See Attachment 4.

### 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 5 to the Plan.**

See Attachment 5.

## Local Planning & Fiscal Oversight

### 20. Local Fiscal Agent

**Identify the Local Fiscal Agent. Include contact information. Include the information as Attachment 6.**
**See current OWD issuance Policy on Designation of Local Fiscal Agent by the Chief Elected Official.**

Attachment 6.

### 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 9.**

See Attachment 9.

### 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 board continues to eliminate administrative costs by decreasing overhead expenses. A physical WDB location will no longer exist as staff will work remotely eliminating the cost of rent, utilities, and internet. Staff attend meetings virtually if offered in an effort to decrease funds spent on travel. The board meets virtually, completely eliminating the expense of space, meals and travel reimbursements. The West Central Region's Board believes strongly that any administrative costs that can be eliminated are then available to serve customers. All WIOA core partners share in infrastructure costs of Job Centers.

**b. Eliminating Duplicative Services Identify how the Board ensures that services are not duplicated.**

To ensure services are not duplicated, the Job Center staff are cross-trained across several programs to increase staff capacity, expertise, and efficiency. This allows staff from differing programs to understand other partner programs' services and share their own expertise related to the needs of specific populations so that all staff can better serve all customers.

## 23. Planning Budget Summaries (PBSs)

**Include the Planning Budget Summaries for the upcoming Program Year and Fiscal Year in Attachment 7. (Instructions for this planning item will be sent after the locally negotiated performance goals are finalized).**

See Attachment 7.

## 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 10. (See the State of Missouri Non-discrimination Plan.)**

See Attachment 10.

## 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 57 - Statement of Assurances.**

The Full Board, their committees, and the Chief Elected Officials Consortium are provided opportunities to provide input and guidance during the development of the plan. On September 27, 2023 the Full Board met along with the CEO Consortium Chair, partners, WDB staff and discussed the development of the strategic plan. A questionnaire sent prior to the meeting prompted a discussion of strategies and opinions. The responses have been incorporated into the plan. Numerous other agencies have provided input that shaped the development of the plan through the provision of local information, identification of need, and program design and activities.

Many of the attachments to this plan are policies developed by the governing board in conjunction with the CEO Consortium to direct activities in the region.

Approval of the Full Board of this plan in its entirety was sought at the regularly scheduled board meeting on January 28, 2026. At that time, the 30-day public comment period began and concluded with no comments being submitted. As active members of their communities and the board, board members continually assist the CEOs and staff in designing appropriate services and operations to best meet the needs of the region.

See Attachment 57.

## 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 Measures PY26/PY27

| Performance Benchmarks | Adult | Dislocated Worker | Youth |
|---|---|---|---|
| Employment Rate 2nd Qtr after Exit | 75% | 74% | 79% |
| Employment Rate 4th Qtr after Exit | 74% | 74% | 79.5% |
| Median Earnings | $6,600 | $7,000 | $5,100 |
| Credential Attainment | 74% | 73% | 63% |
| Measurable Skills Gain | 75% | 67% | 63% |
| Effectiveness in Serving Employers | n/a | n/a | n/a |

## 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 57 - Statement of Assurances**

The Local Plan is made available to the public for a thirty-day comment period. Notices of availability and the plan are posted on the region's website at www.skillupmissouri.org in its entirety.

See Attachment 57.

## 28. Assurances

**Complete and sign the "Statement of Assurances Certification" form located in this guidance and include this as Attachment 57 to the Plan.**

See Attachment 57.

# PROGRAM ELEMENTS

## 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 West Central Region maximizes customer choice in the selection of eligible providers. Mo Scores may be used through jobs.mo.gov to identify WIOA eligible training providers, approved courses, costs associated with training, program descriptions, completion rates, wage expectations, etc. Job Center staff will provide each customer with a *Customer Choice in Training form* to sign. The WDB works to identify new and emerging industry or occupation clusters within the local labor market.

The West Central Region works closely with partners to map services provided to job seekers and business customers. Workforce partners have identified comprehensive services to support job seekers at Job Centers and/or through referrals to partner organizations. These referrals could include career assistance, childcare assistance, children's advocacy/support, clothing assistance, disability resources, education services/assistance, employment assistance, English Language Learner services, ex-offender services, food assistance, housing assistance, labor market information, probation/parole support, educational remediation, senior services programs, training support, transition case management, transportation assistance, reading assistance, unemployment work testing, utility assistance, and veterans assistance/support.

