Workforce Development Board of North Missouri

LOCAL PLAN

Program Year 2024 through Program Year 2027

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STRATEGIC ELEMENTS

1. Local Workforce Development Board's Vision

VISION

The Workforce Development Board of North Missouri envisions a regional workforce system that establishes a job-ready workforce equipped with marketable skills to meet the ever-changing needs of local businesses.

MISSION

The mission of the Board is to enhance the regional workforce development system by connecting jobseekers with quality jobs and businesses with a qualified workforce. We will achieve this through community partnerships, collaboration with businesses, and accessible service delivery throughout the region, while ensuring oversight and accountability for federal and local resources.

The Workforce Development Board of North Missouri aligns its Vision and Mission with the State of Missouri's goal to develop a high-skilled workforce for high-demand, high wage jobs and offering educational opportunities. The Local Board leverages funding from the WIOA Programs to support this vison and address the specific needs of North Missouri.

2. Local Workforce Development Board's Goals

i. ***Enhance Workforce Skills:*** Develop and implement targeted programs to enhance the skills of the local workforce, ensuring alignment with industry demands and technological changes.

ii. ***Strengthen Employer Partnerships:*** Foster and expand partnerships with local businesses to better understand their workforce needs, providing tailored solutions and facilitating mutually beneficial relationships.

iii. ***Promote Inclusivity:*** Implement initiatives to ensure inclusivity and equal access to workforce programs, focusing on underserved populations and promoting diversity in the workforce.

iv. ***Optimize Service Delivery:*** Continuously improve service delivery mechanisms to ensure high-quality, customer-centered support for jobseekers and employers, utilizing innovative approaches to streamline processes and enhance outcomes and efficiency.

v. ***Facilitate Regional Collaboration:*** Strengthen collaboration with regional partner agencies to leverage shared resources, exchange best practices, and collectively address broader regional workforce challenges.

vi. ***Measure and Report Impact:*** Establish reporting mechanisms to regularly assess the impact of workforce development programs, ensuring accountability, transparency, and continuous improvement in achieving the Board's goals and objectives.

3. Local Workforce Development Board's Priorities

The North Missouri Workforce Development Region is primarily a rural region. This creates issues when it comes to transportation and access to bricks a mortar job centers to deliver services. The Board is working to overcome this by having Job Center staff be more mobile throughout the region.

The top employment opportunities in North Missouri center around manufacturing, healthcare, construction/trades, transportation and logistics, as well as agriculture. Each of these industries have unique needs, but all need skilled workers. The Board works to identify the needs of these employers and works with local training providers to promote the programs that lead to jobs within these industries.

The Board has established the following priorities to help meet the current needs of the North Missouri region:

i. ***Expand Access to Job Center Services***: Ensure jobseekers and employers in all 34 counties of North Missouri have access to workforce services. Focus shall be given to establishing partnerships to deliver services in counties that do not have physical Job Centers, as well as enhancing the current Job Centers.

ii. ***Enhance Effectiveness of Board Programs***: Enhance the delivery of the Board Programs including WIOA Title I Adult, Dislocated Worker, and Youth Programs, as well as Family Support Division Funded Programs SkillUp, and Jobs League by tailoring services to individual needs, ensuring comprehensive support to job seekers.

iii. ***Promote Work-Based Learning Opportunities:*** The Board seeks to improve access and utilization of Work-Based Learning services in the Region. This includes Incumbent Worker Training, On-the-Job Training, Apprenticeships, and Work Experience. By promoting the utilization of work-based learning, we aim to bridge the gap between education and employment, equipping the workforce in North Missouri with the practical, in-demand skills for sustainable success.

iv. ***Increase Employer Use of Job Center Services:*** The Board is working to create stronger partnerships with local employers. The Business services team is actively engaging with businesses to enhance the utilization of Job Center Services, to develop a stronger connection between job seeker and employer.

v. ***Strengthen Partnerships with Workforce Partner Organizations:*** The Board is working to strengthen partnerships with workforce partners in North Missouri. By creating strong connections, we aim to leverage diverse resources, share expertise, and collective address the workforce challenges in North Missouri.

vi. ***Identify Needs of the region:*** The Board will work to make sure the programs are delivered in a way to meet the needs of regional businesses, job seekers, and workers. This will be done be engaging Board members to get their feedback from their connections with the local community. The Board staff will also work with community partners, Job Center Staff, local employers, and the Business Services Unit to seek feedback to share with the Board to assist in making decisions on program delivery.

4. *Local Workforce Development Board's Strategies*

a. Career Pathways

When serving Job Seekers, the Board will ensure career pathways are developed to provide a clear path to employment. Career pathways will be developed for each of the target industries identified by the board. Other career pathways can be made available as needed. When developing career pathways, the Board will engage local employers, workforce partners, and local training providers. The Board will ensure the career pathways for the identified sectors remain up to date with available training providers listed on the region's eligible training provider list.

b. Employer Engagement

The Board recognizes the importance of employer engagement to ensure success in delivering effective workforce services. The Board will, through its One-Stop Operator, ensure regular meetings are conducted of the business services team. The business services team will consist of employer engagement specialists from partner organizations in the region. This team will also invite private sector members to participate in the meetings to ensure effective outreach strategies are being implemented. This team is responsible for planning events to engage businesses, these events include job fairs and forums to discuss business needs.

The Board also has the ability to form an ad-hoc employer engagement committee. The Board would utilize this committee to research business services and make policy and procedure recommendations to the full Board as requested.

c. Business Needs Assessment

The Board will utilize Labor Market Information available through multiple resources to review business needs in the region. The Board will also ensure that an annual survey is conducted with businesses in the region to collect information on workforce needs. The Board will also review the information gathered from the Office of Workforce

Development's Business Services Satisfaction Index Surveys. Utilizing these two surveys, as well as the local Labor Market Information, the Board will make policies and set expectations.

d. Alignment and Coordination of Core Program Services

The Board recognizes that to be able to provide the best possible services to citizens it requires multiple partners to provide services through the One-Stop Job Center Network. The Board has created the region's Methods of Understanding with input from all core partners as well as additional regional partners. This MOU ensures the region's One-Stop Network is working together for the common goal of enhancing employment opportunities for the citizens of North Missouri. All partners in the region are encouraged to participate in the delivery of services in the Job Centers.

The Board will ensure each Job Center Location has at least one designated area for partners to use to serve citizens. By doing this, we can ensure more barriers to employment can be addressed through our Job Centers.

The Board will also ensure that staff is cross-trained on each partner's program. The region's One-Stop Operator will be responsible for ensuring staff has the working knowledge of each partner program, so that staff can make meaningful referrals to ensure customers have as many resources as possible to overcome their barriers to employment.

The Board will also work with partner organizations to ensure an up-to-date resource directory is available to staff, to help with referrals.

e. Coordination with Economic Development

Many members of the Board are actively engaged with a local economic development organization. The Board also has a representative from a regional economic development organization. The Board engages with the local roundtables for economic development. In North Missouri there are two round table groups, one for the NW and one of the NE portions of the region. These groups meet regularly and meet in a joint meeting at least once a year. These groups are made up of local economic developers.

The Board also partners with the Department of Economic Development's Project Managers in the region. Through this partnership the Board can support local business needs as identified by the local project manager. The business services team invites individuals from local economic development organizations to participate in the regular meetings.

f. Outreach to Jobseekers and Business

Outreach to job seekers and businesses is a vital component of the workforce system. The Board has strategically established Job Center Locations throughout the thirty-four-county region. Even with all of the Job Center locations being spread throughout the region, staff still need to do effective outreach to ensure citizens (including veterans and their spouses

as well as displaced homemakers) are aware of the services available. Outreach efforts will focus on staff going to areas that do not have Job Centers. The Board will make an effort to partner with organizations within these communities to ensure services are available. These partners include, but are not limited to, local libraries, community action agencies, correctional facilities, higher education institutions, secondary schools, chambers of commerce, and other WIOA partner service centers. Staff will also be present at and host community job/resource fairs. Staff coordinate with the local veteran representatives as well as the veteran staff co-located within the Job Centers to assist in outreach to veterans and their spouses.

Business outreach will be led by the business services team. This team consists of business services representatives from the partners within the region. This team will meet on a regular basis to strategize for effective business outreach. The board also has the ability to form an ad-hoc business services committee to help develop policy and procedures for the region if needed.

g. Access-Improvements to Physical and Programmatic Accessibility

All of the Comprehensive One-Stop Job Centers and Affiliate Job Centers are physically and programmatically accessible to individuals with disabilities. Any individual is free to request an accommodation of auxiliary aids and services.

When reasonable accommodations or modifications are necessary Job Centers will provide the accommodation in a timely manner. If the accommodation cannot be made with the resources readily available to staff locally, staff will arrange the use of resources by contacting a local agency that provides the resource or by contacting the Local EO Officer.

The local EO Officer will conduct annual reviews of the accessibility of each Job Center. This review will include physical and programmatic reviews. The physical reviews of the centers will be based on the most recent requirements of the Americans with Disabilities Act.

Statistical analysis will also be completed for program services as well as staffing practices. Both statistical analysis reports will be conducted based on the requirements of 29 CFR Part 38. The EO Officer will present these reviews to the Board on an annual basis. If shortcomings are noted in these reviews the Board will take action to correct the findings. If necessary, the Board can form an Ad-Hoc Accessibility committee to address accessibility issues.

Equal Opportunity training will also be provided to all staff in the region's Job Centers by the local Equal Opportunity Officer. This will ensure staff are aware of the most current policies and practices when serving citizens.

h. Customer Service Training

The Board expects that all citizens and businesses seeking services in the region will be treated with respect. The board also expects that its services will be delivered in an effective manner to all citizens and businesses.

Sub-recipient staff is expected to attend customer services training throughout the year as it is available. The staff has the opportunity to attend customer service training conducted throughout the year by the Office of Workforce Development as well as by the Missouri Association of Workforce Development. On occasion, staff may be able to attend training by national organizations as well.

The Board will also utilize customer services survey data to ensure services are delivered positively and effectively. If during the review of the survey data, deficiencies are found, the Board will organize specialized training to address the issue promptly.

i. Assessment

The Board has developed assessment strategies that are designed not to exclude participants from participation, but to ensure success. During the first few contacts with a customer, an initial assessment is done to help quickly assess what the customer's needs may be. This assessment is based on face-to-face interactions with the customer and includes learning information about the customer's work history and goals.

Once it is determined that a customer needs more intensive services, an objective assessment is completed. This assessment is a more intensive face-to-face assessment that is designed to identify the customer's barriers to employment.

For participants in the WIOA Youth program, the objective assessment includes a basic skills assessment as outlined in the Board's Basic Skills Assessment Policy. Information from the objective assessment is used to create a plan for each participant to overcome the barriers identified.

If it is determined that a customer needs training to increase their employability, standardized tests are used. In many cases, the standardized test used is the WorkKeys™. The WorkKeys™ results are compared to the recommended scores to ensure the customer has the ability to complete the training. Other assessments can be used to determine a participant's ability to complete the training, these assessments are outlined in the Board's Individual Training Account Policy.

Job Center staff coordinates with partners such as Vocational Rehabilitation, Adult Education and Literacy, and higher education to share assessment results, when applicable.

j. Support Services

Through the region's strong partnerships, collaboration to leverage services, provide wrap-around services (including supportive services), and enhance support for the

customer increases the likelihood for customers to take advantage of opportunities and achieve success.

Through WIOA and TANF funding, the WDB can help with, but is not limited to, childcare, transportation, tools, supplies and other work or educational related supplies needed.

Since WIOA funding is the last resort, Job Center staff will provide a direct linkage to appropriate services and assistance through other State, Federal, local and faith-based agencies. WIOA will assist with unmet needs per Board policy.

k. Outcome Measures Assessment, Monitoring and Management

The Board regularly reviews outcome measures and ensures the region is meeting or exceeding the goals. As outcome data is updated through the MoPerforms system, Board staff disseminate this information to the subrecipients to ensure the data is accurate. If reporting deficiencies are found, they are corrected. When it is determined a subrecipient is missing performance, the executive director will have a discussion with the subrecipient to discuss the plans to correct the issue. If a subrecipient continually struggles to meet performance goals, a corrective action plan will be implemented. The Board reviews outcome measures of each subrecipient at the quarterly Board Meetings.

The Board is also responsible for data element validation monitoring. This monitoring is to ensure that performance data is accurate and verifiable. If issues are noted during this monitoring they are noted in the report, and every effort is made to correct the finding.

5. Economic, Labor Market, and Workforce Analysis Source

The Region relied on data prepared by Missouri Economic Research and Information Center (MERIC) for the information required below.

6. Economic Analysis

a. Average Personal Income Level

In 2022, personal income for the US and Missouri increased 2.0 percent and 3.2 percent respectively when compared to 2021.

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

The statewide poverty rate of working age persons, or those 18-64 years, was 12.3 percent in 2022. Sixteen counties had a poverty rate less than the state average, including Andrew (6.4%), Holt (8.3%), and Scotland (8.7%). The county with the highest poverty rate was Adair County at 29.8 percent.

Name	2022 Per Capita Personal Income	Working Age (18-64) Population living below poverty level	
		Number	Percentage
Missouri	$57,818	445,345	12.3%
Adair	$36,808	4,441	29.8%
Andrew	$51,102	658	6.4%
Atchison	$55,136	278	9.8%
Buchanan	$47,415	7,953	16.3%
Caldwell	$45,520	721	14.7%
Clark	$44,235	336	9.3%
Clinton	$48,009	1,458	11.8%
Daviess	$36,926	585	13.3%
DeKalb	$37,167	555	10.6%
Gentry	$49,023	503	14.5%
Grundy	$40,595	895	17.5%
Harrison	$43,446	756	17.4%
Holt	$60,269	189	8.3%
Knox	$43,232	255	12.3%
Lewis	$41,383	942	17.6%
Lincoln	$49,802	3,611	9.9%
Linn	$45,212	877	13.5%
Livingston	$47,712	825	11.1%
Macon	$50,361	766	9.3%
Marion	$48,850	2,209	13.9%
Mercer	$37,419	200	10.6%
Monroe	$47,378	655	14.2%
Montgomery	$49,676	964	14.9%
Nodaway	$41,353	2,581	22.2%
Pike	$41,389	1,242	14.0%
Putnam	$40,728	293	12.0%
Ralls	$47,343	594	10.2%
Randolph	$48,170	2,109	15.6%
Schuyler	$40,058	250	11.2%
Scotland	$47,207	212	8.7%
Shelby	$49,093	398	12.2%
Sullivan	$42,918	487	14.3%
Warren	$51,472	1,963	9.4%
Worth	$41,738	163	15.2%

Sources:

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

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

Barriers to employment can include homelessness, disability status, lower education levels, and limited proficiency with the English language. In thirteen of the 34 counties in this region, the percentage of the working age population (18-64 years old) with disabilities was above the state average of 12.3 percent, with Harrison and Schuyler counties having the highest percentage at 21.0 percent. The percentage of the working age population with English as a second language in Missouri was 7.1 percent. The percentage of the working age population with

English as a second language was lower than the state average in all but four counties (Sullivan, Scotland, Daviess, and Buchanan) in the region.

In Missouri, 10.8 percent of the working age population did not have a high school diploma in 2022. Twenty-four of the 34 counties in the region had higher percentage of the working age population without a high school diploma than the state average. Mercer County had the highest percentage of the working age population without a high school diploma at 18.0 percent, whereas Nodaway County had the lowest percentage of the working age population without a high school diploma at 8.2 percent.

Barriers To Employment									
Area	Total Population	Total Population 18-64	% of 18-64 in Population	Total Population 18-64 with less than high school diploma	% of Population 18- 64 without high school diploma	Total Population 18-64 with a disability	% of Population 18-64 with a disability	Total Population 18-64 who speak language other than English	% of Population 18-64 who speak language other than English
Missouri	**6,154,422**	**3,697,543**	**60.1%**	**265,816**	**10.8%**	**449,967**	**12.3%**	**261,796**	**7.1%**
Adair	25,299	16,940	67.0%	578	8.3%	1,524	9.0%	1,100	6.5%
Andrew	18,069	10,220	56.6%	234	10.6%	931	9.2%	331	3.2%
Atchison	5,270	2,843	53.9%	192	14.3%	379	13.4%	100	3.5%
Buchanan	84,544	51,106	60.4%	4,523	11.0%	7,957	16.1%	3,957	7.7%
Caldwell	8,876	5,010	56.4%	132	9.6%	531	10.8%	166	3.3%
Clark	6,693	3,668	54.8%	89	9.3%	424	11.7%	88	2.4%
Clinton	21,155	12,370	58.5%	328	11.1%	1,334	10.8%	253	2.0%
Daviess	8,418	4,536	53.9%	122	10.7%	471	10.7%	464	10.2%
DeKalb	11,838	7,542	63.7%	199	9.5%	598	11.4%	246	3.3%
Gentry	6,219	3,499	56.3%	142	9.2%	517	14.9%	223	6.4%
Grundy	9,878	5,258	53.2%	177	9.7%	719	13.8%	290	5.5%
Harrison	8,190	4,387	53.6%	153	9.8%	906	21.0%	134	3.1%
Holt	4,274	2,299	53.8%	89	10.1%	310	13.7%	53	2.3%
Knox	3,772	2,091	55.4%	58	10.1%	370	17.7%	59	2.8%
Lewis	9,987	5,968	59.8%	178	9.4%	675	11.4%	96	1.6%
Lincoln	60,172	36,570	60.8%	1,114	11.3%	4,590	12.6%	740	2.0%
Linn	11,892	6,542	55.0%	319	10.2%	770	11.8%	243	3.7%
Livingston	14,402	8,377	58.2%	477	9.8%	849	11.5%	188	2.2%
Macon	15,173	8,298	54.7%	367	10.4%	1,157	14.0%	264	3.2%
Marion	28,525	16,750	58.7%	1,026	9.7%	2,118	12.9%	138	0.8%
Mercer	3,517	1,886	53.6%	206	18.0%	314	16.7%	107	5.7%
Monroe	8,668	4,630	53.4%	129	10.8%	569	12.4%	153	3.3%
Montgomery	11,421	6,556	57.4%	298	11.4%	1,218	18.8%	159	2.4%
Nodaway	21,140	14,058	66.5%	474	8.2%	1,266	9.3%	505	3.6%
Pike	17,719	10,417	58.8%	400	10.8%	1,405	15.9%	372	3.6%
Putnam	4,698	2,447	52.1%	42	8.9%	277	11.3%	111	4.5%
Ralls	10,356	5,895	56.9%	358	10.8%	848	14.5%	103	1.7%
Randolph	24,652	15,053	61.1%	744	10.2%	2,371	17.4%	249	1.7%
Schuyler	4,066	2,234	54.9%	43	9.4%	467	21.0%	153	6.8%
Scotland	4,720	2,450	51.9%	71	11.2%	398	16.3%	250	10.2%
Shelby	6,049	3,287	54.3%	125	10.2%	428	13.1%	110	3.3%
Sullivan	5,983	3,436	57.4%	319	16.7%	322	9.5%	731	21.3%
Warren	35,729	21,060	58.9%	756	11.2%	2,777	13.3%	442	2.1%
Worth	1,982	1,079	54.4%	23	11.1%	134	12.5%	13	1.2%

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

d. Unemployment rates for the last five years

The unemployment rate in the North Region is declining after peaking in 2020 due to the COVID-19 pandemic. The statewide average unemployment rate for 2022 was 2.5 percent. The unemployment rate in eighteen counties was below the state average, with the lowest percentage in Worth and Holt counties (1.9%) and the highest in Clark County (3.2%).