## Adult and Dislocated Workers

### 30. Title I – Employment and Training Products and Services

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

The West Central Region determines suitable services for Adults and Dislocated Workers. Activities available are occupational skills training, on-the-job training, incumbent worker training, work experience

training (with related instruction), training programs operated by the private sector, skill upgrading and retraining, transitional jobs, job readiness training and adult education and literacy activities.

Occupational skills training provides clients with tuition and fee assistance for in-demand occupational skills training at two and four-year post-secondary schools. Trainings may include, but are not limited to, fields of healthcare, manufacturing, agricultural, welding, and transportation.

Work experience provides an opportunity for customers to establish a work history, demonstrate success in the workplace and develop the skills that can lead to unsubsidized employment. Employers play a valuable role by providing work opportunities where participants can learn and apply skills in a real-word setting.

Job Center staff in the region take a holistic approach when working with customers about products and services that best suits their needs. Discussions are had regarding barriers the individual may be experiencing and contact and/or referrals are made to partner agencies and other organizations in the community to address the specific needs of the individual. Job seeker assessment is a key part of what staff do every day in the job centers. MO Connections and Talify (if a youth is over 18) is used as part of the assessment process. NCRC is used to help assess basic skills deficiency. The products and services are part of the assessment process to ensure successful outcomes based on the needs of each individual. Validated tools can give staff an unbiased prospective on customer's skills and abilities. Job Seekers can utilize this information gained through the process to identify their strengths, formulate a career plan, further their education, and enter or re-enter the workforce.

## 31. Unemployment and 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.**

Distribution of materials such as brochures, publications, and posters strengthen linkages between the one-stop system and unemployment insurance programs. UI claimants may use resource computers in the Job Center to access information on the Division of Employment Security's webpages.

Job Center staff provide individual specific enhanced reemployment services that help the UI claimant in returning to gainful employment.

Reemployment service is an early intervention strategy for those individuals most likely to exhaust their UI benefits. Job Center staff, both partner and OWD, are able to present information to UI claimants on the following products and services:

- Wagner Peyser registration
- Job Center Orientation
- Labor Market information

- Review of continued eligibility and referral to adjudication, as appropriate
- MoJobs Objective Assessment
- Development of an individual employment plan
- Referral to reemployment services
- Job Search assistance
- Work search verification
- Create a resume in MoJobs

Customers who have questions that are specific to their claim may use the UI telephone at the Job Center to talk with a Regional Claims staff person.

## 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.**

Job Center staff regularly participate in job fair/hiring events and distribute information on work-based learning and On-the-Job training programs. Social media is used to promote the events as well as advertise special events like Apprenticeship Week, Manufacturing Day, etc. Staff are connecting with employers on a more regular basis.

Efforts in the region to promote work-based learning have increased OJTs and work experiences even resulting in the first Youth Work Experience that led to an OJT. The region has begun working with employers in this area to have work site agreements and OJT contracts in place so when participants are identified the process is more effective and efficient.

## 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 board has worked with an AEL provider in the region for an opportunity with AEL students working toward a high school equivalency to also receive postsecondary training simultaneously that would result in a credential in an in-demand career pathway. The program is based on a model that combines academic and occupational learning in a seamless approach.

Job Center staff will continue to co-enroll SNAP participants into WIOA programs to maximize training program options.

Outreach efforts are discussed with Job Corps program though the region's job centers and the quarterly meeting held with core and required partners.

To strengthen the positive effect of customer choice, all customers of the Job Center will explore and improve their skills in order to secure positions offering a wage supporting self-sufficiency or better through various assessment and earning National Career Readiness Certification (NCRC). Improving their skills is possible through work-based learning opportunities and earning recognition for their skill levels through attainment of diplomas, credentials, degrees, and certificates.

The Workforce Development Board and State Fair Community College are partners in a Memorandum of Understanding (MOU) regarding NCRC group testing, campus space, and proctoring support.

Supportive services are provided to assist participants in staying engaged in their training. Co-enrollment and co-support is achieved through corporation and braiding of services across multiple partner agencies.

## 34. ETT Services / Layoff Aversion

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

The Department of Higher Education and Workforce Development (DHEWD) or the appropriate LWDB is the lead entity when responding to dislocation events. DHEWD will be the primary contact for Rapid Response activities involving dislocation events impacting fifty (50) or more full-time workers. DHEWD will coordinate activities with employers, workers, and required partners (LWDBs, Job Centers, the Division of Employment Security). Depending on the needs of the impacted workers, other organizations may be included. The local WDB will lead Rapid Response activities involving dislocation events impacting forty-nine (49) or fewer full-time workers. The LWDB is responsible for coordinating with employers, impacted workers and Wagner-Peyser Job Center staff, the Division of Employment Security and other organization as necessary. Every event is unique; therefore, each event shall be assessed individually, and services provided shall be determined based on the requests and needs of the affected employer and workers.

See Attachment 29.

## Youth

### 35. Youth Standing Committee Requirement

**WIOA allows for a Youth Standing Committee if its membership and expertise meets the WIOA requirements [(WIOA sec. 107(b)(4)(C)]. Please document whether the Board will designate a Youth Standing Committee. If a Youth Standing Committee is not designated, then the Plan needs to state that the Board is not using a Youth Standing Committee. Whether the Board retains responsibility and oversight of Youth services or a Standing Committee is established, the Board should describe how the Board or Youth Standing Committee will meet the requirements of 20 CFR §681.100 and §681.120.**

The West Central Region does not have a Youth Standing Committee. The Planning and Operations Committee and the LWDB provide oversight of youth services through policy development, leveraging services with other resources in the area (schools, public programs and community-based organizations serving youth), providing leadership and support for continuous quality improvement for local programs, assisting with planning, operational, and other issues related to providing youth services and working hand-in-hand with the region's subrecipient.

### 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 West Central Region does not have a designated Youth Standing Committee. The Planning and Operations Committee oversees all WIOA programs and activities.

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

Youth Program reports are a standing agenda item at each Planning and Operations Committee meeting. Six meetings are held each year on full board meeting dates. Board members represent private sector, AEL, Apprenticeships, Labor, Department of Social Services, and MO Office of Workforce Development. The committee discuss youth enrolments and performance and review and recommend approval of local youth policies to the full board.

**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 current OWD Issuance WIOA Standing Youth Committee Requirements.**

A Request for Proposal (RFP) process is used to identify youth staffing providers. The scope and timeline are established with input from the Planning and Operations Committee. The RFP notification is then

advertised on the LWDB website. An RFP packet of information is provided to all entities maintained in a database of interested youth staff providers/bidders. An entity may request to be added to the bidder's list by making a written or verbal request to the LWDB. The LWDB periodically conducts outreach to identify additional potential bidders of youth staffing.

**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.).**

N/A see 35, Youth Standing Committee Requirement

## 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 ensure the 14 program elements are available within the LWDA;**

WDB will leverage partner resources to provide some of the readily available program elements, if a program element is not readily available, the WDB will enter into an agreement with partners or subcontractors in order to provide and/or coordinate services for the 14 elements; when coordinating with another entity procurement procedures will be followed and a MOU will be developed identifying the roles of each entity.

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

| Youth Program Element | Partner/Provider |
|---|---|
| 1. Tutoring, Study Skills Training, Instruction and evidence-based Drop-Out Prevention and Recovery Strategies | Boys & Girls Club, Vocational Rehabilitation, AEL, Area junior and high school staff, Juvenile Detention Offices, Community College TRiO program tutors, Faith-based and community-based organizations such as Community Action Agencies, and Domestic Violence Shelters |
| 2. Alternative Secondary School Services | AEL, Whittier High School (Sedalia), Warrenburg Detention Center (Warrensburg), Rich Hill Youth Development Center (Rich Hill), Heartland R-V School (Nevada), and Gateway Educational Center (Warrensburg) and others. |
| 3. Paid and Unpaid Work Experience | WIOA funded work experience and On-the-Job training, Project SEARCH, Sedalia Project FIT (Forty-hour Internship Tryout), as well as |