Unemployment Rate by County North Region					
Year	**2018**	**2019**	**2020**	**2021**	**2022**
US	**3.9%**	**3.7%**	**8.1%**	**5.3%**	**3.6%**
Missouri	**3.2%**	**3.2%**	**6.1%**	**4.1%**	**2.5%**
Adair	3.6%	3.8%	5.1%	4.1%	3.0%
Andrew	2.7%	2.7%	4.0%	2.9%	2.1%
Atchison	2.5%	3.6%	4.1%	3.1%	2.4%
Buchanan	3.0%	3.0%	5.0%	3.6%	2.4%
Caldwell	3.2%	3.1%	5.4%	4.8%	2.8%
Clark	3.9%	3.5%	6.1%	4.4%	3.2%
Clinton	3.3%	3.0%	5.9%	5.0%	2.8%
Daviess	3.0%	3.3%	4.2%	3.6%	2.4%
DeKalb	3.1%	3.0%	4.5%	3.6%	2.6%
Gentry	2.4%	2.6%	3.4%	2.5%	2.1%
Grundy	3.6%	3.4%	4.6%	3.4%	2.6%
Harrison	3.1%	3.3%	4.6%	3.4%	2.4%
Holt	2.4%	2.7%	3.4%	2.8%	1.9%
Knox	2.9%	2.8%	4.0%	3.0%	2.6%
Lewis	2.8%	3.1%	4.9%	3.3%	2.3%
Lincoln	3.3%	3.2%	6.2%	4.3%	2.6%
Linn	4.7%	4.8%	6.2%	5.1%	2.9%
Livingston	2.5%	2.5%	3.7%	2.8%	2.0%
Macon	3.0%	3.3%	4.8%	3.5%	2.5%
Marion	3.1%	3.1%	4.8%	3.3%	2.4%
Mercer	3.1%	3.1%	3.5%	2.8%	2.4%
Monroe	3.6%	4.1%	5.9%	4.1%	2.7%
Montgomery	2.9%	3.1%	5.0%	3.5%	2.4%
Nodaway	2.9%	2.9%	4.5%	2.8%	2.2%
Pike	3.7%	3.5%	5.4%	3.7%	2.5%
Putnam	3.5%	3.5%	4.4%	3.0%	2.3%
Ralls	2.8%	3.1%	4.5%	3.2%	2.3%
Randolph	3.9%	3.8%	6.0%	4.0%	2.6%
Schuyler	4.1%	4.2%	5.8%	4.1%	3.0%
Scotland	2.8%	3.0%	3.3%	2.5%	2.1%
Shelby	3.1%	2.9%	4.5%	3.1%	2.3%
Sullivan	3.2%	3.4%	4.3%	4.6%	2.8%
Warren	2.8%	2.8%	5.7%	3.9%	2.5%
Worth	2.9%	2.7%	4.1%	2.4%	1.9%

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

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

Below is a chart of Major layoff events over the past three years.

Date	Business Name	County	Number Affected
5/21/2023	Orscheln/Tractor Supply	Randolph	122
5/31/2023	Cardinal Health	Randolph	131
7/28/2023	Deluxe Corporation	Nodaway	57
10/8/2023	Smithfield Foods	Mercer/Putnam/Sullivan	92
12/5/2023	PSSI	Sullivan	68

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

Most of the counties in North Missouri have seen a decline in the working age population over the last 5 years. This has created a shortage of workers in the region. While the Civilian Labor Force Participation rate for the working age population has increased, it has not increased to overcome the population decline.

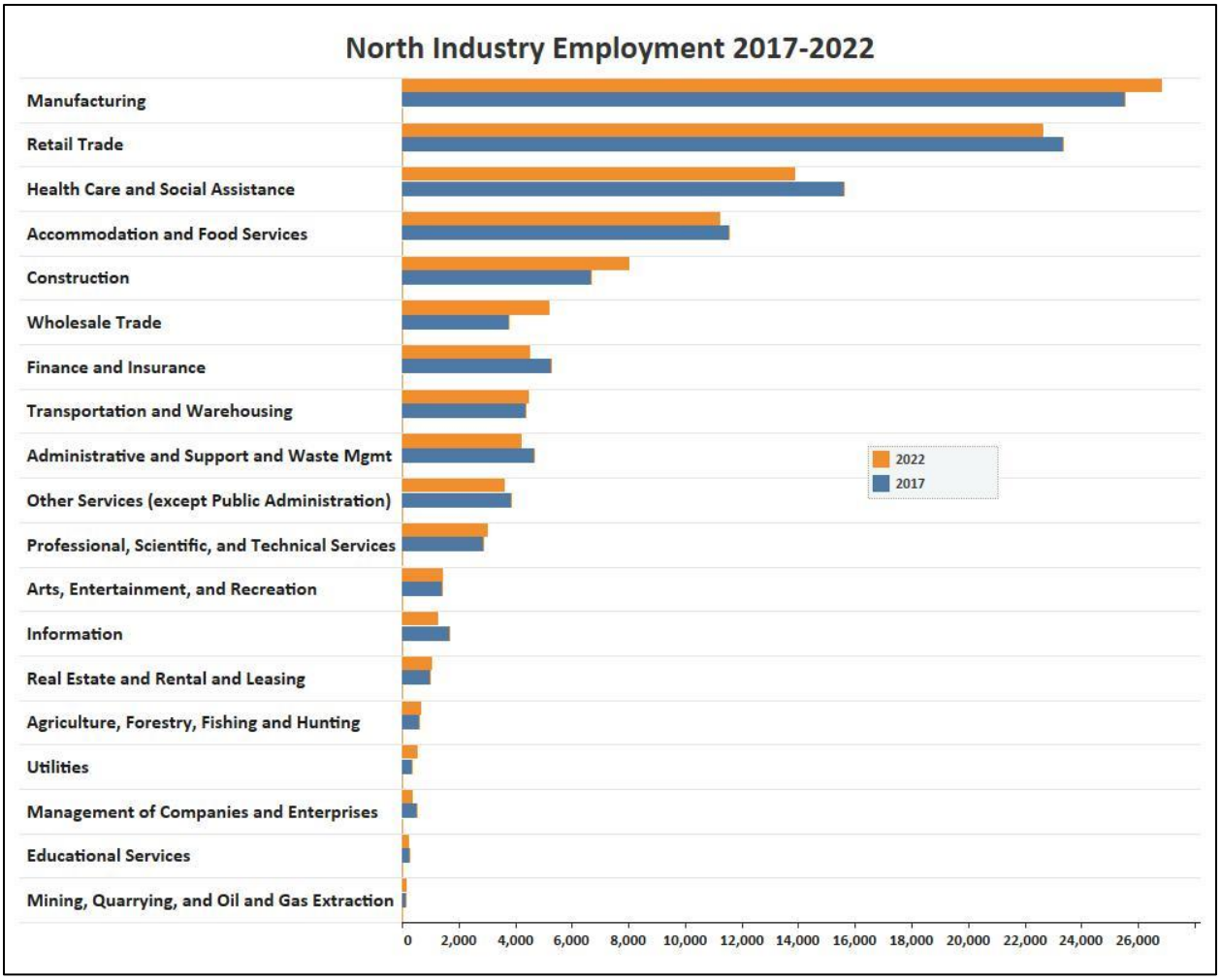
North Missouri also has a large agricultural industry. This industry continues to develop a need for training regarding new technologies that have been implemented to increase agricultural production. Typically, labor market data does not account for agricultural employment demand, which is why the region works to keep a close eye on this field to ensure job seekers have the proper skills to fill the employment needs of the industry.

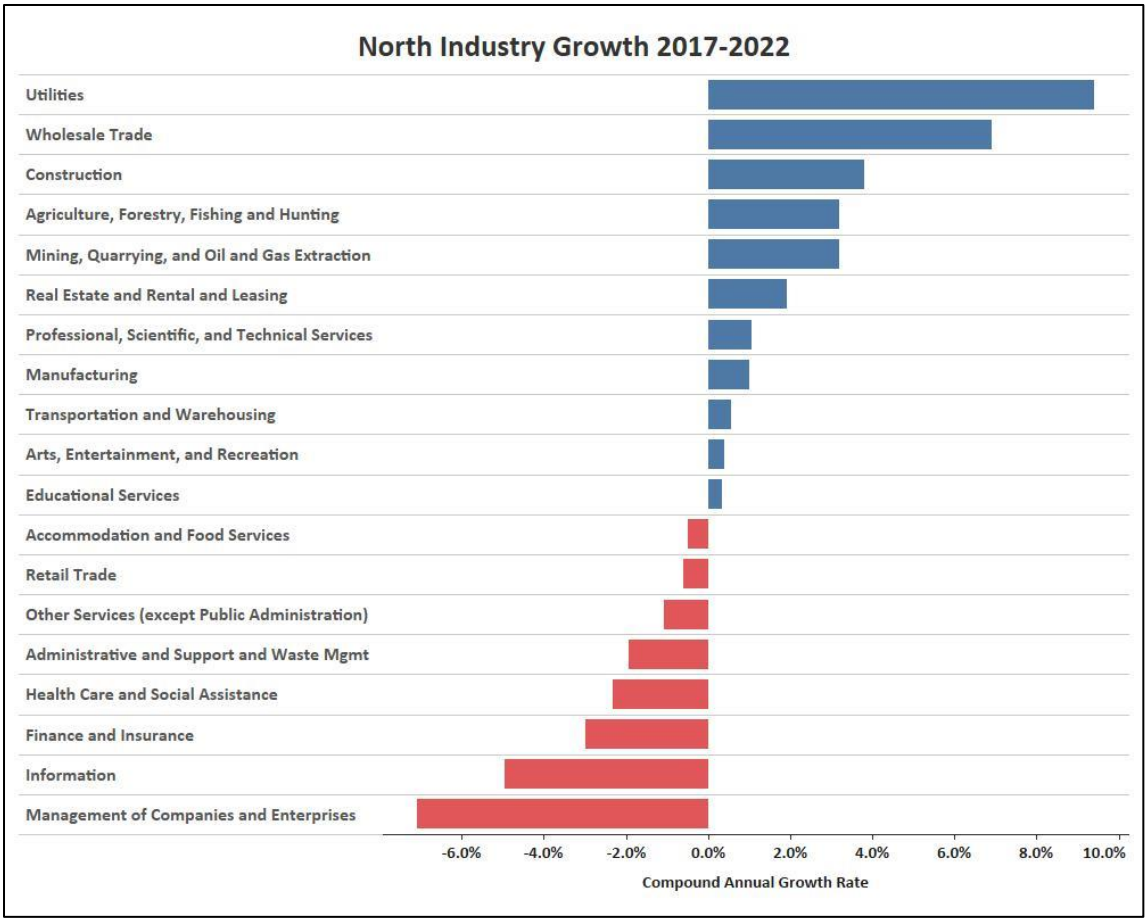
7. *Labor Market Analysis*

a. Existing Demand Industry Sectors and Occupations

Current Industry Demand

The North Region had a compound annual growth rate of 0.1 percent over the past 5-year period from 2017 to 2022, with a 0.3 percent overall gain from 2017 to 2022. Several industry groups have increased employment at a positive compound annual growth rate. Some of those industries were Utilities (206 employment increase at 9.4% compound annual growth rate); Wholesale Trade (1,485 at 6.9%), and Construction (1,366 at 3.8%).


North Industry Employment 2017-2022
Manufacturing
Retail Trade
Health Care and Social Assistance
Accommodation and Food Services
Construction
Wholesale Trade
Finance and Insurance
Transportation and Warehousing
Administrative and Support and Waste Mgmt
Other Services (except Public Administration)
Professional, Scientific, and Technical Services
Arts, Entertainment, and Recreation
Information
Real Estate and Rental and Leasing
Agriculture, Forestry, Fishing and Hunting
Utilities
Management of Companies and Enterprises
Educational Services
Mining, Quarrying, and Oil and Gas Extraction
2022
2017
0
2,000
4,000
6,000
8,000
10,000
12,000
14,000
16,000
18,000
20,000
22,000
24,000
26,000



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 2022, North Region had two industries with LQs higher than 2.5: Gasoline Stations and Fuel Dealers (3.2) and Food Manufacturing (2.6). Other industries with high LQs were Fabricated Metal Product Manufacturing (2.2); Chemical Manufacturing (1.6); Crop Production (1.6); General Merchandise Retailers (1.6); and Building Material and Garden Equipment and Supplies (1.6).

2022 North Region Location Quotients		
Industry	**Employment**	**Location Quotient**
Gasoline Stations and Fuel Dealers	3,734	3.2
Food Manufacturing	4,904	2.6
Fabricated Metal Product Manufacturing	3,566	2.2
Chemical Manufacturing	1,646	1.6
Crop Production	986	1.6
General Merchandise Retailers	5,651	1.6
Building Material and Garden Equipment and Supplies	2,510	1.6
Goods-Producing	38,726	1.5
Nonmetallic Mineral Product Manufacturing	698	1.5
Animal Production and Aquaculture	438	1.5
Heavy and Civil Engineering Construction	1,566	1.3
Nursing and Residential Care Facilities	4,379	1.3
Truck Transportation	2,184	1.2
Motor Vehicle and Parts Dealers	2,599	1.1
Merchant Wholesalers, Nondurable Goods	2,795	1.1

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

Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From November 2022 to October 2023, nearly 37,940 on-line job ads were placed for jobs located in the North Region according to LightcastTM.

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; Home Health and Personal Care Aides Fast Food and Counter Workers; Laborers and Freight, Stock, and Material Movers, Hand; and Customer Service Representatives. 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; Medical and Health Services Managers; Postsecondary Teachers; Physical Therapists; and Managers, All Other.

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

Top Job Ads - North Region		
SOC Code	**Occupation Title**	**Online Job Postings**
NOW - Typically requires high school education or less and short-term training		
41-2031	Retail Salespersons	2,630
31-1120	Home Health and Personal Care Aides	1,990
35-3023	Fast Food and Counter Workers	2,210
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,100
43-4051	Customer Service Representatives	1,240
53-7065	Stockers and Order Fillers	990
41-2011	Cashiers	920
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	640
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	510
53-3031	Driver/Sales Workers	590
NEXT - Typically requires moderate/long-term training or experience or education beyond high school		
53-3032	Heavy and Tractor-Trailer Truck Drivers	2,250
29-2061	Licensed Practical and Licensed Vocational Nurses	2,130
41-1011	First-Line Supervisors of Retail Sales Workers	1,740
11-9051	Food Service Managers	1,750
49-9071	Maintenance and Repair Workers, General	1,350
31-1131	Nursing Assistants	1,470
27-1026	Merchandise Displayers and Window Trimmers	1,270
51-9199	Production Workers, All Other	1,310
41-4012	Sales Representatives, Wholesale and Manufacturing	940
29-2099	Health Technologists and Technicians, All Other	840
LATER - Typically requires a bachelor's degree or higher		
29-1141	Registered Nurses	4,900
11-9111	Medical and Health Services Managers	990
25-1000	Postsecondary Teachers	890
29-1123	Physical Therapists	870
11-9199	Managers, All Other	530
11-1021	General and Operations Managers	550
29-1127	Speech-Language Pathologists	670
29-2010	Clinical Laboratory Technologists and Technicians	540
29-1122	Occupational Therapists	420
29-1229	Physicians, All Other	340

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

Missouri Workforce 2023 Survey

From February 20, 2023, to April 17, 2023, over 2,800 Missouri companies with five or more employees were surveyed to gauge the state of the workforce from the employer's perspective. A total of 1,705 employers started the survey but did not respond to all

questions, and 1,183 employers completed every question in the survey. Seventy-three percent employers responded over the phone and 27 percent completed the online version of the survey. Companies were asked 26 questions, some with multiple parts, about hiring trends, skill needs and shortages, workforce initiatives, recruitment strategies, and education and experience requirements.

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

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

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

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

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

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

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

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

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

Since the COVID-19 pandemic, there has been an increased interest in understanding remote work. Prior to pandemic, (February 2020) about 15 percent employers were having some workers working remotely. Remote work peaked in 2020 during the height of the pandemic, with over half of employers (56%) stating they had some workers working remotely, either full or part-time. This dropped significantly to 20 percent in 2021

and has increased slightly to 25 percent in 2023. When asked if they expected the number of remote workers to change over time, the vast majority (92%) of employers said they expected it to stay the same. In the question about workforce initiatives considered in the coming year, 13 percent of employers indicated considering remote work.

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

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

b. Emerging Demand Industry Sectors and Occupation

Industry Projections

The long-term industry projections help determine the industries that are expected to add positions within their organizations over time. The latest round of projections is through the ten-year period ending in 2030. In 2023, the Northeast and the Northwest regions were combined to make the “North” region. ¬The Northeast Region was comprised of 16 counties in northeastern Missouri, while Northwest Region was comprised of 18 counties in the northwest corner of Missouri. The new “North” region, thus, is comprised of 34 counties. As the latest round of projections was in 2022, the projections data for Northeast and Northwest is shown here as no projections were calculated for the “North” region at that time. The next release of projections will contain data for the North Region as well.

The projections reveal several industries with both high employment numbers and above average growth rates compared to the regional average. The top three industries by numeric employment change in the Northeast region were Food Services and Drinking Places; Ambulatory Health Care Services; and Specialty Trade Contractors. The top three

industries by numeric employment change in the Northwest region were Food Manufacturing; Social Assistance; and Professional, Scientific, and Technical Services.

Northeast Region Industry Projections 2020-2030					
		Employment		2020-2030 Change	
NAICS	Industry	2020	2030	Numeric	Percent
10	**Total All Industries**	**83,883**	**86,346**	**2,463**	**2.9%**
722	Food Services and Drinking Places	5,390	6,339	949	17.6%
621	Ambulatory Health Care Services	2,778	3,174	396	14.3%
238	Specialty Trade Contractors	2,107	2,321	214	10.2%
424	Merchant Wholesalers, Nondurable Goods	1,259	1,449	190	15.1%
237	Heavy and Civil Engineering Construction	947	1,108	161	17.0%
111	Crop Production	1,403	1,535	132	9.4%
624	Social Assistance	2,153	2,277	124	5.8%
713	Amusement, Gambling, and Recreation Industries	701	794	93	13.3%
622	Hospitals	2,392	2,463	71	3.0%
441	Motor Vehicle and Parts Dealers	1,145	1,213	68	5.9%
811	Repair and Maintenance	819	880	61	7.5%
812	Personal and Laundry Services	467	520	53	11.4%
236	Construction of Buildings	927	979	52	5.6%
531	Real Estate	308	358	50	16.2%
493	Warehousing and Storage	970	1,018	48	5.0%

Source: *MERIC 2020-2030 Long Term Projections*

Northwest Region Industry Projections 2020-2030					
		Employment		2020-2030 Change	
NAICS	Industry	2020	2030	Numeric	Percent
10	**Total All Industries**	**83,883**	**86,346**	**2,463**	**2.9%**
311	Food Manufacturing	6,380	6,929	549	8.6%
624	Social Assistance	3,094	3,500	406	13.1%
541	Professional, Scientific, and Technical Services	2,308	2,644	336	14.6%
722	Food Services and Drinking Places	6,087	6,387	300	4.9%
333	Machinery Manufacturing	1,639	1,874	235	14.3%
622	Hospitals	4,764	4,955	191	4.0%
621	Ambulatory Health Care Services	3,246	3,375	129	4.0%
238	Specialty Trade Contractors	2,011	2,139	128	6.4%
332	Fabricated Metal Product Manufacturing	3,132	3,254	122	3.9%
492	Couriers and Messengers	366	482	116	31.7%
111	Crop Production	1,076	1,177	101	9.4%
423	Merchant Wholesalers, Durable Goods	1,171	1,272	101	8.6%
713	Amusement, Gambling, and Recreation Industries	550	634	84	15.3%
237	Heavy and Civil Engineering Construction	834	900	66	7.9%
441	Motor Vehicle and Parts Dealers	1,375	1,428	53	3.9%

Source: *MERIC 2020-2030 Long Term Projections*

Occupational Projections

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

Emerging occupations can be identified through growth openings. The chart below identifies occupations that have the highest number of growth openings in the Northwest

and Northeast regions, most with higher than the average growth rate for their respective regions. The total number of openings indicates the projected number of vacancies that businesses will need to fill annually.