| | |
|---|---|
| | additional opportunities routinely being researched. |
| 4. Occupational Skills Training | Funding available for Out-of-School Youth through Youth Program and Adult funding, if co-enrolled. Youth are also assisted with filing for PELL grants to offset the costs of post-secondary courses. All training providers approved in Missouri are identified in the Eligible Training Provider System. Vocational Rehabilitation and Job Corps. |
| 5. Education and Workplace Preparation (offered concurrently) | Pre-apprenticeship course of study and/or participation in a registered apprenticeship program. Job Corps Program. |
| 6. Leadership Development | The West Central Youth Program, offers leadership opportunities which include exposure to post-secondary educational opportunities; working on community and service-learning projects; organizational and teamwork training; training in decision making and problem solving; life skills training; and ways to place the youth in leadership roles. Local school district programs. Boys & Girls Club programs. |
| 7. Supportive Services | Available per policy through Youth Programs and community resources identified through the 211 Network. Faith-based organizations, food pantries and other non-profits. |
| 8. Adult Mentoring | Available through work experience placements, area school counselors, probation and parole officers, Community Action Agencies, Boys & Girls Club, faith-based organizations and churches. |
| 9. Follow-up Services | The Youth Program staff encourages on-going dialogue with participants for at least 12 months after exit should they be in need of allowable supportive services, or any other support to ensure success post program. |
| 10. Comprehensive Guidance and Counseling | Services offered through local partner programs as appropriate (drug & alcohol abuse, mental health). Burrell ACT-TAY program. Career and academic guidance provided by Youth Program staff. |
| 11. Financial Literacy Education | "Skills to Pay the Bills" workshop offered to all youth program participants; Mad Money simulation and REALL simulation. |
| 12. Entrepreneurial Skills Training | Small Business Administration (SBA) on-line program. |
| 13. Labor Market Information | Youth Program staff share LMI with all youth through the WIOA enrollment process and continually through program participation. |

| | |
|---|---|
| 14. Preparation for and Transition to Post-Secondary Education and Training | The Youth Program staff offer Career Ready 101 assessments or Career Scope, assistance with filling out college applications; completing the FAFSA; setting up college tours; workshops to address interviewing skills along with resume and cover letter development. Youth staff also provide assistance in identifying employment opportunities while attending school, as needed. Conversations with JAG program students in the region has allowed the Job Center Youth staff an avenue to work directly with students and provide information about career options. |

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

Youth staffing providers are identified through a Request for Proposal (RFP) process. The RFP scope and timelines are established with input from the board's Planning and Operations Committee. The Request for Proposal notification is then well advertised on the Workforce Development Board website. An RFP packet of information is provided to all entities maintained in database of interested database of interested youth staff providers/bidders. An entity may request to be included on the bidder's list of providers by making a written or verbal request to the Workforce Development Board. The Workforce Development Board also periodically conducts outreach to identify additional potential bidders of youth staffing.

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

Youth program files are monitored by the WDB Compliance Manager on a quarterly basis. All forms for eligibility documentation, time sheets, OST and other payments are comparted to the entries made in MoJobs for accuracy. Other items reviewed include: credential attainment documentation, measurable skills gain documentation, incentives provided, use of 14 elements, etc.

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

Eckerd Connects holds the youth staffing contract for all thirteen counties of the West Central Region. The youth staff provide access to all 14 elements as listed in the table above.

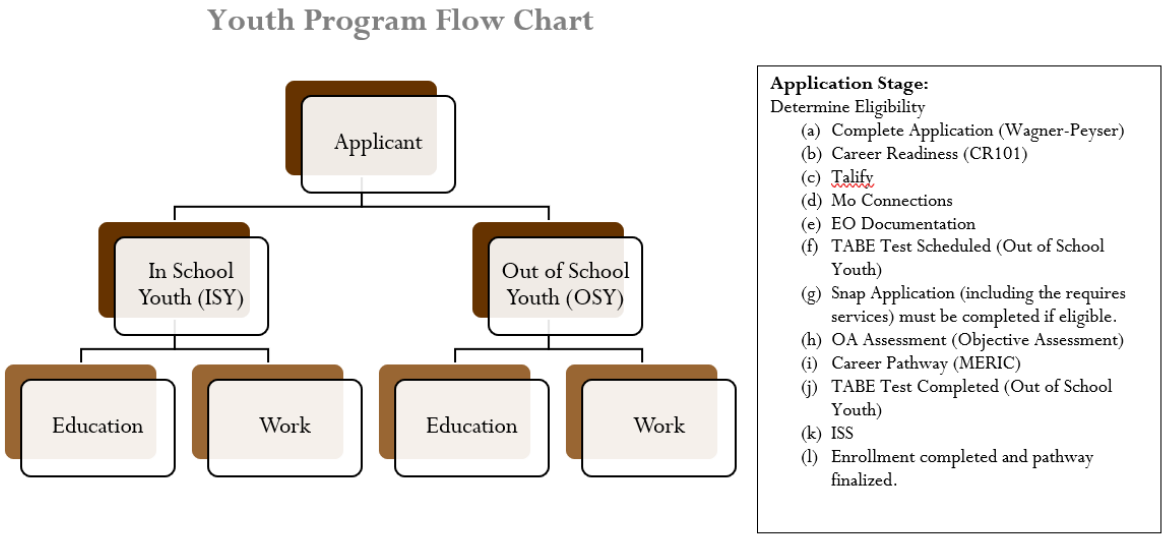
**f. How year-round services are provided to Youth 14–24 years of age that are still in high school or out of school;**