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

Growth openings are projected at all education and training levels and are listed by the highest number of growth openings. Several occupations were among the top highest number of growth openings in both the Northeast and Northwest region, including Home Health and Personal Care Aides; Cooks, Restaurant; and Registered Nurses.

Occupations in the tables below are listed by the highest number of growth openings in both Northeast and Northwest regions. **Now** occupations with the highest numbers of projected growth openings in Northwest were Home Health and Personal Care Aides; Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity; and Light Truck or Delivery Services Drivers whereas in Northeast, the highest number of growth openings in **Now** occupations were Home Health and Personal Care Aides; Laborers and Freight, Stock, and Material Movers, Hand; and Fast Food and Counter Workers. **Next** occupations with the highest numbers of projected growth openings in Northwest were Cooks, Restaurant; Welders, Cutters, Solderers, and Brazers; and Industrial Machinery Mechanics while the largest growth in **Next** occupations in Northeast was in the occupations of Cooks, Restaurant; Heavy and Tractor-Trailer Truck Drivers; and Packaging and Filling Machine Operators and Tenders. **Later** occupations with the most projected growth openings in the Northwest Region were Nurse Practitioners; General and Operations Managers; and Industrial Engineers whereas **Later** occupations with the highest growth in the Northeast Region were General and Operations Managers; Nurse Practitioners; and Medical and Health Services Managers. These occupations are consistent with the industries identified as emerging industries.

Northeast Region Highest Growth Openings 2020-2030						
	Average	Percent	Annual Openings			
Occupation	Wage	Growth	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	$26,755	9.4%	119	106	**17**	242
Laborers and Freight, Stock, and Material Movers, Hand	$28,900	9.9%	77	153	**17**	247
Fast Food and Counter Workers	$22,494	7.2%	159	174	**11**	344
Waiters and Waitresses	$26,706	12.5%	67	110	**11**	188
Construction Laborers	$40,443	11.0%	28	64	**10**	102
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$28,803	7.3%	74	82	**8**	164
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$32,967	12.9%	42	32	**8**	82
Stockers and Order Fillers	$30,015	4.0%	87	149	**6**	242
Industrial Truck and Tractor Operators	$40,114	9.8%	15	39	**5**	59
Landscaping and Groundskeeping Workers	$27,758	10.5%	19	38	**4**	61
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training						
Cooks, Restaurant	$23,860	39.2%	84	122	**47**	253
Heavy and Tractor-Trailer Truck Drivers	$46,624	5.3%	83	137	**10**	230
Packaging and Filling Machine Operators and Tenders	$35,962	13.4%	29	46	**9**	84
Maintenance and Repair Workers, General	$39,643	4.4%	45	74	**6**	125
Telecommunications Line Installers and Repairers	$57,740	15.6%	8	30	**5**	43
Machinists	$46,190	10.8%	16	32	**5**	53
First-Line Supervisors of Construction Trades and Extraction Workers	$60,878	8.2%	15	34	**4**	53
Industrial Machinery Mechanics	$54,684	25.3%	6	10	**4**	20
First-Line Supervisors of Production and Operating Workers	$57,107	6.4%	17	38	**4**	59
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$36,239	16.2%	10	20	**4**	34
LATER - Typically requires a bachelor's degree or higher						
General and Operations Managers	$75,867	9.2%	28	88	**12**	128
Nurse Practitioners	$99,686	48.8%	3	5	**6**	14
Medical and Health Services Managers	$106,542	27.5%	5	10	**5**	20
Industrial Engineers	$85,259	22.7%	5	9	**4**	18
Elementary School Teachers, Except Special Education	$48,097	4.3%	27	35	**4**	66
Secondary School Teachers, Except Special and Career/Technical Education	$42,397	4.7%	25	38	**4**	67
Registered Nurses	$59,332	2.1%	34	32	**3**	69
Financial Managers	$102,230	18.8%	3	7	**2**	12
Construction Managers	$93,530	13.8%	3	7	**2**	12
Education Administrators, Elementary and Secondary School	$90,531	4.7%	9	17	**2**	28

Source: *MERIC 2020-2030 Long-Term Occupational Projections*

Northwest Region Highest Growth Openings 2020-2030						
	Average	Percent	Annual Openings			
Occupation	Wage	Growth	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	$25,484	14.2%	187	166	**39**	392
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$30,062	20.9%	44	34	**13**	91
Light Truck or Delivery Services Drivers	$43,622	13.7%	35	59	**11**	105
Laborers and Freight, Stock, and Material Movers, Hand	$30,556	5.2%	76	151	**9**	236
Stockers and Order Fillers	$27,173	6.3%	82	140	**9**	231
Construction Laborers	$42,462	6.7%	21	49	**5**	75
Waiters and Waitresses	$24,280	2.7%	75	122	**3**	200
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	$28,884	3.5%	34	91	**3**	128
Industrial Truck and Tractor Operators	$36,887	5.8%	15	38	**3**	56
Dining Room and Cafeteria Attendants and Bartender Helpers	$22,353	9.6%	16	16	**2**	34
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training						
Cooks, Restaurant	$26,011	29.3%	58	84	**25**	167
Welders, Cutters, Solderers, and Brazers	$40,478	13.2%	21	62	**10**	93
Industrial Machinery Mechanics	$46,109	27.3%	8	15	**7**	30
Packaging and Filling Machine Operators and Tenders	$36,142	7.1%	32	52	**5**	89
Self-Enrichment Education Teachers	$39,513	18.2%	15	14	**4**	33
Veterinary Assistants and Laboratory Animal Caretakers	$32,811	19.8%	10	22	**4**	36
Electricians	$62,415	8.3%	14	36	**4**	54
Farm Equipment Mechanics and Service Technicians	$36,650	14.1%	8	18	**4**	30
First-Line Supervisors of Production and Operating Workers	$59,300	5.5%	24	54	**4**	82
Electrical, Electronic, and Electromechanical Assemblers, Except Coil ...	$35,879	11.7%	16	26	**4**	46
LATER - Typically requires a bachelor's degree or higher						
Nurse Practitioners	$115,467	42.2%	7	10	**11**	28
General and Operations Managers	$81,927	4.5%	34	106	**8**	148
Industrial Engineers	$74,539	20.0%	6	10	**5**	21
Medical and Health Services Managers	$115,505	19.6%	6	13	**4**	23
Registered Nurses	$64,277	2.2%	53	50	**4**	107
Accountants and Auditors	$62,926	4.7%	18	37	**3**	58
Software Developers and Software Quality Assurance Analysts and Testers	$75,499	15.3%	4	9	**3**	16
Financial Managers	$115,532	12.8%	3	7	**2**	12
Industrial Production Managers	$111,157	9.0%	4	9	**2**	15
Management Analysts	$66,777	11.0%	5	8	**2**	15

Source: *MERIC 2020-2030 Long-Term Occupational Projections*

c. Employers' Employment Needs

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. LightcastTM 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 this list, these Microsoft products have not been included as those tend to crowd the list by appearing at the top across all the industries. Industry-specific programs identified in the job ads are listed in the table.

Employer Skill Needs - North Region			
Industry	**Specialized Skills**	**Qualifications**	**Software and Programming**
Manufacturing	Forklift Truck	Commercial Driver's License (CDL)	Operating Systems
	Machinery	Valid Driver's License	SAP Applications
	Housekeeping	Forklift Certification	Safari (Web Browser)
	Warehousing	Secret Clearance	Microsoft Edge
	Food Safety And Sanitation	Hazmat Endorsement	Amazon Web Services
Construction	Construction	Valid Driver's License	Presentation Software
	Power Tool Operation	Commercial Driver's License (CDL)	Adobe InDesign
	Carpentry	Certified Safety Professional	AutoCAD
	Machinery	Forklift Certification	Adobe Illustrator
	Project Management	Journeyman Lineman	Adobe Photoshop
Transportation & Warehousing	Truck Driving	Valid Driver's License	Inventory Control Systems
	Warehousing	Commercial Driver's License (CDL)	Warehouse Management Systems
	Selling Techniques	Tanker And Hazmat Combo X Endorsement	Operating Systems
	Mail Sorting	Tanker Endorsement	Web Browsers
	Palletizing	Hazmat Endorsement	SAP Applications
Public Administration	Social Work	Valid Driver's License	Spreadsheets
	Rehabilitation	Commercial Driver's License (CDL)	IBM WebSphere MQ
	Law Enforcement	Registered Nurse (RN)	Geographic Information Systems
	Plowing	Cardiopulmonary Resuscitation (CPR) Certification	Permitting Software
	Machinery	Basic Life Support (BLS) Certification	ArcGIS (GIS Software)
Agriculture, Forestry, Fishing & Hunting	Forklift Truck	Cardiopulmonary Resuscitation (CPR) Certification	Inventory Management System
	Shipping And Receiving	First Aid Certification	Geographic Information Systems
	Bill Of Lading	Herbicide Applicator License	Inventory Control Systems
	Poultry	Valid Driver's License	
	Petrochemical	Food Safety Certification	
Health Care & Social Assistance	Nursing	Registered Nurse (RN)	Epic EMR
	Medical Records	Valid Driver's License	Spreadsheets
	Caregiving	Basic Life Support (BLS) Certification	AMT Asset Management Software
	Meal Planning And Preparation	Licensed Practical Nurse (LPN)	Clinic Management Systems
	Personal Care	Cardiopulmonary Resuscitation (CPR) Certification	Patient Management Software
Information	Selling Techniques	Valid Driver's License	Salesforce
	Customer Advocacy	Chauffeur License	AutoCAD
	Upselling	Broadband Premises Installer (BPI)	MicroStation (CAD Design Software)
	Electrical Wiring	Commercial Driver's License (CDL)	Spreadsheets
	Telecommunications	Forklift Certification	Operating Systems
Accommodation & Food Service	Restaurant Operation	Valid Driver's License	Geographic Information Systems
	Food Services	ServSafe Certification	Python (Programming Language)
	Food Safety And Sanitation	Food Safety Certification	Spreadsheets
	Food Preparation	Food Handler's Card	R (Programming Language)
	General Mathematics	CDL Class A License	SPSS (Statistical Software)
Administrative & Support & Waste Management & Remediation Services	Nursing	Registered Nurse (RN)	SolidWorks (CAD)
	Warehousing	Valid Driver's License	Spreadsheets
	Machinery	Basic Life Support (BLS) Certification	SAP Applications
	Vital Signs	Licensed Practical Nurse (LPN)	AutoCAD
	Good Manufacturing Practices	Advanced Cardiovascular Life Support (ACLS) Certification	Operating Systems

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

8. Workforce Analysis

a. Employment and Unemployment

Population Data

The U.S. Census Bureau estimates that Missouri's population grew to over 6.15 million in 2022, up by 0.2 percent from the previous year. In the North Region over the past year, the population in nine of the 34 counties grew at a faster rate than the state. The highest population increase was in Lincoln County, adding 1,483 residents from 2021 to 2022 and adding just over 5,300 residents from 2017 to 2022. During the same five-year period, the population of Buchanan County decreased by over 4,800 residents.

North Region Population Change by County				
	1 Year Change 2021-2022		5 Year Change 2017-2022	
NAME	Number	Percentage	Number	Percentage
Missouri	**12,888**	**0.2%**	**79,122**	**1.3%**
Adair	(40)	-0.2%	(138)	-0.5%
Andrew	46	0.3%	711	4.1%
Atchison	(42)	-0.8%	(65)	-1.2%
Buchanan	(1,001)	-1.2%	(4,881)	-5.5%
Caldwell	20	0.2%	(170)	-1.9%
Clark	44	0.7%	(114)	-1.7%
Clinton	60	0.3%	660	3.2%
Daviess	(9)	-0.1%	118	1.4%
DeKalb	199	1.7%	(726)	-5.8%
Gentry	(12)	-0.2%	(469)	-7.0%
Grundy	(23)	-0.2%	(233)	-2.3%
Harrison	(39)	-0.5%	(425)	-4.9%
Holt	(21)	-0.5%	(225)	-5.0%
Knox	(10)	-0.3%	(204)	-5.1%
Lewis	(44)	-0.4%	(91)	-0.9%
Lincoln	1,483	2.5%	5,372	9.8%
Linn	(70)	-0.6%	(356)	-2.9%
Livingston	(599)	-4.0%	(623)	-4.1%
Macon	(49)	-0.3%	(146)	-1.0%
Marion	(39)	-0.1%	(178)	-0.6%
Mercer	(44)	-1.2%	(152)	-4.1%
Monroe	25	0.3%	(8)	-0.1%
Montgomery	37	0.3%	(197)	-1.7%
Nodaway	(431)	-2.0%	(1,604)	-7.1%
Pike	(333)	-1.8%	(798)	-4.3%
Putnam	(17)	-0.4%	(148)	-3.1%
Ralls	38	0.4%	148	1.4%
Randolph	(228)	-0.9%	(335)	-1.3%
Schuyler	(28)	-0.7%	(384)	-8.6%
Scotland	(40)	-0.8%	(163)	-3.3%
Shelby	(38)	-0.6%	(35)	-0.6%
Sullivan	(62)	-1.0%	(399)	-6.3%
Warren	696	2.0%	2,175	6.5%
Worth	(22)	-1.1%	(71)	-3.5%

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

Demographics

In 2022, the population age 55+ was above the state average of 30.6 percent in 29 of the 34 counties. The counties with the highest percentage of residents aged 55 and up were Worth and Holt with 41.7 percent of residents in this age group.

The male/female gender split is close to the state average in all counties. In fourteen of the 34 counties in the North Region, percent male population was less than or equal to the percentage of female population. Livingston County had the lowest percent of male population in the region (44.6%) and DeKalb County had the lowest percent of female population in the region (39.8%).

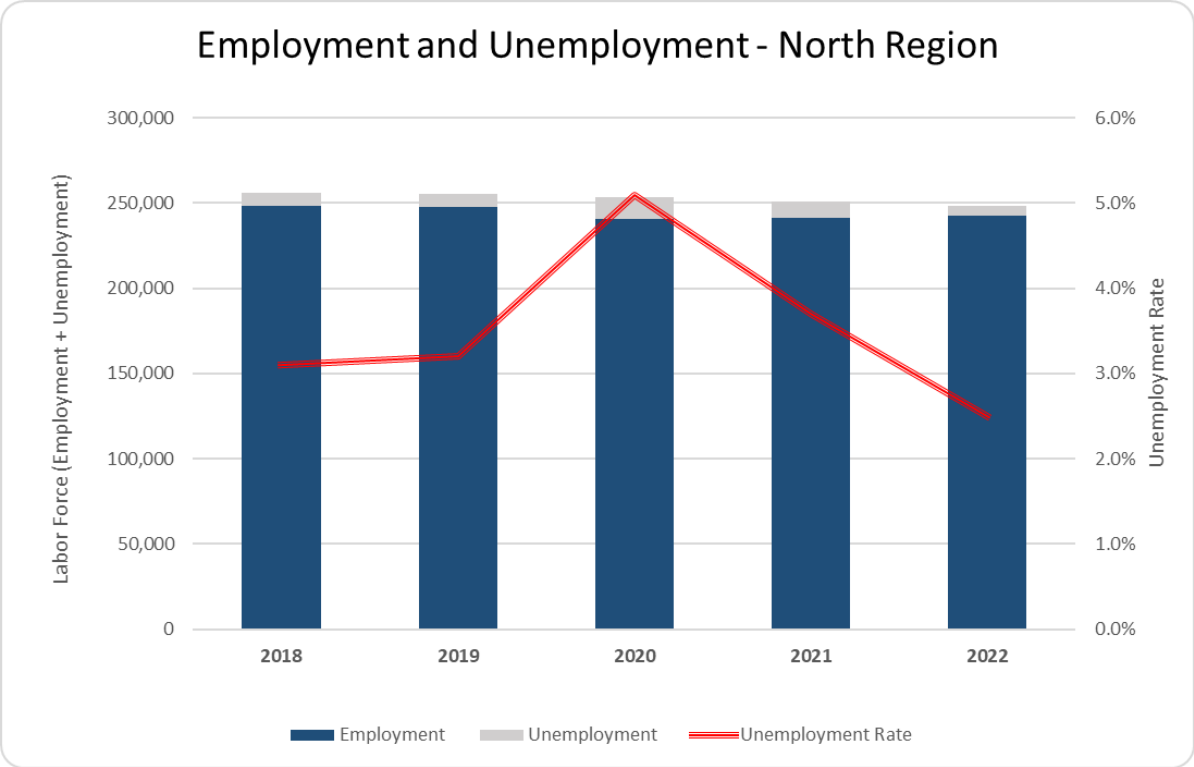
Race/Ethnicity statistics were different from the Missouri averages in most of the counties in the region. All counties in the region had a lower percentage of minorities than the state average.

County	Population						Gender		Race/Ethnicity								
	Total	Under 20	20 to 24	25 to 34	35 to 54	55+	Female	Male	White	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pacific Islander	Some other race	One Race	Two or more races	Hispanic or Latino
Missouri	**6,154,422**	**25.0%**	**6.7%**	**13.2%**	**24.4%**	**30.6%**	**50.6%**	**49.4%**	**79.4%**	**11.3%**	**2.1%**	**0.3%**	**0.1%**	**1.5%**	**94.6%**	**5.4%**	**4.6%**
Adair	25,299	25.9%	19.3%	11.0%	18.7%	25.2%	52.1%	47.9%	90.1%	4.1%	1.9%	0.4%	0.1%	0.5%	97.1%	2.9%	2.8%
Andrew	18,069	24.9%	5.1%	11.3%	24.6%	34.2%	49.6%	50.4%	93.6%	0.8%	0.7%	0.0%	0.0%	0.5%	95.6%	4.4%	2.7%
Atchison	5,270	22.3%	4.5%	10.4%	22.8%	40.1%	49.4%	50.6%	94.9%	0.3%	0.2%	0.3%	0.1%	0.7%	96.6%	3.4%	1.6%
Buchanan	84,544	25.2%	7.0%	13.0%	24.8%	30.0%	49.4%	50.6%	83.2%	5.9%	1.3%	0.4%	0.3%	2.6%	93.8%	6.2%	7.0%
Caldwell	8,876	26.0%	5.5%	10.3%	23.9%	34.3%	48.7%	51.3%	93.5%	0.4%	0.4%	1.0%	0.1%	0.5%	95.8%	4.2%	2.7%
Clark	6,693	27.5%	3.6%	10.1%	22.7%	36.0%	48.3%	51.7%	95.8%	0.2%	0.9%	0.6%	0.0%	0.4%	97.9%	2.1%	1.0%
Clinton	21,155	25.8%	5.0%	11.3%	25.0%	33.0%	49.8%	50.2%	94.4%	0.8%	0.5%	0.2%	0.1%	0.7%	96.6%	3.4%	2.5%
Daviess	8,418	27.7%	5.6%	10.2%	22.1%	34.5%	49.8%	50.2%	96.2%	0.5%	0.3%	0.2%	0.1%	0.2%	97.6%	2.4%	1.7%
DeKalb	11,838	20.2%	6.1%	14.7%	26.5%	32.4%	39.8%	60.2%	86.3%	8.2%	1.1%	0.5%	0.0%	0.2%	96.5%	3.5%	2.9%
Gentry	6,219	27.3%	5.2%	11.9%	22.5%	33.1%	51.2%	48.8%	96.1%	0.5%	1.6%	0.3%	0.0%	0.8%	99.2%	0.8%	2.1%
Grundy	9,878	27.9%	4.5%	12.0%	20.3%	35.2%	51.2%	48.8%	94.5%	0.4%	1.0%	0.3%	0.0%	0.9%	97.0%	3.0%	2.7%
Harrison	8,190	27.2%	4.1%	10.1%	21.7%	36.9%	49.6%	50.4%	96.0%	1.0%	0.4%	0.4%	0.0%	0.2%	98.0%	2.0%	2.7%
Holt	4,274	22.7%	4.2%	9.6%	21.8%	41.7%	50.1%	49.9%	95.5%	0.7%	0.5%	0.3%	0.0%	0.2%	97.1%	2.9%	1.4%
Knox	3,772	27.9%	5.8%	8.1%	22.7%	35.4%	49.7%	50.3%	94.0%	1.2%	1.9%	0.2%	0.1%	0.2%	97.6%	2.4%	0.8%
Lewis	9,987	26.9%	9.4%	10.5%	20.8%	32.5%	49.6%	50.4%	92.3%	3.9%	0.5%	0.2%	0.1%	0.1%	97.0%	3.0%	1.4%
Lincoln	60,172	27.3%	5.5%	13.7%	25.6%	27.8%	49.4%	50.6%	93.2%	2.2%	0.3%	0.1%	0.1%	0.5%	96.4%	3.6%	2.7%
Linn	11,892	25.8%	5.5%	10.6%	22.3%	35.8%	51.0%	49.0%	96.2%	0.7%	0.4%	0.3%	0.0%	0.3%	97.9%	2.1%	2.9%
Livingston	14,402	23.8%	5.8%	13.6%	24.5%	32.2%	55.4%	44.6%	92.3%	2.9%	0.9%	0.3%	0.1%	0.2%	96.7%	3.3%	2.1%
Macon	15,173	25.7%	5.6%	9.9%	22.9%	36.0%	50.4%	49.6%	92.8%	2.2%	0.6%	0.4%	0.0%	0.5%	96.6%	3.4%	1.7%
Marion	28,525	25.6%	6.5%	11.9%	24.3%	31.7%	51.2%	48.8%	89.8%	5.5%	0.7%	0.3%	0.0%	0.1%	96.4%	3.6%	0.4%
Mercer	3,517	27.4%	4.1%	10.2%	21.4%	37.0%	50.9%	49.1%	94.4%	0.3%	0.9%	0.7%	0.0%	0.7%	97.0%	3.0%	3.0%
Monroe	8,668	24.2%	5.4%	9.4%	21.2%	39.8%	48.7%	51.3%	93.0%	3.5%	0.5%	0.7%	0.1%	0.3%	98.1%	1.9%	1.9%
Montgomery	11,421	24.3%	5.4%	10.3%	24.0%	36.1%	49.6%	50.4%	93.6%	1.7%	0.2%	0.5%	0.0%	0.3%	96.3%	3.7%	2.1%
Nodaway	21,140	26.3%	14.6%	10.6%	19.8%	28.7%	50.0%	50.0%	93.7%	2.2%	1.2%	0.3%	0.0%	0.9%	98.2%	1.8%	1.7%
Pike	17,719	24.5%	5.6%	13.3%	24.4%	32.2%	45.5%	54.5%	89.3%	5.0%	0.4%	1.1%	0.1%	1.3%	97.1%	2.9%	2.3%
Putnam	4,698	24.5%	4.4%	10.0%	21.0%	40.1%	48.6%	51.4%	96.6%	0.2%	0.0%	0.4%	0.0%	0.0%	97.3%	2.7%	2.6%
Ralls	10,356	23.8%	4.5%	9.7%	23.9%	38.1%	48.8%	51.2%	94.0%	1.8%	0.1%	0.0%	0.0%	1.0%	96.9%	3.1%	1.4%
Randolph	24,652	23.9%	6.4%	13.6%	25.6%	30.5%	47.6%	52.4%	88.9%	5.0%	0.4%	0.2%	0.0%	0.7%	95.3%	4.7%	2.2%
Schuyler	4,066	28.6%	5.6%	11.8%	20.7%	33.4%	50.5%	49.5%	95.4%	0.4%	0.9%	0.4%	0.0%	0.1%	97.2%	2.8%	1.3%
Scotland	4,720	32.5%	5.6%	11.3%	19.9%	30.8%	51.2%	48.8%	96.9%	0.1%	0.0%	0.1%	0.4%	0.0%	97.5%	2.5%	0.0%
Shelby	6,049	26.3%	4.9%	10.2%	22.0%	36.7%	49.1%	50.9%	94.7%	2.1%	0.2%	0.5%	0.0%	0.9%	98.6%	1.4%	2.3%
Sullivan	5,983	26.4%	4.7%	10.3%	23.9%	34.6%	49.8%	50.2%	83.7%	3.2%	0.8%	0.2%	0.0%	6.8%	94.7%	5.3%	18.7%
Warren	35,729	25.4%	5.5%	12.0%	24.2%	32.9%	50.1%	49.9%	91.1%	2.1%	0.5%	0.5%	0.0%	1.0%	95.3%	4.7%	3.7%
Worth	1,982	22.7%	6.7%	7.2%	21.7%	41.7%	50.0%	50.0%	96.6%	0.3%	0.0%	0.2%	0.0%	0.1%	97.1%	2.9%	1.9%

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

Employment and Unemployment

The number of North Region residents who were employed dipped to around 240,000 in 2020 due to the COVID-19 pandemic. Similarly, the unemployment rate for the region jumped to 5.1 percent in 2020 because of COVID-19 pandemic. However, 2021 and 2022 data show continuation of recovery with the unemployment rate decreasing to 3.7 percent and 2.5 percent respectively.



Labor Force Participation

The labor force is the sum of employed and unemployed persons. The labor force participation rate is the labor force as a percent of the civilian population 16 years and older. Using American Community Survey, 5-year data through 2022, Missouri's labor force participation rate was 62.5 percent. In comparison, the rate for the North Region was at 51.0 percent. The county with the highest labor force participation rate in the region was Lincoln County (63.4%) and the lowest was DeKalb County (44.1%).

Civilian Labor Force Participation Rate by County			
Region	Population 16 years and over	Civilian Population 16 years and over (In labor force)	Labor Force Participation Rate (Civilian)
Missouri	**4,940,395**	**3,087,517**	**62.5%**
North Region Total	**419,185**	**243,322**	**58.0%**
Adair	21,228	10,797	50.9%
Andrew	14,336	8,943	62.4%
Atchison	4,289	2,614	60.9%
Buchanan	67,906	40,677	59.9%
Caldwell	7,061	3,968	56.2%
Clark	5,206	2,992	57.5%
Clinton	16,962	10,160	59.9%
Daviess	6,593	3,714	56.3%
DeKalb	9,942	4,381	44.1%
Gentry	4,832	2,884	59.7%
Grundy	7,652	4,185	54.7%
Harrison	6,461	3,452	53.4%
Holt	3,512	1,978	56.3%
Knox	3,009	1,674	55.6%
Lewis	8,132	4,623	56.8%
Lincoln	46,872	29,734	63.4%
Linn	9,517	5,671	59.6%
Livingston	11,508	6,340	55.1%
Macon	12,101	6,870	56.8%
Marion	22,740	13,690	60.2%
Mercer	2,705	1,537	56.8%
Monroe	7,039	3,643	51.8%
Montgomery	9,188	5,286	57.5%
Nodaway	18,088	10,246	56.6%
Pike	14,133	6,991	49.5%
Putnam	3,712	2,156	58.1%
Ralls	8,461	4,894	57.8%
Randolph	19,805	11,244	56.8%
Schuyler	3,119	1,644	52.7%
Scotland	3,440	1,959	56.9%
Shelby	4,788	2,754	57.5%
Sullivan	4,820	2,700	56.0%
Warren	28,415	17,983	63.3%
Worth	1,613	938	58.2%

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

b. Labor Market Trends

In-Demand Occupations

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

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

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

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

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

The table below displays the top five jobs by the number of projected openings for the 10-year projection period through 2030 in the **Now, Next**, and **Later** categories for the Northeast and Northwest regions. The flame beside some of the occupations represents "hot jobs" determined by the number of job ads placed by employers.

Top occupations by the total number of annual openings in the **Now** category included Cashiers and Retail Salespersons. The reason for a high number of openings is turnover and transfers in these occupations.

Occupations with the highest number of annual openings in the **Next** category included Heavy and Tractor-Trailer Truck Drivers and Cooks, Restaurant.

Later occupations with the highest number of annual openings included General and Operations Managers and Registered Nurses.

Many high demand occupations correspond directly with the high growth industry groups, such as Educational Services and Health Care. Other high demand occupations cross many industry groups, like Cashiers; Bookkeeping, Accounting, and Auditing Clerks; and General and Operations.

Northeast Region Occupational Projections 2020-2030

Occupation	2020 Employment	2030 Employment	Annual Openings Exits	Transfers	Growth	Total	Average Wage
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma							
Cashiers 🔥	2,845	2,552	230	258	-29	**459**	$26,755
Fast Food and Counter Workers 🔥	1,584	1,698	159	174	11	**344**	$28,900
Retail Salespersons	2,273	2,230	126	186	-4	**308**	$22,494
Office Clerks, General	2,354	2,257	126	137	-10	**253**	$26,706
Laborers and Freight, Stock, and Material Movers, Hand 🔥	1,672	1,838	77	153	17	**247**	$40,443
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training							
Cooks, Restaurant	1,194	1,662	84	122	47	**253**	$23,860
Heavy and Tractor-Trailer Truck Drivers 🔥	1,972	2,077	83	137	10	**230**	$46,624
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,987	1,780	96	105	-21	**180**	$35,962
Maintenance and Repair Workers, General 🔥	1,243	1,298	45	74	6	**125**	$39,643
Miscellaneous Assemblers and Fabricators	984	916	36	68	-7	**97**	$57,740
LATER - Typically requires a bachelor's degree or higher							
General and Operations Managers	1,362	1,487	28	88	12	**128**	$75,867
Registered Nurses 🔥	1,264	1,291	34	32	3	**69**	$59,332
Secondary School Teachers, Except Special and Career/Technical Education	927	971	25	38	4	**67**	$42,397
Elementary School Teachers, Except Special Education	851	888	27	35	4	**66**	$48,097
Accountants and Auditors	392	403	11	24	1	**36**	$58,409

Northwest Region Occupational Projections 2020-2030

Occupation	2020 Employment	2030 Employment	Annual Openings Exits	Transfers	Growth	Total	Average Wage
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma							
Retail Salespersons 🔥	3,722	3,638	206	304	-8	**502**	$28,177
Home Health and Personal Care Aides 🔥	2,732	3,120	187	166	39	**392**	$25,484
Cashiers 🔥	2,276	2,099	186	209	-18	**377**	$24,205
Fast Food and Counter Workers 🔥	1,611	1,603	156	170	-1	**325**	$21,807
Office Clerks, General	2,340	2,166	123	134	-17	**240**	$35,790
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training							
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,994	1,741	95	104	-25	**174**	$34,001
Cooks, Restaurant	852	1,102	58	84	25	**167**	$26,011
Heavy and Tractor-Trailer Truck Drivers 🔥	1,507	1,513	62	102	1	**165**	$45,439
Nursing Assistants 🔥	1,458	1,376	91	80	-8	**163**	$28,777
Maintenance and Repair Workers, General 🔥	1,462	1,454	51	85	-1	**135**	$39,087
LATER - Typically requires a bachelor's degree or higher							
General and Operations Managers	1,679	1,754	34	106	8	**148**	$81,927
Registered Nurses 🔥	1,961	2,005	53	50	4	**107**	$64,277
Secondary School Teachers, Except Special and Career/Technical Education	1,603	1,604	42	65	0	**107**	$44,795
Elementary School Teachers, Except Special Education	929	925	28	37	0	**65**	$43,113
Accountants and Auditors	617	646	18	37	3	**58**	$62,926

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

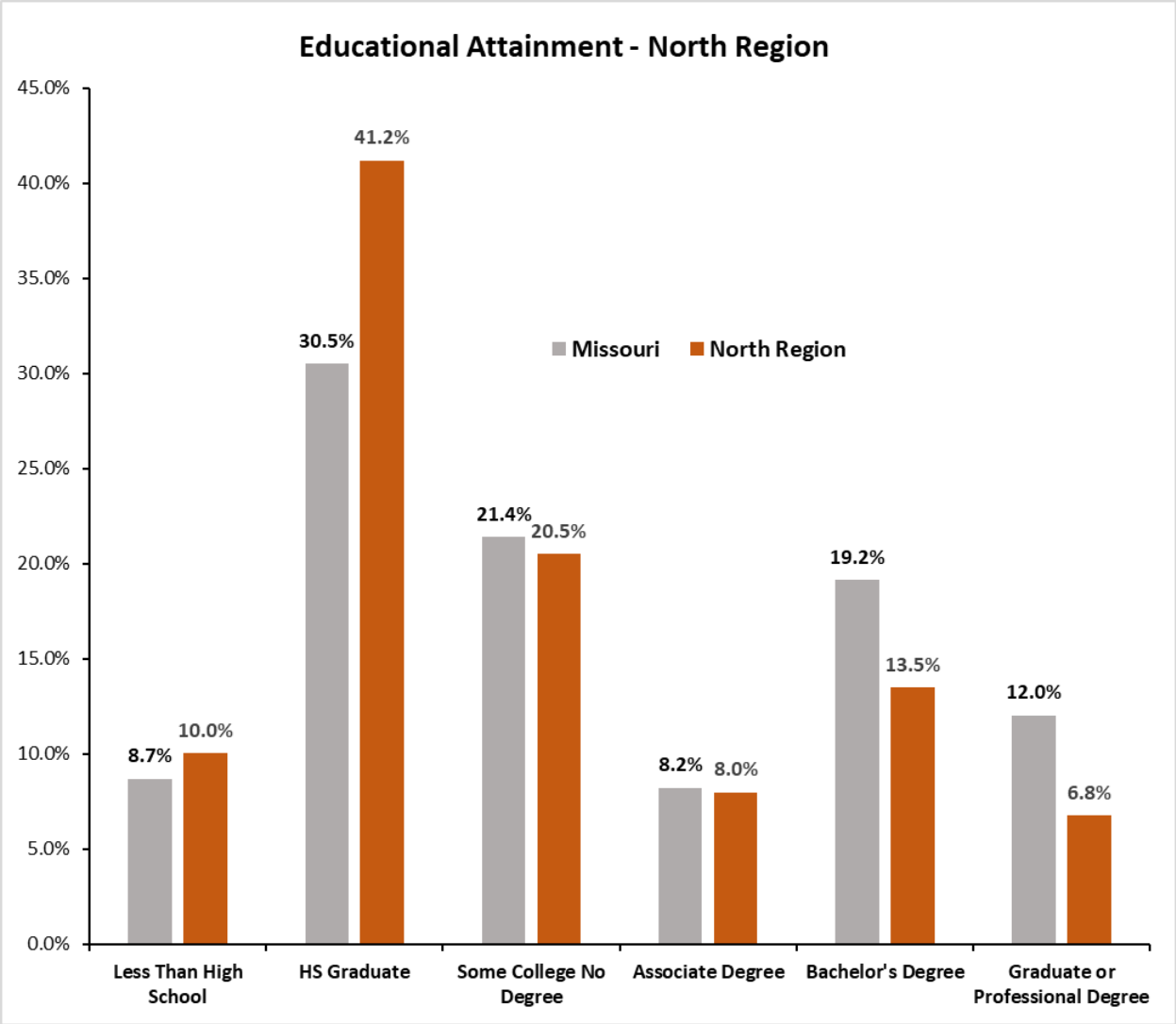
Sources: *MERIC Long-Term Occupational Projections 2020-2030 and Lightcast, online job ads*

c. Education and Skills Levels of the Workforce Analysis

Educational Attainment

Educational attainment is a measure of the highest level of education obtained by individuals aged 25 and up, or the population generally in the workforce. Ninety-two percent of Missouri's population age 25 and over was a high school graduate or higher in 2022. About 19 percent held a bachelor's degree and 12 percent held a graduate or professional degree.

In the North Region, the educational attainment rates for individuals with less than high school and high school graduates were above the state averages while in all other categories the rates were lower than the state average.

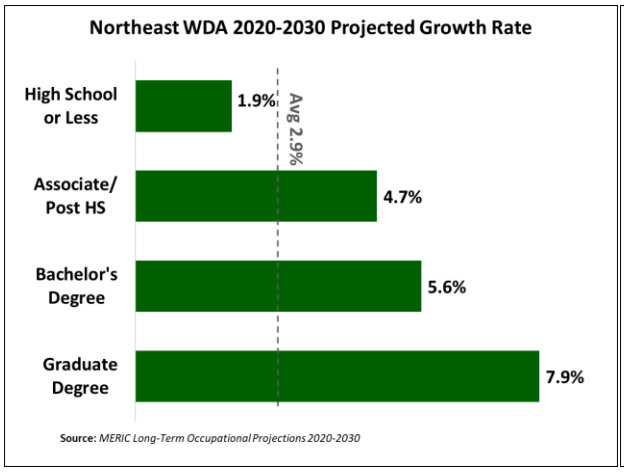


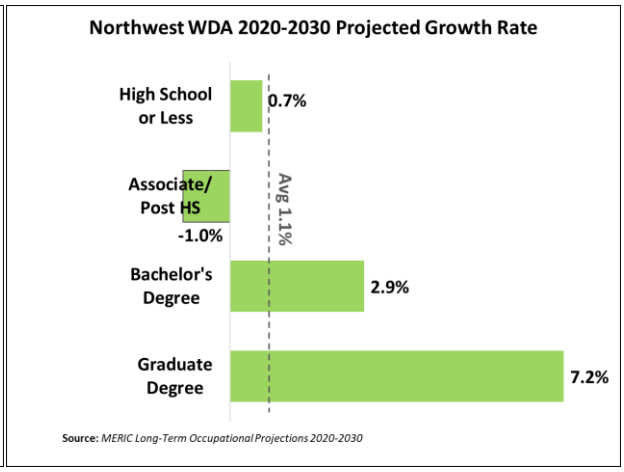
Occupational Projections

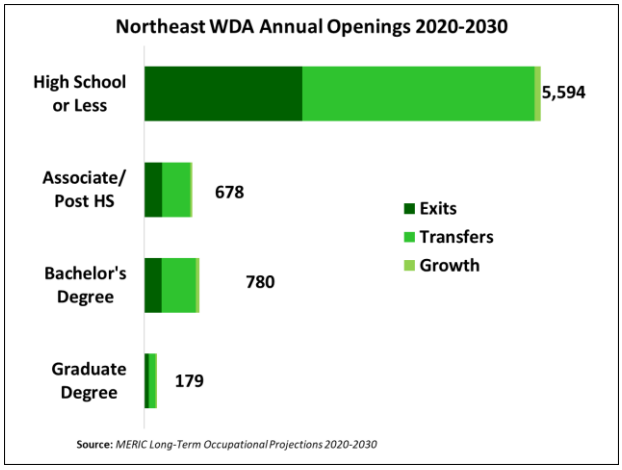
Long-term projections are used to identify the fastest growing occupations, as well as occupations with a high number of openings through 2030.