Year-round services are provided to all eligible In-School and Out-of-School youth with accommodations made in consideration of in-school schedules. Year-round services are provided to youth 14-24 years of age that are still in high school or out of school. The youth staff attend activities within the schools and communities such as after-school programs, career fairs, and outreach activities. The youth advisors meet with school counselors to discuss the activities for the graduating seniors providing them with information on Job Center services such as the National Career Readiness Certificate and youth opportunities. For

those out-of-school youth, Job Center staff attend inter-agency meetings to provide and coordinate with area agencies to get the information into the hands of the youth those agencies work with.

Coordination meetings are also held and information provided to local youth agencies who work closely with at-risk and the most disadvantaged youth such as those aging out of foster care, youth offenders, youth with disabilities, and homeless youth. It is through these agencies that referrals are made to the WIOA youth program. Partner agencies identified through this process may include: Missouri Division of Vocational Rehabilitation, Missouri Family Support Division, Missouri Valley Community Action Agency, Probation and Parole, Community Food Banks, Public Housing, Salvation Army, homeless shelters, and juvenile justice centers, among others.

**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.)**




The flow chart above is a guidance tool for youth staff as many issues are dealt with during appointments such as addressing youth barriers and complete explanation of WIOA Youth services. The youth will also be given referrals to other agencies, as deemed necessary, to address identified issues or barriers in their current situation and any of the 14 program element activities needed.

If earning a high school equivalency is identified as a goal and remediation is determined as needed, plans will be made for that course of action. If work experience is more appropriate, an interview will be set up with an employer offering the opportunity to work in a field of interest that matches a career pathway identified by the youth.

Placement of youth at a worksite requires a Worksite Agreement, Training Plan, Orientations for worksite supervisors and youth to be completed. During the time youth are placed at a worksite, monitoring and meetings will occur on a regular and consistent basis with any and all issues being addressed at that time.

Throughout the course of participation, the youth staff will provide access to tutoring as needed, they will offer opportunities for the youth to meet with representatives from local colleges and universities, Job Corps representatives, military recruiters, protentional employers, among others.

Upon completion of participation, the youth is placed into WIOA follow-up services and the youth advisor makes at least quarterly contact with them for 12 months to ensure successful transition to education and/or employment.

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

In order to determine priority of service, the youth advisors discuss barriers to employment with the participants. Some of the barriers reviewed are as follows:

- Basic skills deficient, runaway, offender, homeless, pregnant/parenting, school dropout, foster child/aged out of foster care, individual with a disability, English language learner, subject to juvenile/adult justice system etc.
- Locally, the definition for "requires additional assistance to enter or complete an educational program or to secure or hold employment "involves the following:
    - placement in substance abuse facility, alternative residential care or group home;
    - behavioral problems at school, truancy, family literacy problems, witness or victim of violence, chronic health problems;
    - repeated suspensions from educational facility or employment situation, second generation public assistance.

Also addressed are those youth who have had three or jobs within the past six months, are considered "under-employed" (working less than full-time, needs employment in education-related filed, or working for minimum wage with no benefits or opportunity for advancement) or those youth living in an economically depressed rural area with limited opportunities for gaining work maturity skills and/or career exploration in a chosen career pathway.