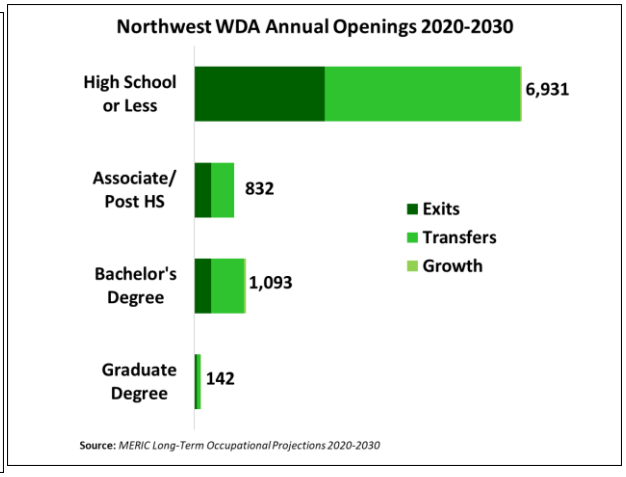
The growth rate of an occupation measures the percentage of jobs added by an occupation between the base year and projected year. Occupations requiring a bachelor's degree, or more are projected to grow at a faster rate in both the Northeast and Northwest Region.

Long-term projections also present data on expected job openings for each occupation through 2030. Openings in an occupation can occur due to an occupation growing, workers moving into a different occupation, or workers leaving the workforce entirely. No matter the reason, qualified individuals are still needed to fill job vacancies. Most openings will be in entry-level jobs, mostly due to high turnover rates as workers either transfer to other occupations or leave the workforce.









d. Skills Gaps

Missouri Workforce 2023 Survey

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

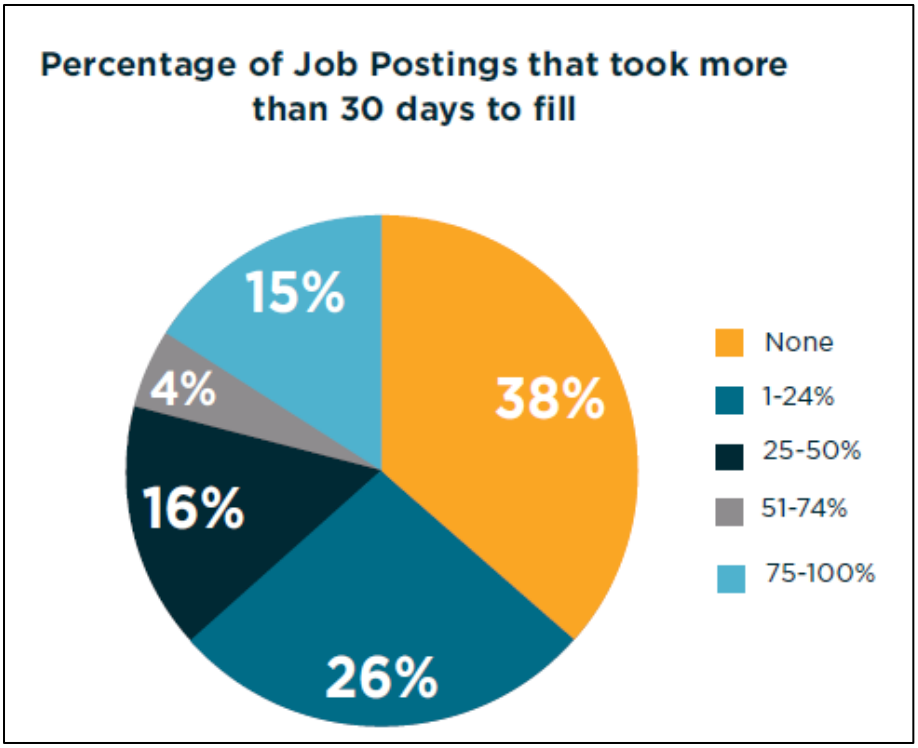
Missouri has more than 230,000 payroll employers who provide jobs to over 2.8 million people. Understanding the current hiring trends and challenges faced by the state's employers is essential not only in providing targeted resources and services to help these employers but also in supporting the state's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

A few takeaways from this survey include:

- Employer's main concerns are hiring and retaining top talent.
- Sixty-two percent of employers had job postings that took more than 30 days to fill.
- The top barrier to expanding employment is a shortage of applicants with knowledge or skills, which has increased significantly from previous years (47% in 2019 and 2020, 60% in 2021, and 65% in 2023).
- Most employees work in person vs. working remotely.
- The top strategy used to retain existing workers is offering increased wages.
- Eighty-nine percent of surveyed employers have increased wages at an average of 11 percent in the last 12 months.

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

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

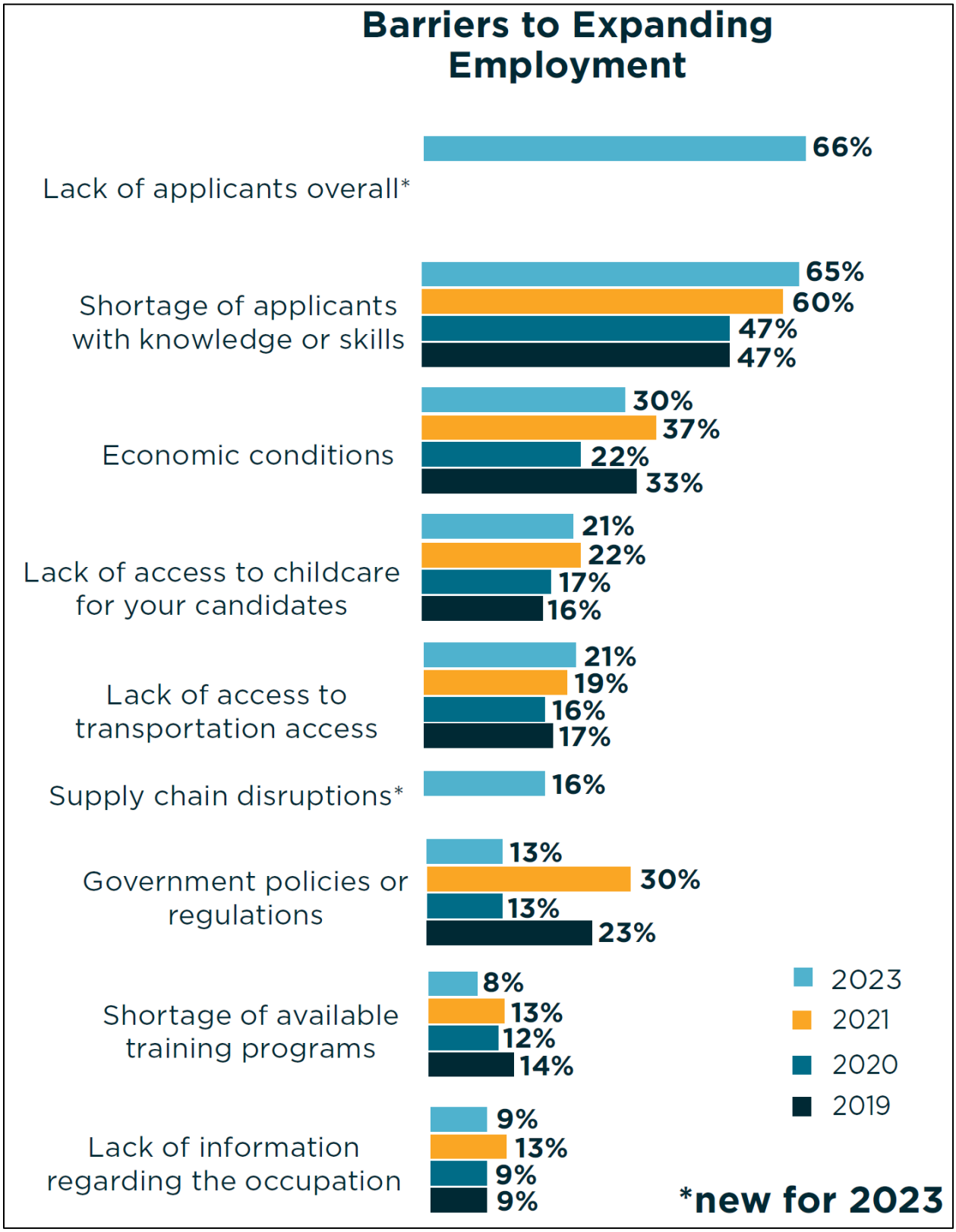


Employers were asked about the barriers they encountered in expanding employment. Lack of applicants overall was a new option for employers in the 2023 survey, and 66 percent of surveyed employers selected this option, making it the top barrier to expansion of employment. The next highest barriers were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

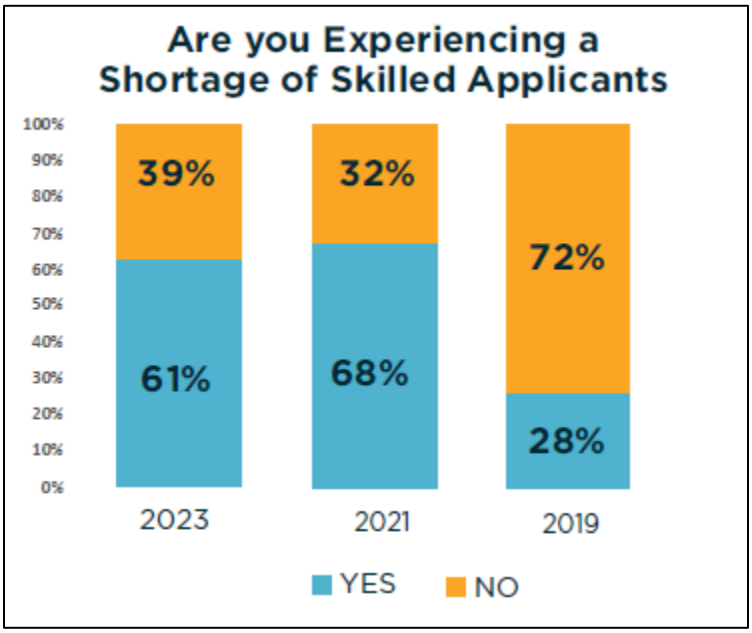
Other significant barriers encountered in 2023 included lack of childcare and transportation access, with 21 percent of respondents reporting these as barriers to expanding employment.

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

still a critical barrier. Shortage of available training programs dropped in importance from 3.98 in 2019 to 3.15 in 2023.

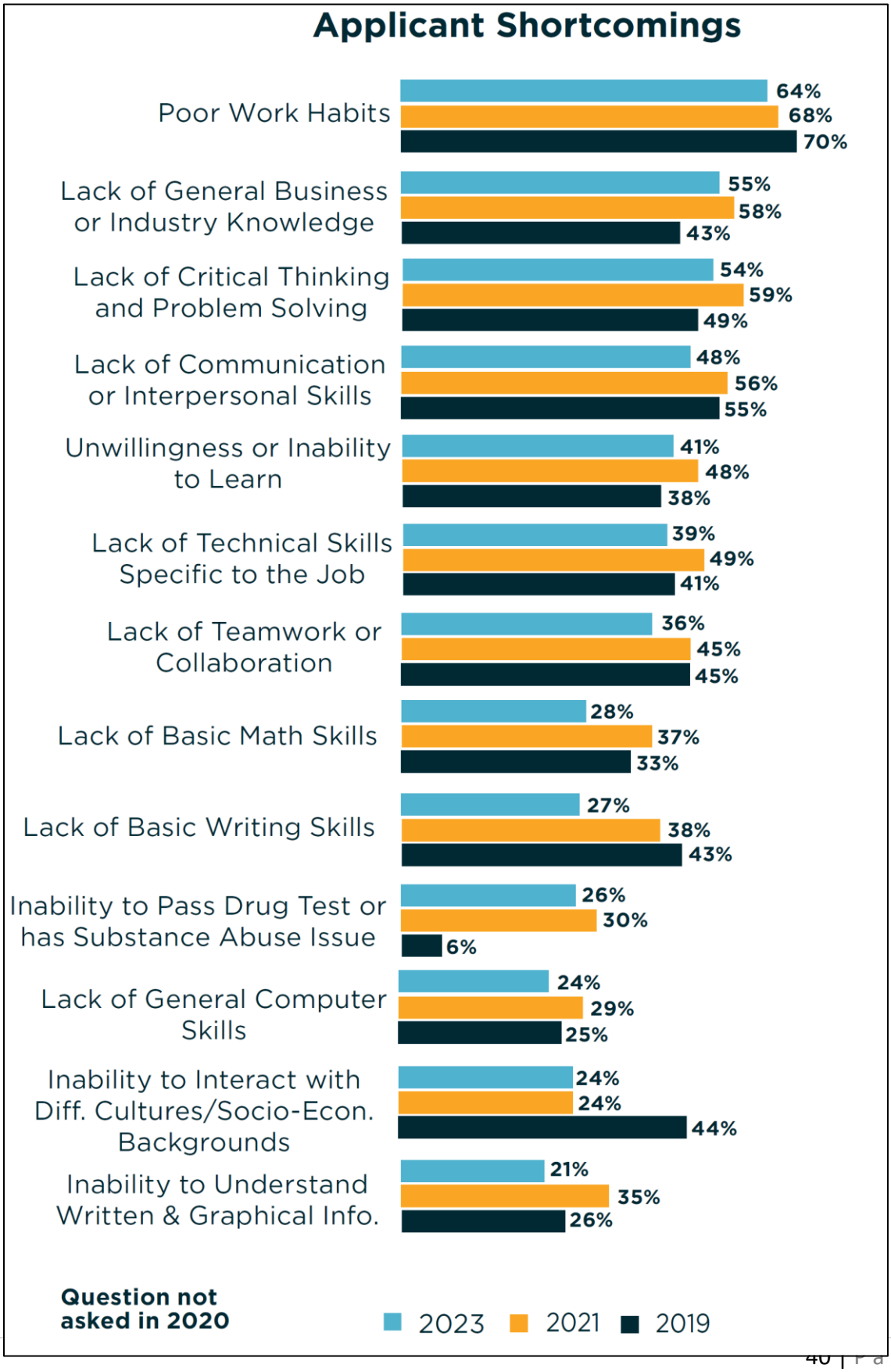


Sixty-one percent of employers stated they were experiencing a shortage of skilled applicants. This is slightly lower than the 68 percent reported in 2021 and much higher than the 28 percent cited in 2019.

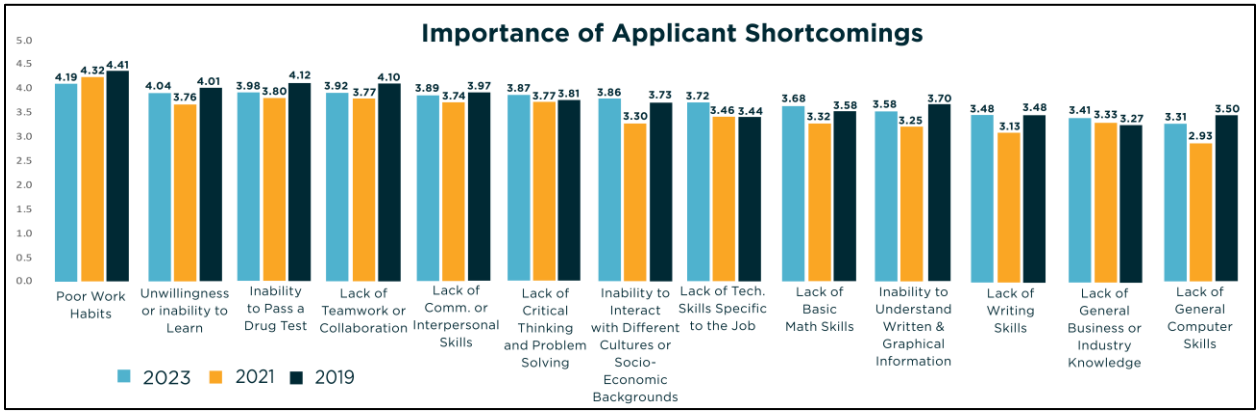


Employers were asked about possible shortcomings of applicants. As in previous years, poor work habits is the most frequently cited shortcoming at 64 percent (68% in 2021 and 70% in 2019). Other top shortcomings include lack of general business or industry knowledge (55% in 2023, 58% in 2021, and 43% in 2019) and lack of critical thinking and problem solving (54% in 2023, 59% in 2021, and 49% in 2019).

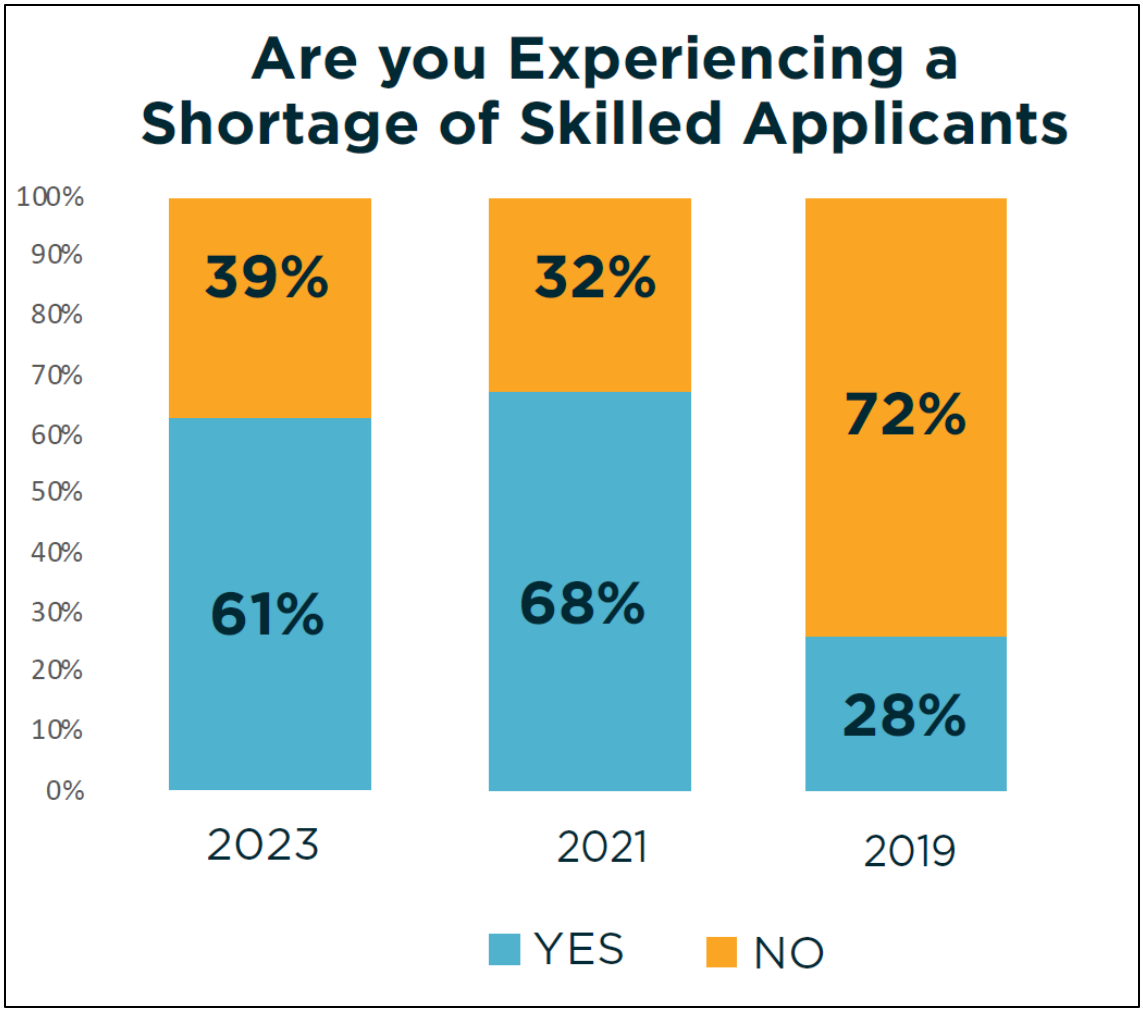
Since 2019, large changes have occurred in two less frequently mentioned shortcomings – inability to interact effectively with people of different cultures and socio-economic backgrounds and inability to pass a drug test or having a substance abuse issue. In 2019, 44 percent of employers cited applicant's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


Applicant Shortcomings
Poor Work Habits
64%
68%
70%
Lack of General Business or Industry Knowledge
55%
58%
43%
Lack of Critical Thinking and Problem Solving
54%
59%
49%
Lack of Communication or Interpersonal Skills
48%
56%
55%
Unwillingness or Inability to Learn
41%
48%
38%
Lack of Technical Skills Specific to the Job
39%
49%
41%
Lack of Teamwork or Collaboration
36%
45%
45%
Lack of Basic Math Skills
28%
37%
33%
Lack of Basic Writing Skills
27%
38%
43%
Inability to Pass Drug Test or has Substance Abuse Issue
26%
30%
6%
Lack of General Computer Skills
24%
29%
25%
Inability to Interact with Diff. Cultures/Socio-Econ. Backgrounds
24%
24%
44%
Inability to Understand Written & Graphical Info.
21%
35%
26%
Question not asked in 2020
2023
2021
2019

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

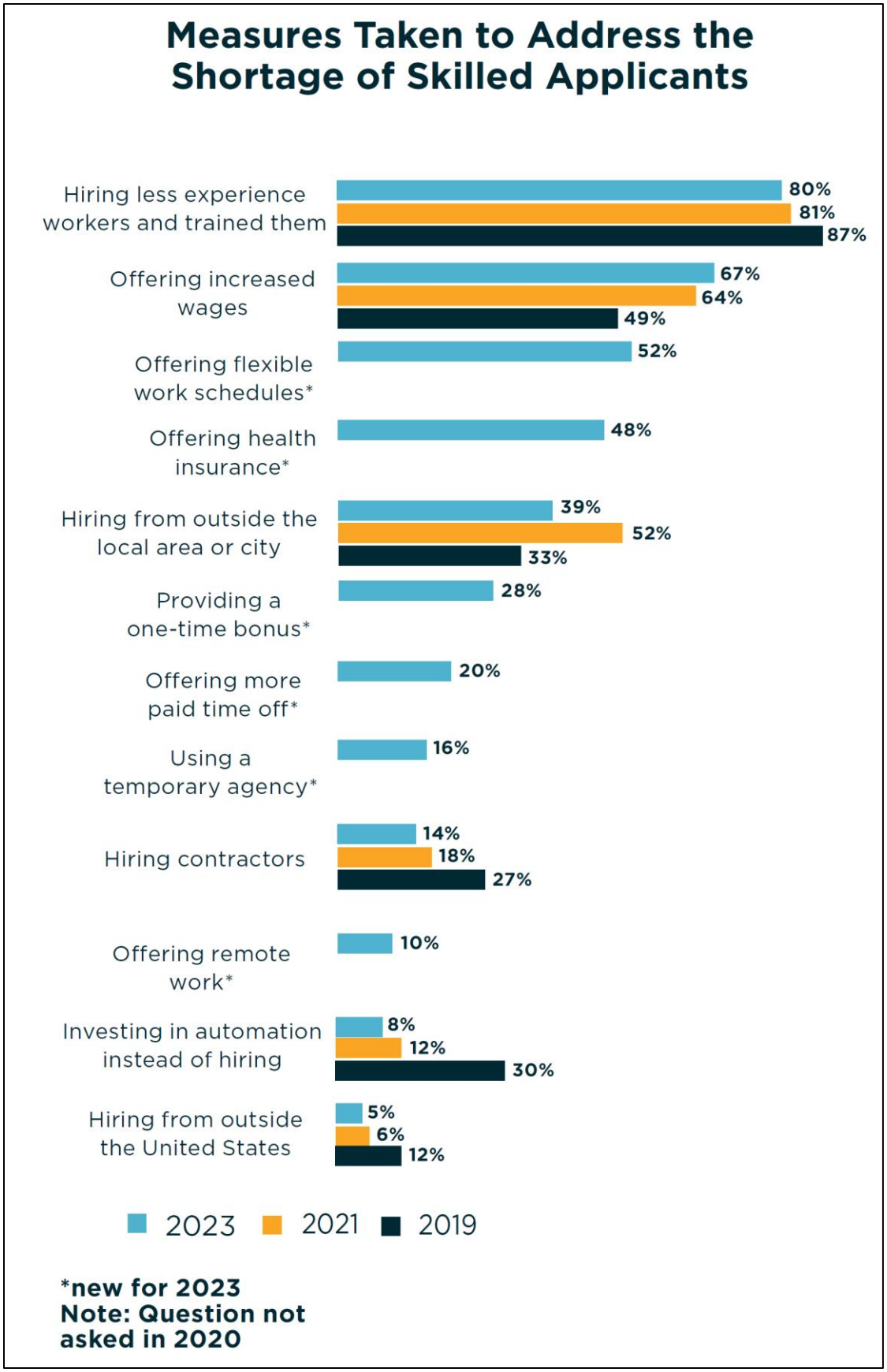


Sixty-one percent of employers stated they were experiencing a shortage of skilled applicants. This is slightly lower than the 68 percent reported in 2021 and much higher than the 28 percent cited in 2019.

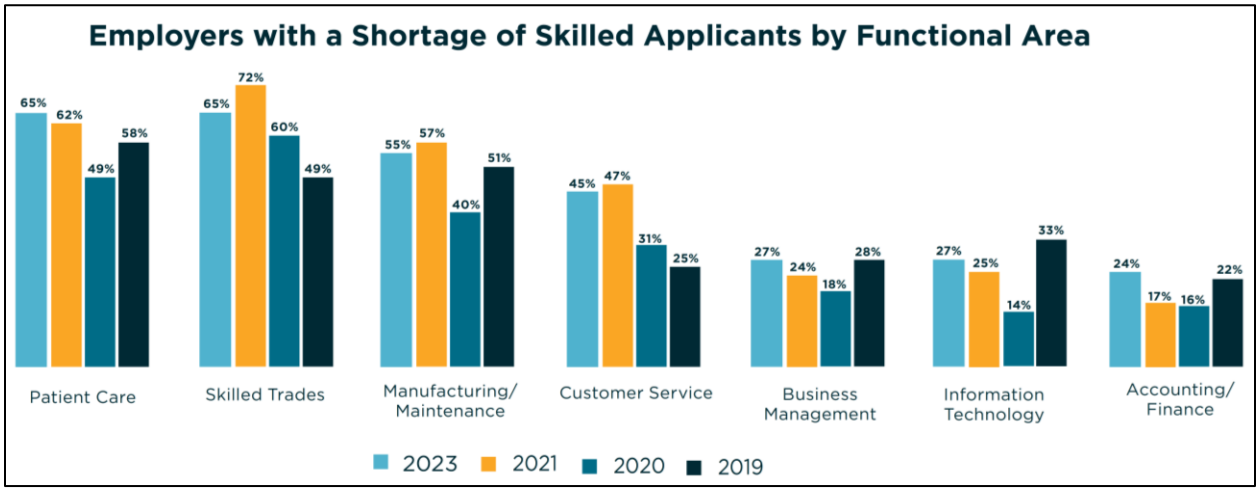


Employers take a variety of measures to address these shortages. Following the trend of previous years when this question was asked from the employers, 80 percent of the respondents reported hiring less experienced workers and train them as a measure to address skill shortages in the applicants (81%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

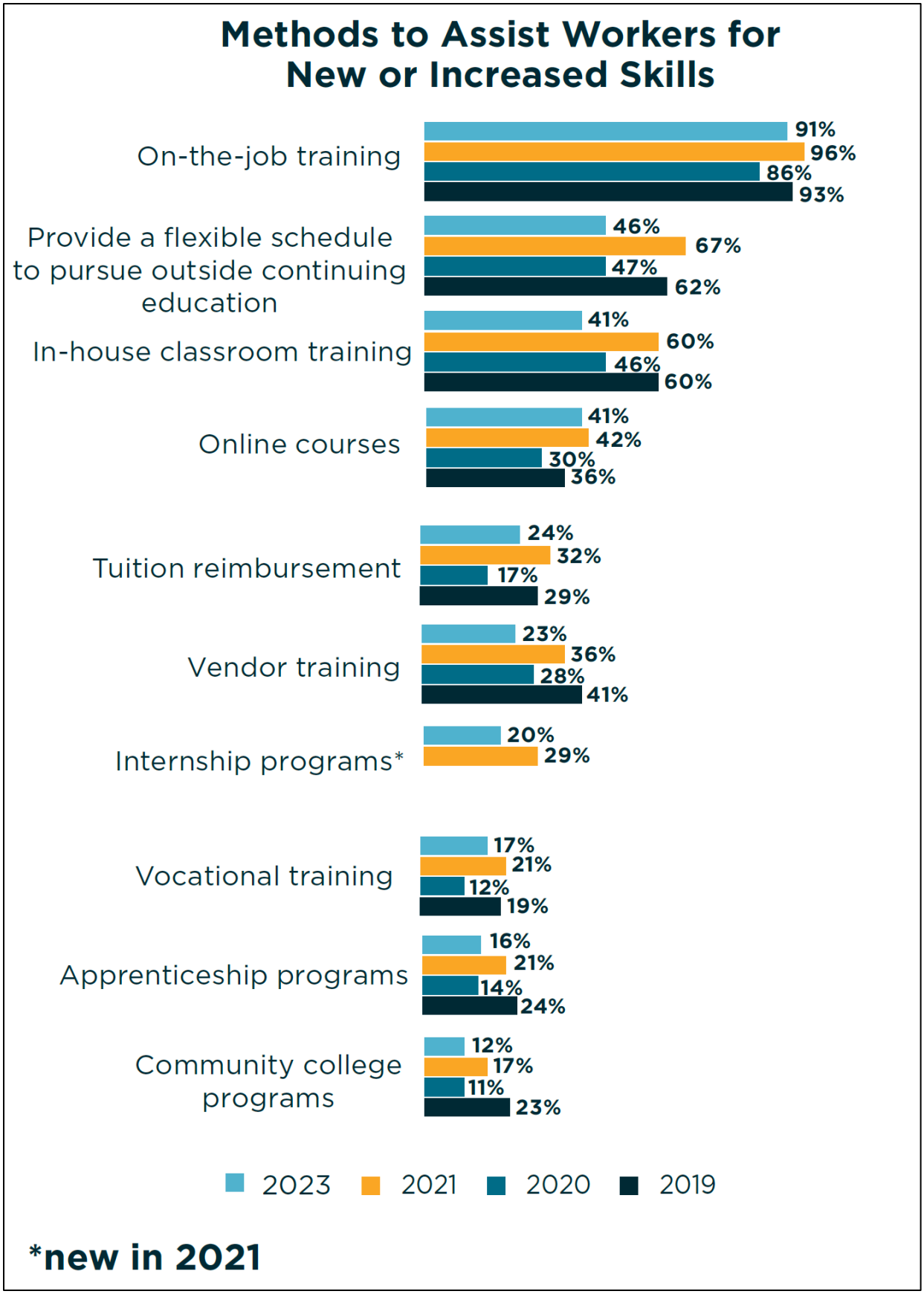
Investing in automation instead of hiring decreased from 30 percent in 2019 to 8 percent in 2023, hiring from outside the United States decreased from 12 percent in 2019 to 5 percent in 2023, and hiring contractors went from 27 percent in 2019 to 14 percent in 2023. Other remedial measures to alleviate the shortage of skilled applicants that were included in the 2023 survey were offering flexible work schedules (52%), offering health insurance (48%), providing a one-time bonus (28%), offering more paid time off (20%), using a temporary agency (16%), and offering remote work (10%).


Measures Taken to Address the Shortage of Skilled Applicants
Hiring less experience workers and trained them
80%
81%
87%
Offering increased wages
67%
64%
49%
Offering flexible work schedules*
52%
Offering health insurance*
48%
Hiring from outside the local area or city
39%
52%
33%
Providing a one-time bonus*
28%
Offering more paid time off*
20%
Using a temporary agency*
16%
Hiring contractors
14%
18%
27%
Offering remote work*
10%
Investing in automation instead of hiring
8%
12%
30%
Hiring from outside the United States
5%
6%
12%
2023
2021
2019
*new for 2023
Note: Question not asked in 2020

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



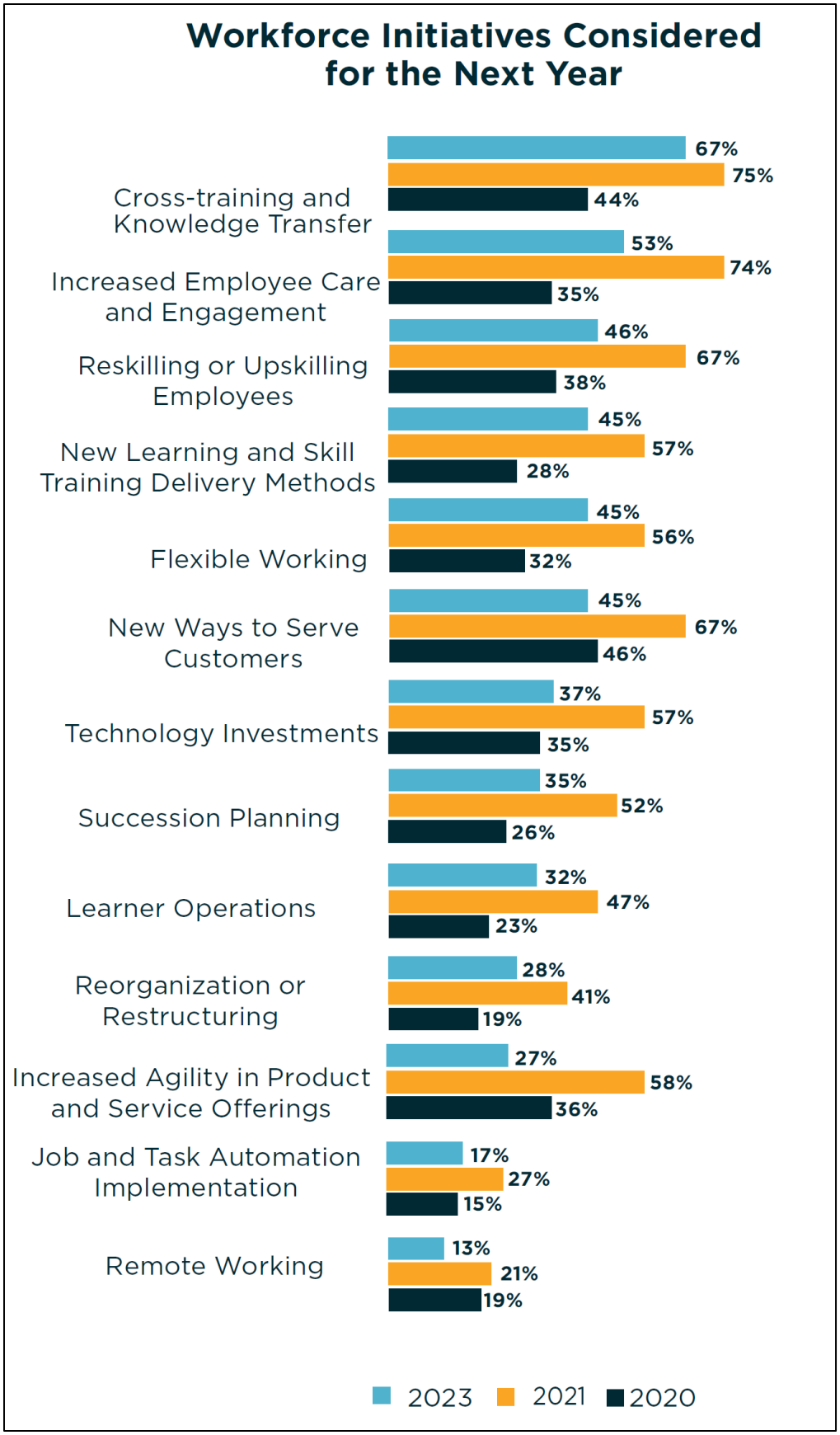
To address the problem of skill shortages in the current workers, employers use several remedial measures, and on-the-job-training remains the most preferred method. Over 9 in 10 employers (91%) stated they used on-the-job training to assist current workers in addressing the need for new or increased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


Methods to Assist Workers for New or Increased Skills
On-the-job training
91%
96%
86%
93%
Provide a flexible schedule to pursue outside continuing education
46%
67%
47%
62%
In-house classroom training
41%
60%
46%
60%
Online courses
41%
42%
30%
36%
Tuition reimbursement
24%
32%
17%
29%
Vendor training
23%
36%
28%
41%
Internship programs*
20%
29%
Vocational training
17%
21%
12%
19%
Apprenticeship programs
16%
21%
14%
24%
Community college programs
12%
17%
11%
23%
2023
2021
2020
2019
*new in 2021

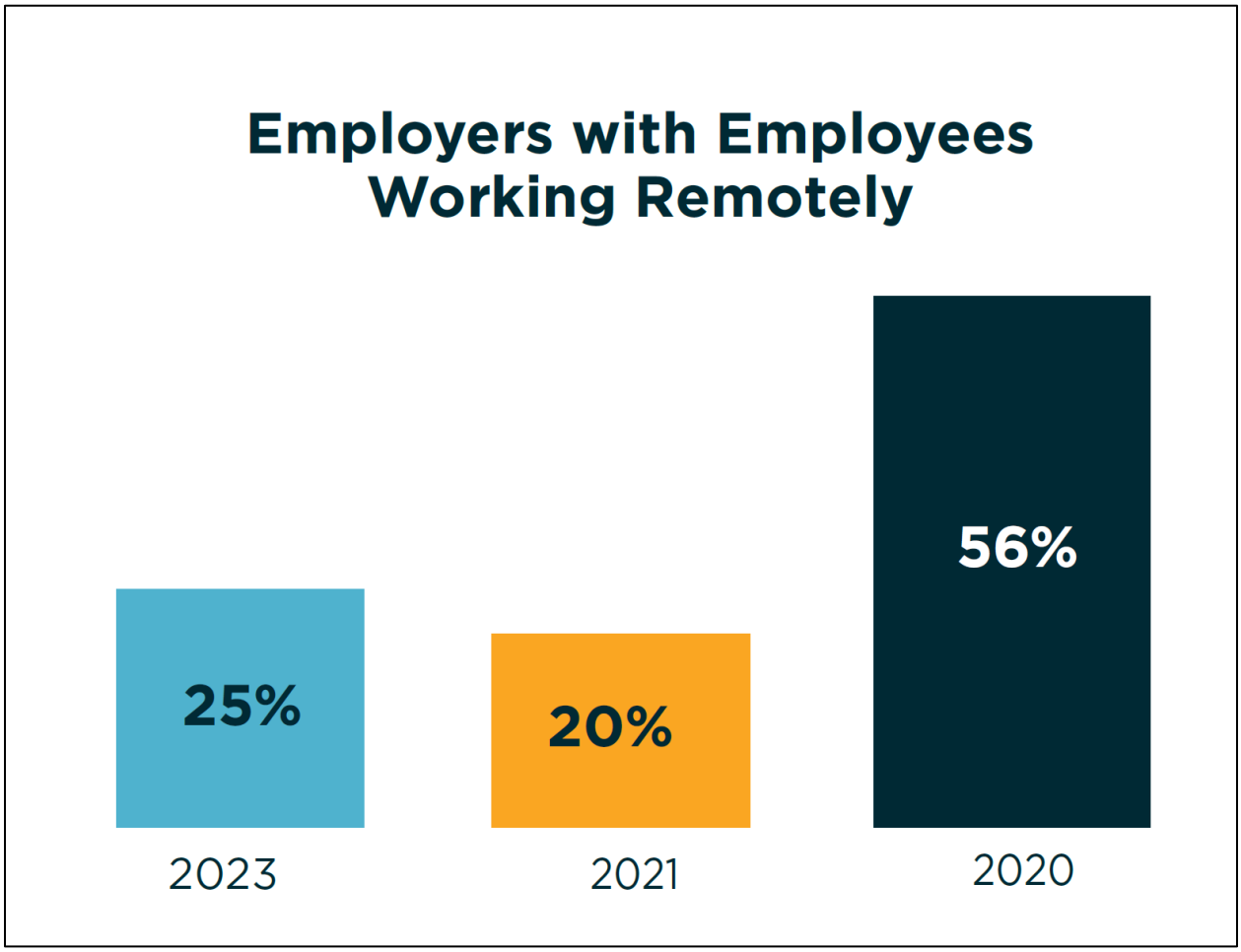
As the economy evolves, customer and workforce needs change. Now more than ever businesses have to adapt to attract and retain quality employees, as well as serve customer's changing needs. Employers were asked which workforce initiatives they were considering for the next year.