There are also criteria in place to determine who could benefit most from youth training and employment programs. These criteria include: resources available for basic skills enhancement, agreement to actively participate in AEL/HiSet classes for those out-of-school youth who are literacy/numeracy skills deficient, and/or requiring improvement in employability skills.

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

The Workforce Board and Subreceipts coordinate with several agencies in each of the counties within the region. These agencies include but are not limited to: Missouri Valley Community Action, West Central Missouri Community Action Agency, State Fair Community College, Crowder College, University of Central Missouri, Center for Human Services, the local school districts in every community, Rehabilitation Institute of Kansas City, Vocational Rehabilitation, Boys & Girls Clubs of West Central Missouri, Johnson County Board of Services, WILS, Pathways, Burrell Behavioral Health, Catholic Charities, Family Support Division in each county, Job Corps, Job Point, Salvation Army, local Housing Authority offices, community

food pantries and clothes closets, many businesses and industries within each community, local homeless shelters and juvenile justice/probation and parole officers, among others.

Services are coordinated through service referrals, attending local inter-agency meetings, giving presentations to various agencies, meeting with local business and industry for the development of worksite agreements, meeting with local school counselors, regular meetings with Adult Education and Literacy instructors in each area. Each participant signs a release of information that is utilized to ensure that they are being provided with the services that are available to them.

## 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 West Central Region is in the process of utilizing the new Engage Application with a personal AI Chat Coach. Eckerd Connects has teamed with experienced developers and designers to build, test, and deploy a client support application that every participant our organization works with can utilize from a mobile device. While this will not replace in-person case management it will enhance the services delivered by increasing engagement and connecting every person we serve, particularly young people who exist in a world that priorities virtual services with resources they need to be successful.

The region is also in early discussions of the possibility of implementing Eckerd Connects Project Bridge which provides transitional services to individuals ages 11-21 reintegrating to their home communities from juvenile justice residential commitment programs. Through an innovative collaboration of organizations, Project Bridge provides educational, mentoring, vocational, and transportation services to help our young people achieve stable and successful lives and avoid re-entry into the criminal justice system.

# 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.**

The Workforce Development Board has a MOU with UMOS/AES and cooperates with the State Agricultural Employment Services staff and the United Migrant Opportunity Services (UMOS) program in regard to services in the West Central Region. According to the Missouri Economic Research and Information Center (MERIC), some of the largest agricultural employers in the region are Tyson Poultry and Conagra Foods. The region also has a high concentration of animal production jobs. The Job Centers in the West Central Region are striving to provide unduplicated/integrated services across all programs with accommodations being made whenever possible to engage agricultural workers and business owners in value-added services. The Job Centers provide a full range of employment services, benefits and protections to include full range of counseling, testing, job and training referral services to the populations served by these two programs.

## 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.**

- Continuing to participate in Regional Planning Commission CEDS committee.
- Encouraging staff to meet with employers one-on-one to address their needs and to identify career pathways within their companies as well as working with them to hire and retain a skilled workforce.
- Working closely with economic developers in the region.
- Supporting job training opportunities.
- Providing opportunities for job fairs and hiring events.
- Staff will continue to present information at public and private meetings/organizations
- Employers from small and large businesses are represented on the Local Workforce Development Board
- Continuing to work with the Office of Workforce Development.

### 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.**

The West Central continues to participate in the Nexus Group meetings. This group coordinates services offered by workforce partner agencies. It is made up of organizations involved in job development throughout the southern part of the region. The group discusses the needs of area employers and shares information regarding their need and hiring practices. The northern part of the region has implemented the Empowering Employers Group. This group brings community resource partners and employers together to share information. The community resource partners share services they could provide to and the employers share what their needs are.

Access points and 100% virtual services have been established throughout the region to enhance access to services for both job seekers and employers. Employers are encouraged to register employment opportunities into MoJobs.

Input is provided from private business sector members of the local board that aids in the development of strategies needed to meet the needs of area employers.

## 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 Executive Director of the LWDB serves on the Pioneer Trails Comprehensive Economic Development Strategy committee (CEDS). The committee encourages entrepreneurship, business development and business expansions within Johnson, Lafayette, Pettis and Saline counites.

Economic Development is represented on the Workforce Development Board and that individual also participates on the Planning and Operations Committee which oversees job center activities, selection of service providers, performance, professional development of staff, etc.

Most Economic Developers in the region have been engaged in the attainment of their county's Certified Work Ready Community Certification to improve their ability to attract new businesses to their areas.

## 43. Sector Strategy Initiative / Career Pathway

**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.**

Business services are regionalized and coordinated among partners to give diverse solutions. Training is driven by business needs (demand driven). Credential attainment is aligned to identified industry needs and targets. Job center organization, partnerships, customer flow, and service planning and delivery are sector focused. Long-term career development along with clear pathways in industry sectors are targeted.

The board held several manufacturing sector meetings but there was little interest in sustaining a partnership in that way.

The board strives to enrich industry-driven sector strategies that are championed by business and industry to drive career pathways and to work with local economic developers in bringing industry together for collaboration.

### 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 team members. The Business Services Plan also should outline the team's purpose, goals, and policies and procedures to ensure seamless delivery of services, avoid duplication, and ensure feedback to the Board's Job centers. The plan should explain how the services provided by business service staff will be recorded in the client case management system for the calculation of two types of Effectiveness in Serving Employers Measure. (1-number of businesses served and 2-market penetration of businesses in the area). Include the Business Services Plan as Attachment 30.**

See Attachment 30.

## 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.**

The West Central Board is aware that each Probation and Parole District has a Missouri Re-entry Committee (MRP). These Committees offer the best resources and support for offenders returning to a community. Successful transitions from incarceration to a community is essential to local, state, and national efforts to increase public safety and manage public spending. Information can be shared through

the MRP meetings regarding employment information and resources and other services available through the Job Centers such as the Federal Bonding Program which is a no-cost job-incentive program intended to increase the hiring of job seekers and promotion of employers considered "at-risk".

Job Center staff remain ready to assist with labor market information; career exploration and counseling; assessments; workshops on resume preparation, interviewing, basic computer operation, financial literacy, etc.; National Career Readiness Certificate (NCRC) remediation and/or testing as well as referrals to appropriate programs or partner agencies for assistance with other identified barriers to employment.

## 46. Work-based Learning / Transitional jobs

**Describe the Board's innovative strategies for promoting and increasing enrollments in the work-based learning programs, such as Registered Apprenticeship, On-the-Job Training (OJT), Work Experience, Internships, Incumbent Worker Training, Transitional Jobs, and Customized Training. Include processes to target and encourage employer participation.**

Job Center staff regularly participate in job fair/hiring events and distribute information on work-based learning and On-the-Job training programs. Social media is used to promote the events as well as advertise special events like Apprenticeship Week, Manufacturing Day, etc. Staff are connecting with employers on a more regular basis.

The West Central Region's Board views work-based learning programs as a proven strategy for developing a talent pipeline of qualified worker for employers and has set a goal of promoting these programs to increase the number of individuals being served through them. Board members and Job Center staff continually share information with employers and through community events to meet these goals.

Job Center staff regularly participate in job fair/hiring events and distribute information on work-based learning and On-the-Job training programs. Social media is used to promote the events as well as advertise special events like Apprenticeship Week, Manufacturing Day, etc. Staff are connecting with employers on a more regular basis.

Efforts in the region to promote work-based learning have increased, Incumbent Worker Training, OJTs and work experiences even resulting in the first Youth Work Experience that led to an OJT. The region has begun working with employers in this area to have work site agreements and OJT contracts in place so when participants are identified the process is more effective and efficient.

| County | Occupation Title | USDOL Registered Apprenticeship Program Sponsor |
|---|---|---|
| Pettis | CNC Operator and Programmer | State Fair Community College |
| Pettis | Drafter, Mechanical | State Fair Community College |
| Pettis | Electrician (Interior Electrician) | Central MO Independent Electrical Contractors |

| | | |
|---|---|---|
| Pettis | Facility Manger | State Fair Community College |
| Pettis | Heating/Air Conditioning Installer | Home Heating and A/C |
| Pettis | Heavy and Tractor Trailer Truck Driver | State Fair Community College |
| Pettis | Industrial Machinist System Technician | State Fair Community College |
| Pettis | Information Technology Specialist | State Fair Community College |
| Pettis | Machinist (Precision Machinist) | State Fair Community College |
| Pettis | Office Manager/Admin Servies | State Fair Community College |
| Pettis | Welder, Combination | State Fair Community College |
| Saline | Electrician (Interior Electrician) | Marshall Technical Training |

The board's #1 goal (see section on Strategic Elements) is to support job training opportunities (OJT, Transitional Jobs, Incumbent Worker, Apprenticeships, Work Experience, Skill Certificates, etc.) by:

- Placing participants in training opportunities that closely match their interest assessments.
- Addressing current and emerging skills gaps identified through sector partnerships.
- Enhancing the alignment of career services across all partner programs through an integrated model of service provision.
- Integrating work-based and classroom-based instruction.