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

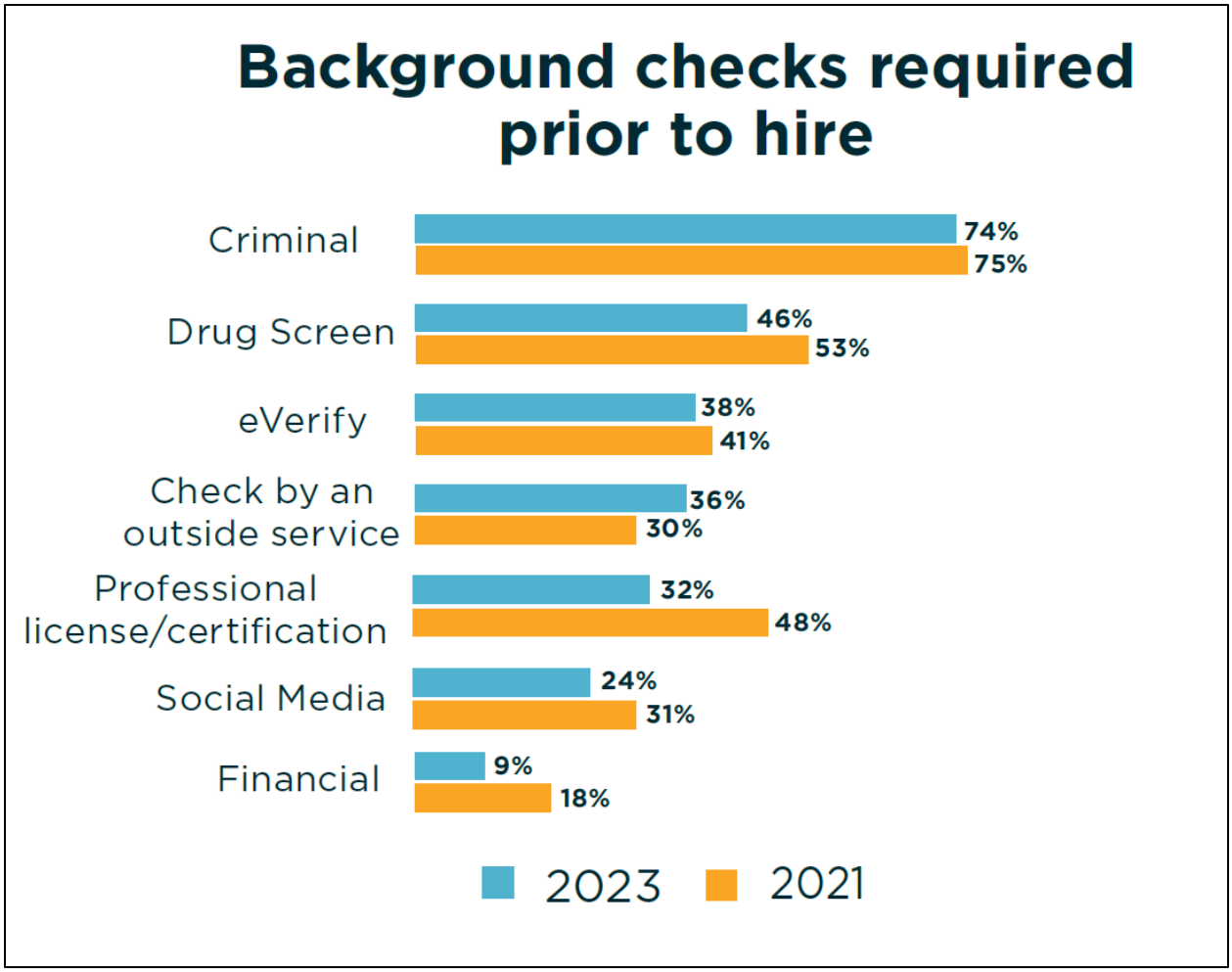
The top workforce initiative considered for the next year by employers was cross-training and knowledge transfer (67%), followed by increased employee care and engagement (53%) and reskilling or upskilling employees to new ways of working (46%).


Workforce Initiatives Considered for the Next Year
Cross-training and Knowledge Transfer
67%
75%
44%
Increased Employee Care and Engagement
53%
74%
35%
Reskilling or Upskilling Employees
46%
67%
38%
New Learning and Skill Training Delivery Methods
45%
57%
28%
Flexible Working
45%
56%
32%
New Ways to Serve Customers
45%
67%
46%
Technology Investments
37%
57%
35%
Succession Planning
35%
52%
26%
Learner Operations
32%
47%
23%
Reorganization or Restructuring
28%
41%
19%
Increased Agility in Product and Service Offerings
27%
58%
36%
Job and Task Automation Implementation
17%
27%
15%
Remote Working
13%
21%
19%
2023
2021
2020

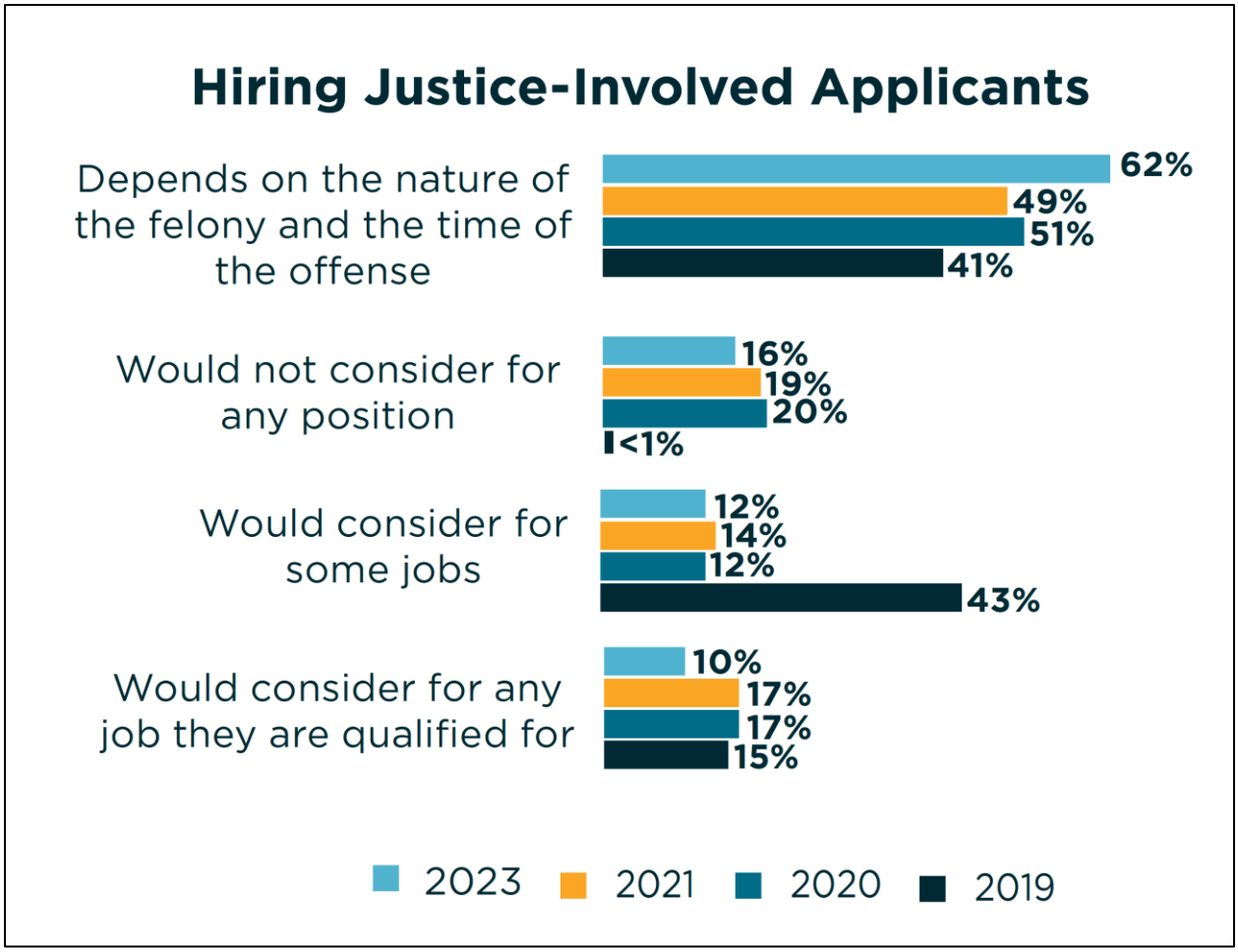
Since the COVID-19 pandemic, there has been an increased interest in understanding remote work. Prior to pandemic, (February 2020) about 15 percent employers were having some workers working remotely. Remote work peaked in 2020 during the height of the pandemic, with over half of employers (56%) stating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



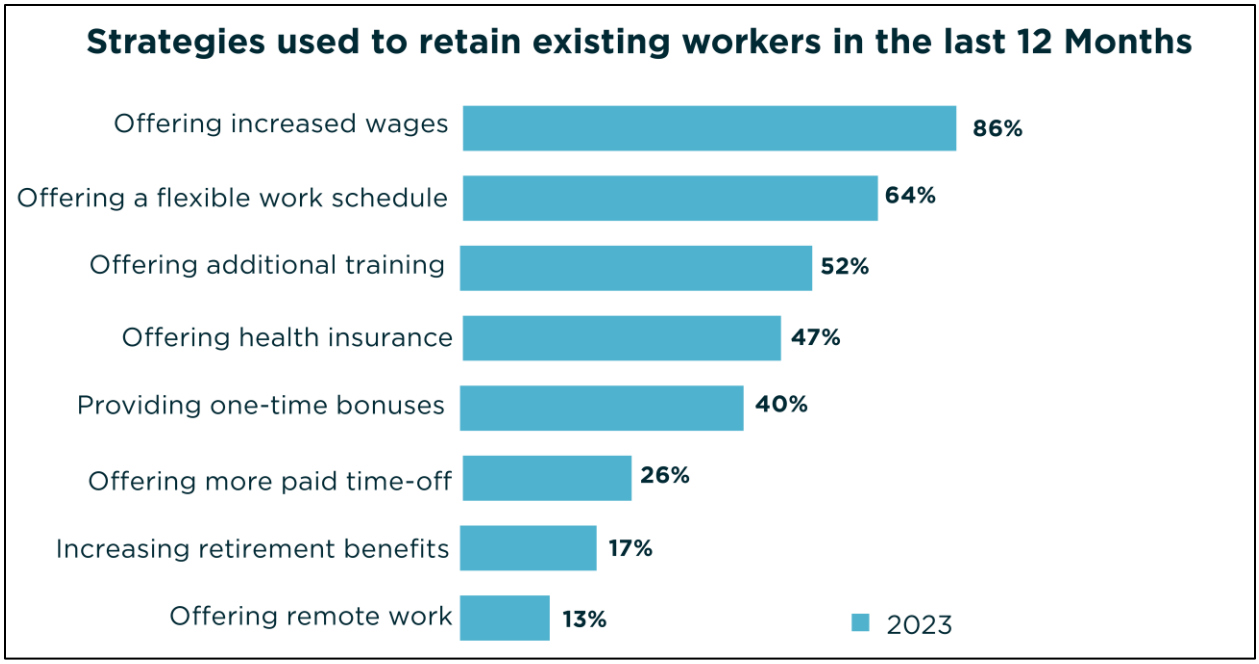
Employers may perform a variety of screening processes before hiring an employee. Criminal checks were the most common types of background checks conducted prior to hiring, with 74 percent of Missouri employers reporting they perform one. Drug screens were next at 46 percent. In 2023, background screenings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



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



The top strategies used by employers in the last 12 months to retain existing workers included offering increased wages (86%), offering a flexible work schedule (64%), and offering additional training (52%). Remote work was listed as a strategy by only 13 percent of employers. When asked, "Have you increased wages in the last 12 months," 89 percent of employers said yes. Of the employers who increased wages, the average increase was 11 percent.



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

The Workforce Development Board of North Missouri serves the thirty-four counties of North Missouri. The Board provides services to both Job Seekers and Employers throughout the region.

Job Seeker services are designed to increase the employment, retention, and earnings of citizens of North Missouri. The Board will do this by increasing access and awareness to training that leads to in-demand occupations throughout the region. As a result, the region will see an improvement in the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the region.

Business services are designed to meet the real time needs of businesses. These services include job posting and promotion of job openings, training for new employees and incumbent workers, job fairs, and other sector events designed to increase the public awareness of career opportunities.

The Board offers services through the WIOA Title I Adult, Dislocated Worker, and Youth Programs, as well as the Skillup employment and training program, which is funded through the Department of Social Services.

The Services of the Board are designed to address the education and training needs of the Workforce in the region. The primary services of the Board are outlined below:

- Career Counseling and Planning:

    - Individualized Career Services: Career counseling to help individuals identify career goals, strengths, as well as barriers to create a plan to help the job seeker meet their career goals.
    - Assessment Services: Assessments are used to evaluate skills, interest, aptitudes, and abilities to assist individuals identify appropriate career pathways.
- Education and Training Programs
    - Occupational Skills Training: Programs that provide skills needed for in-demand occupations within the North Missouri Region.
    - On-the-Job Training (OJT): Work with local employers to provide hands-on training opportunities, allowing individuals to earn a job, while the employer receives reimbursement for a portion of the training wages.
    - Apprenticeships: Promoting and facilitating apprenticeship opportunities to combine the on-the-job training with classroom training.
    - Work Experience: Opportunities for individuals to learn real-world work-related skills at worksites while having their wage subsidized.
- Job Search and Placement Assistance
    - Job Matching and Referral: Connecting job seekers with job opportunities in the region.
    - Resume Writing and Interview Preparation: Providing workshops or one-on-one assistance to job seekers to improve their job seeking skills.
- Supportive Services
    - Transportation Assistance: Funds are available to assist eligible participants with travel/transportation needs related to their participation in a training or employment activity.
    - Childcare Assistance: Support to assist with childcare costs for eligible participants to participate in training or employment programs.
    - Other Supportive Services: Provides the potential to cover other costs associated with participating in authorized training and employment opportunities for eligible participants.
- Employer Services
    - Recruitment Assistance: Help employers find qualified candidates by conducting job fairs, posting open positions, and pre-screening applicants when appropriate.
    - Labor Market Information: Provide detailed labor market data to help employers make informed workforce decisions.
    - Incumbent Worker Training: Provide training opportunities for current employees to improve their skills and increase productivity.

- Apprenticeship Outreach: Assist employers understand the apprenticeship program and connect them with partners to start programs.
- Partner Referrals: Get businesses in touch with local partners who could help meet the specific needs of the business.

- Partnerships and Collaborations
  - Community Partnerships: Work with local educational institutions, community organizations, and economic development agencies to enhance workforce development in North Missouri.
  - Industry Partnerships: Engage with local employers to identify workforce needs and promote/develop sector initiatives with relevant training programs.

a. The Strengths and Weaknesses of Workforce Development Activities.

Strengths:

The strength of the regional workforce development activities in the North Missouri Region is in the region's ability to cooperate and collaborate. The One-Stop Systems Team has developed strong relationships and work closely with each other. The One-Stop Operator in the region is responsible for hosting regular meetings with workforce partners. Because of these regular meetings staff have better knowledge and understanding of partner services, this makes the wrap around services amongst partners be more effective when serving the citizens of North Missouri.

The Workforce Development Board members are active and involved in the region. Economic development, chambers of commerce, private sector members, and representatives from education work closely and collaboratively to provide information and services to the region.

While North Missouri is geographically large, the region is connected through Highway 36. This highway allows you to get from the Eastern edge of the region to the Western Edge of the region within three hours. Most communities in North Missouri are within an hour and half from Highway 36.

North Missouri is home to many training opportunities. These training providers include two and four-year public and private education institutions. There are also many technical schools in the region, as well as trade specific schools.

Weaknesses:

Lack of a reliable public transportation system in the rural communities is a barrier for many. Many citizens in North Missouri do not have access to a personal vehicle, which makes transportation to a Job Center a hardship. This also causes a hardship for employees getting to work. In recent years we have seen employers start ride share programs for their employees, but this is not widely available throughout the region.

Improvement has been made in recent years, but the rural areas of North Missouri still lack access to adequate broadband services. Many individuals in North Missouri rely on cell phone or satellite services for their internet. These services are not reliable and does not meet requirements of the ever-growing demand for remote work. This also cause issues when citizens are attempting to access remote services from the Job Centers.

Partners in the region work hard together to make sure information about customers is shared with each other to ensure duplication of services are not happening, but the lack of a uniform case management system that is accessible by all partners creates barriers. Staff talk with partners frequently when serving customers, but there is no uniform system available that would allow staff to see services being provided in real time if the services are provided by partner organizations.