## 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 West Central Region provides information to customers regarding the availability of Trade Adjustment Assistance through conversations with staff. A local policy exists to complete co-enrollments for all programs in which a participant is eligible.

See Attachment 24.

## 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.**

A long-standing partnership exists between the Workforce Development Board and State Fair Community College with an emphasis in the areas of Adult Education and Literacy and Lifelong Learning and National Career Readiness Certification.

State Fair Community College refers students to the Job Center when in need of training or other assistance and the Job Center refers individuals to the college in need of additional training information or AEL program assistance. Job Center services are provided on the campus located in Clinton.

See Attachment 31.

### 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.**

See Attachment 32.

## 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**

There are many opportunities to partner with faith-based and community-based organizations through the work force system as many of the same customers are shared. Strong partnerships have formed around housing as this is a big issue for very small communities as well as larger ones. Domestic violence shelters frequently bring clients to the job centers to access services.

**(2) expand the access of faith-based and community-based organizations' customers to the services offered by the One-Stops in the LWDA. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce development system. Indicate how these resources can be strategically and effectively leveraged in the LWDA to help meet the objectives of WIOA.**

Distribution of workshop calendars are distributed to many of the local organizations/entities. Job Center staff share the programs and services available with local Ministerial Alliance Groups and churches. Staff are often asked to speak at meetings of local non-profits regarding services available through the Job Centers.

Information regarding services is often made available to food pantries in the area for them to share with individuals about services, hiring events and workshops.

# REGIONAL PLANS

## Regional Planning Guidance

### 51. Regional Plans

**Missouri has designated 14 Local Workforce Development Areas (LWDAs). In accordance with WIOA sec. 106(c)(2), each of the LWDAs establish a Plan; however, collaboration must exist among the Kansas City and St. Louis Economic Regions for the creation of Regional Plans composed of the following:**

**1) For the Kansas City Region, one Regional Plan for the local planning areas of Kansas City and Vicinity Region and the East Jackson County Region; and**

**2) For the St. Louis Region, one Regional Plan for the local planning areas of: The City of St. Louis Region, the County of Saint Louis Region, the County of St. Charles Region, and the Jefferson/Franklin County Consortium Region.**

**While this establishes 13 Boards that are encouraged to collaborate, cooperate, and plan across common needs, they will not explicitly submit a Regional Plan. This establishes two Boards within the Kansas City Region that must contribute to a Regional Economic Plan for the Kansas City regional economy and four Boards within the St. Louis Region that must contribute to a Regional Economic Plan for the St. Louis regional economy.**

**Boards within the Kansas City and St. Louis regional economic planning areas must complete a regional planning requirement by including within each original LWDB Plan a Regional Economic Plan that is identically shared by all Boards in each economic region.**

**Include the Regional Plan as Attachment 33. Copies of Local Plans from other LWDAs in the region are not required for your Local Plan. Please submit the combined portion of the Regional Plan with signatures of the CEOs, Chairs and LWDB Directors.**

**NOTE: Following approval of the Local Plan and Regional Plan, plans will be required to be posted on the LWDB website. Any updates or plan modifications will be required to be posted by the LWDB after approval. Please keep a current Local Plan and Regional Plan, if applicable, available on your website at all times.**

A Regional Plan is not required for the West Central Region.

## REQUIRED POLICIES AND ATTACHMENTS

**All local policies relating to WIOA are required to be approved by OWD and listed as part of the required attachments to the local plan regardless of whether or not they are required by the LWDB, state or federal guidelines. The below list is not an all-inclusive list of federal regulations. At any time, the LWDB, state, or federal guidelines may require additional policies beyond the list below:**

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 / KC)
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