Decreases in funding each year are causing significant challenges in keeping quality staff. The region has seen staffing numbers decrease over the years. This causes challenges when trying to serve customers where they are. Since the North Missouri Region is a large geographic region, there are many areas where a bricks and mortar Job Center are not closely available for citizens. The region's goal is to send staff to these rural areas on a regular basis, but lower staff numbers make this difficult to do while keeping staff available in the bricks and mortar locations.

b. Local Workforce Development Capacity

The Board works to bring workforce partners together to deliver services to jobseekers and businesses in North Missouri. Currently the Board has four (4) Comprehensive Job Centers and four (4) affiliate Job Centers strategically placed throughout the region. Since North Missouri is a geographically large rural region, the ability to have a Job Center within driving distance of every community is not feasible. To ensure services are available to every community the Board leans on its partners to provide space and services throughout the 34-county region. These partnerships increase the capacity of the workforce system while reducing duplication in funding and services.

The Board also utilizes its partnerships to deliver business services. Through partnerships with the Office of Workforce Development's Business Services Unit, Department of Economic Development, Local Economic Developers, Chambers of Commerce, and other partners, the Board is able to outreach to businesses in

the region to make them aware of Job Center programs and increase the number of businesses utilizing the workforce system.

OPERATIONAL ELEMENTS

Local Structure

10. Local Workforce Development Area (LWDA) Profile

The North Missouri Workforce Development Area consists of 34 counties in North Missouri. The region extends across the entire northern portion of the state from the Eastern Border with Illinois, to the Western Border with Kansas. The region is large geographically, covering over 17,000 square miles. Missouri Highway 36 is the major East to West corridor that connects the region. The region is a rural region, with many areas being sparsely populated. The total population of the region in 2021 was 525,140 this equated to 8.5% of the states entire population. The largest cities in the region include: St Joseph, Kirksville, Hannibal, Moberly and Troy.

The region does have counties that are included into multiple statistical areas. The St Joseph Metropolitan Statistical Area (MSA) includes the Andrew, Buchanan, and DeKalb counties in Missouri. The region also includes the Maryville Micropolitan Statistical Area which encompasses Nodaway County. Clinton and Caldwell Counties are part of the Kansas City MSA. Lincoln and Warren Counties are part of the St Louis MSA.

The top employers in each subregion are listed in the chart below.

Northwest Subregion	Northeast Subregion
Mosaic Life Care	General Mills
Triumph Foods	Cerro Flow Products
Altec Industries	Hannibal Regional Hospital
Kawasaki Motors	Toyota Motor MFG
Boehringer Ingelheim	Kraft Heinz Co

While it does not show up in most employment statistics, Agriculture employment is a large part of the economy in North Missouri. North Missouri is home to many family farms.

The North Missouri Region is home to many training and educational institutions.

Institution	Type	Location
Missouri Western State University	4-Year Public	Buchanan County
Northwest Missouri State University	4-Year Public	Nodaway County

Truman State University	4-Year Public	Adair County
A.T. Still University	4-Year Private	Adair County
Central Christian College of the Bible	4-Year Private	Randolph County
Culver Stockton College	4-Year Private	Lewis County
Hannibal-LaGrange University	4-Year Private	Marion County
Moberly Area Community College	Community College	Randolph County
North Central Missouri College	Community College	Grundy County
Grand River Technical School	Public Technical Center	Livingston County
Hannibal Career and Technical Center	Public Technical Center	Marion County
Hillyard Technical Center	Public Technical Center	Buchanan County
Kirksville Area Technical Center	Public Technical Center	Adair County
Linn County Technical Center	Public Technical Center	Linn County
Moberly Area Technical Center	Public Technical Center	Randolph County
North Central Technical Center	Public Technical Center	Harrison County
Northwest Technical Center	Public Technical Center	Nodaway County
Pike Lincoln Technical Center	Public Technical Center	Pike County
Grand River Welding Institute	Private Technical School	Linn County
Ranken Technical College	Private Technical School	Lincoln County

Tarkio Technology Institute	Private Technical School	Atchison County

11. Local Facility and Information

Comprehensive and Affiliate Job Center location and contact information can be found in Attachment 1 of this plan.

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

The WDB's Memorandum of Understanding can be found in Attachment 2 of this plan. The MOU includes the list of One-Stop Partners, with their contact information as well as how the services are coordinated in each of the region's Job Center locations. The region's Cost Share Agreement/ Infrastructure Funding Agreement (IFA) is also included in Attachment 2.

Integration of One-Stop Service Delivery

13. Local Workforce Development System

The Workforce Development System in North Missouri is based on a rural delivery model. Since the region serves 34 counties the region has multiple Job Centers spread out across the region. The system also does not solely rely on the bricks and mortar locations. The Board expects workforce services to be delivered in a manner in which all citizens have access to the services. This delivery is done through community partnerships throughout the region.

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

The LWDA understands the importance of a coordinated approach to rapid response events. To help the events be uniform and coordinated, the region works with the OWD Business Services Unit (BSU) Lead for the region. The BSU Lead provides on-site or in-person ETT services to any layoff affecting 25 or more. Layoffs affecting 24 or less may be offered on-site services as needed or requested by the employer. At a minimum, smaller layoffs will be provided informational packets that include the ETT programs and services brochure, the Division of Employment Security (DES) UI Benefits fact sheet, the Missouri Economic Research Information Center (MERIC) regional Real Time Labor Market Summary and any other information deemed appropriate.

Every ETT event is unique, therefore, each event is assessed individually, and services provided are based on the wishes of the employer, the needs of the affected workers, and the timeframe of the layoff. The Business Services Unit is the designated lead for all layoff events, however, local staff are included and informed to ensure both employers and affected workers receive all needed services.

The BSU Lead coordinates with the Executive Director, Program Directors, regional business services team, Union Representatives, and community groups. The Executive Director and Missouri Job Center Program Directors are kept informed throughout the ETT process and notified of layoff activity, meeting dates, planned events, and changes in layoff schedules. The BSU is the primary contact for employers participating in ETT. During the initial contact with the company an assessment will be conducted which may include but not necessarily be limited to: 1) layoff plans and the schedule of the employer; 2) potential for averting the layoff by consulting with State or local Economic Development agencies; 3) assistance needs of the affected workers; 4) reemployment prospects for workers in the local community; and 5) available resources to meet the needs of the affected workers. After the initial assessment is completed, the BSU will provide the necessary agencies, organizations with notification of the layoff or closure and what services will be provided to the affected employees, and request, if necessary that they attend scheduled meetings.

The BSU is responsible for maintaining awareness of business hiring and layoff activities in the region. These proactive measures include participating in local business organization meetings, developing linkages with economic development organizations and local union representatives, and reviewing business news/media for any issues that may adversely affect businesses in the region. The BSU, as well as local staff, attends and speaks at a variety of business and agency driven events regularly to make business and agencies aware of the ETT services that are available in the region free of charge.

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.

When an eligible participant selects a training provider from the State's approved provider list, the Job Center staff will ensure the training provider and the specific program are approved and in good standing on Missouri's Eligible Training Provider System. The program and the provider must be approved by both the state and region.

Job Center Staff will check LMI (Local Market Information) to ensure the training will allow the participant to obtain employment with a self-sustaining wage and a credential, license, or degree. The selected training program must be in an occupation that leads to economic self-sufficiency or wages comparable to or higher than the wages from previous employment and directly linked to the employment opportunities in the local area. Cost of the training shall be taken in to consideration.

If the above criteria are met, the Job Center staff or the Program Director will notify the training provider, verify contact information, and submit the Individual Training Account (ITA) form to the school to finalize costs.

This process is outlined in the Region's Individual Training Account (ITA) Policy, which is included in this plan as attachment 20.

14. Accessibility

The Workforce Development Board of North Missouri has a staff person that fulfills the role of the Region's Equal Opportunity Officer. This individual is responsible for monitoring the programmatic and physical accessibility of services in the region. This individual also is required to provide on-going training to all staff in the region to ensure there is an understanding of the Equal Opportunity requirements for the Job Centers.

In addition to the monitoring listed above, the Equal Opportunity Officer completes two annual Equal Opportunity reports for the region. These reports are the region's Equal Opportunity Staffing Analysis Report, and Program Data Analysis reports. The staffing report reviews the staffing practices of the Board and its sub-recipients on an annual basis. This is done to ensure the Board, nor its sub-recipients have policies or practices in place that could cause adverse impact when hiring staff. The program data analysis report reviews various demographic data to ensure outreach efforts are consistent with the local Civilian Labor force, as well as reviews outcome data to ensure policies or practices that are in place are not causing adverse impact on participant outcomes. Any areas of concern outlined in these reports are addressed immediately with all staff in the region to ensure access to the program remains open for all individuals.

At least once every three years a complete recertification of the region's Job Centers is completed. To complete the recertification a team is put together to ensure the Job Centers are in compliance with WIOA regulations, including accessibility. To ensure a complete review of accessibility during the review process, an outside entity is brought in to review the physical accessibility of each Job Center location in the region. If deficiencies are found during these reviews, an action plan is put into place to correct the findings.

The Board works to ensure that barriers to accessibility are removed when serving citizens. To do this the Board makes sure Job Centers have the accessibility devices available that are required by the state. The Job Centers also have access to request accessibility be loaned to them through the Missouri Assistive Technology Program. Staff also have access to telephonic interpreters, or sign language interpreters as necessary.

15. Assessment of One-Stop Program and Partners

a. Describe how the Board will ensure the continues improvement of eligible providers of services through the system and ensure

that such providers meet the employment needs of local employers and participants.

Quarterly progress reports are presented to the Board; those reports include sub-recipient performance year-to-date regarding the region's federally negotiated performance rates, enrollment numbers, and program expenditures. Prior to renewing contracts, the Board reviews annual monitoring reports for both program and fiscal. The Board also receives information on program director performance. The performance evaluation is based on hard data and allows the Board to assess the execution of contractual obligations.

If at any time during the year program and/or fiscal shortcomings are noted, the Board is prepared to establish performance improvement mandates. If those mandates are not met, the contract with that WIOA service provider may be terminated.

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

As noted in our subcontractor performance review above, the Board will continue to hold our service providers accountable for the mandatory programmatic and fiscal requirements under which they are funded. The Board is prepared to impose performance mandates as required and/or necessary to meet the region-wide performance the Board is held accountable for.

The Board and each of its sub-recipients are required to develop a sustainability plan annually. The purpose of the sustainability plan is to note how we would sustain program performance and fiscal integrity in the event the region experiences additional formula fund cuts. The sustainability plans are reviewed by the Board annually; adjustments will be made as necessary to continue providing quality service to our jobseekers and business customers.

Local Administration

16. Chief Elected Official (CEO)

Contact information for the region's Chief Elected Official is included in Attachment 3 of this local plan.

17. CEO Consortium Agreement and Bylaws

The North Missouri Workforce Development Area consists of 34 counties. Since the region covers multiple units of local government, the region is governed by a consortium of Chief Local Elected Officials (CLEOs). The CLEOs have developed an agreement and bylaws for the region. This agreement is Attachment 3 of this local plan.

18. Local Workforce Development Board (LWDB) Membership

The members of the Board, and its standing committees are identified in Attachment 4 of this local plan. The most recent Board Certification Letter is also included in Attachment 4.

19. LWDB Bylaws

The Workforce Development Board of North Missouri established the Bylaws for the Board in 2023. These Bylaws are reviewed on an annual basis. The Board's Bylaws and attestation of review is included as Attachment 5 of this local plan.

Local Planning & Fiscal Oversight

20. Local Fiscal Agent

The Chief Local Elected Officials have designated North Central Missouri College as the Region's Fiscal Agent. A copy of the Fiscal Agent agreement included as Attachment 6 if this local plan.

21. Competitive Procurement

To ensure full and open competition for the provision of services, the Workforce Development Board (WDB) has established the processes outlined below. These processes comply with 2 CFR Part 200.318-327; TEGL 35-10; and current OWD Issuance.

A DRAFT Request for Proposals solicitation document will be presented to eligible Workforce Development Board members for their review and approval prior to release to the public.

Advertisement/Notification:

To foster competitive procurement, the WDB maintains a list of potential bidders to receive a copy of the Request for Proposals either in hard copy or electronic format. That list is updated periodically as the WDB becomes aware of new/different organizations that might have an interest in providing services. The notice of Request for Proposals is also posted on the WDB website (www.wdbnorthmo.org).

Proposal Response Time:

The notice of Request for Proposals is publicly posted on the WDB's website no less than 30 days prior to the proposal submission deadline. With the announcement of the solicitation for proposals, potential bidders are provided a brief background on the program services to be proposed by service delivery area; the projected amount of funds available for the program(s) being solicited; instructions to obtain a copy of the proposal; the application submission address and deadline; date/time the proposals will be opened at the WDB office; and instructions for questions regarding the Request for Proposals and/or process.

Proposal Evaluation:

WDB staff will develop an evaluation (score) sheet based on criteria required for successful performance of the program. This evaluation sheet will be part of the proposal solicitation

document. Evaluation factors considered shall include: completeness and timeliness of proposals (all the required elements are addressed/attached and the proposal was received prior to deadline expiration); organizational experience and capacity, reasonableness of costs; performance targets; probability of achieving proposed targets; and compliance with WIOA (if applicable).

The Board's full procurement policy is included as Attachment 9 of this local plan.

22. Duplicative Costs and Services

a. Eliminating Duplicative Administrative Costs

The Board believes in order to reduce duplicative administrative costs it must ensure that, whenever possible the selected contractors are coordinating and collaborating on the administrative costs of their contracts. The Board works to select high performing subrecipients that have an administrative structure in place to ensure overhead costs are minimized.

Through the Board's contract negotiation process, we strive to ensure that an adequate agency-to-participant cost ration is met. This process results in more funding available to customers with less expenses for overhead.

In 2023 the Workforce Development Boards of Northeast and Northwest Missouri combined to create the new Workforce Development Board of North Missouri. Part of the reason behind this change was to eliminate duplication of administrative costs between the two regions.

In addition to the items above, the Board has convened required partners in the One-Stop Job Centers to negotiate shared costs in an effort to eliminate duplicative center costs.

b. Eliminating Duplicative Services

Sub-recipient Program directors are responsible for coordinating services within each Job Center. The program directors are also expected to work closely with the region's One-Stop Operator to ensure services in the region are delivered in a coordinated manner. Title I and Title III Staff in the job centers all use the same statewide case management system. The shared use of this system allows each other to see what services are being delivered to avoid duplication. The Department of Social Services also requires Skillup staff to utilize the same statewide case management system to enter services. Other partners in the region have shown interest in using the statewide case management system to track and enter services. The region reviews these requests on a regular basis to see if it can be implemented effectively.

The One-Stop Operator holds quarterly partner meetings for all workforce partners in the region. The purpose of these meetings is to discuss current happenings with each partner, and for partners to learn about services available from each organization.

23. Planning Budget Summaries (PBSs)

The Region's Planning Budget Summaries (PBSs) are included as attachment 7 of this local plan.

24. Complaint and Grievance Policy / EEO Policy

The region's complaint and grievance policy and procedures are included as Attachment 10 of this local plan.

25. Planning Process and Partners

To ensure that a diverse group of individuals had input into the creation of the local plan, the Board held a strategic planning session to assist in the creation of the plan. Individuals invited to the meeting included Board Members, Required Job Center Partners, and Community Partners. The Region's One-Stop Operator has held meetings with partners to create the region's MOU as well as the Business Services Plan. All of these documents have been approved by the Workforce Development Board of North Missouri, which includes business and partner representatives. This requirement is outlined in the Statement of Assurances which is included as Attachment 57 of this local plan.

26. Performance Negotiations

In June of 2023 the Workforce Development Board of North Missouri conducted negotiations with the Office of Workforce Development to establish the region's performance goals. The negotiated rates of performance are outlined below.

Measure	WIOA Adult	WIOA Dislocated Worker	WIOA Youth	Wagner Peyser
Employment Q2	75%	80%	80%	70%
Employment Q4	75%	76%	76%	69%
Median Earnings	$ 7,300.00	$ 8,000	$ 4,000.00	$ 5,900.00
Credential Attainment	75%	78%	67%	N/A
Measurable Skill Gain	55%	58%	54%	N/A

27. Public Comment

As required, the Board made this local plan available for public comment on the website www.wdbnorthmo.org. The Board followed the required timelines and provided the Statement of Assurances as Attachment 57 of this local plan.

28. Assurances

The Statement of Assurances Certification form is provided as Attachment 57 of this local plan.

PROGRAM ELEMENTS

Service Delivery

29. One-Stop Service Delivery

Through a variety of product and service options, including services from the region's One-Stop Partners, customers have the opportunity to make informed decisions based on their needs. Labor Market Information for the local region is one of the driving factors in helping customers make informed decisions. All staff in the region are made aware of the Labor Market tools available to them to help customers make informed choices.

The chart below, which is from the region's Memorandum of Understanding (Attachment 2), indicates the products and services available in each of the region's Job Centers.

One-Stop Partner	Chillicothe	Hannibal	Kirksville	St. Joseph	Maryville*	Trenton*	Troy*
Title I Adult	X	X	X	X	X	X	X
Title I Dislocated Worker	X	X	X	X	X	X	X
Title I Youth	X	X	X	X	X	X	X
Title I Job Corps	X	X	X	X	X	X	X
Title I YouthBuild	NA	NA	NA	X	NA	NA	NA
Title I Native American Programs	NA	NA	NA	NA	NA	NA	NA
Title I WIOA 167- National Farmworker Jobs Program	X	X	X	X	X	X	X
Title II Adult Education and Family Literacy	X	X	X	X	X	X	X
Title III Wagner-Peyser	X	X	X	X	X	X	X
Title IV Vocational Rehabilitation	X	X	X	X	X	X	X
Title V Senior Community Service Employment Program	X	X	X	X	X	X	X
Perkins Career and Technical Education	X	X	X	X	X	X	X
Trade Adjustment Assistance	X	X	X	X	X	X	X
Jobs for Veterans State Grant Programs	X	X	X	X	X	X	X
Community Services Block Grant	X	X	X	X	X	X	X
Housing and Urban Development	NA	NA	NA	NA	NA	NA	NA
Division of Employment Security (Unemployment Compensation)	X	X	X	X	X	X	X
Second Chance Act	NA	NA	NA	NA	NA	NA	NA
Temporary Assistance for Needy Families	X	X	X	X	X	X	X

* Indicates Affiliate Job Center

X Indicates on-site partner
X Indicates off-site partner

Adult and Dislocated Workers

30. Title I – Employment and Training Products and Services

The Workforce Development Board of North Missouri works to make sure effective services are provided to eligible job seekers in the region. These services include both career and training level services. The career level services are focused on Job Searching and preparing a participant for employment. The region also makes training level services available to the region's jobseekers. Training level services include classroom occupational training, on-the-job training, incumbent worker training, work experience opportunities, adult education and literacy activities, and job readiness training.

To enhance the training success the region makes available appropriate and necessary supportive services. These supportive services are in place to ensure a participant has the ability to complete a training program and gain employment.

To ensure a job seeker is making informed decisions, and set them up for success, the Job Center staff have multiple assessment tools available to aid in the process.

Staff utilize Talify and MO Connections assessments as career and aptitude assessments. Both assessments assist job seekers in identifying their skills and interests to help identify career options that are appropriate for them.

Job Center staff also utilize the WorkKeys exam. The WorkKeys exam assesses an individual's skills and knowledge to help assess if an individual has the ability to perform essential functions of an occupation.

Each of these tools help a case manager give an unbiased support to job seekers when assisting them in matching them career opportunities.

The Board reviews the region's performance and outcomes throughout the program year. Board staff also meet with job center staff on a regular basis to ensure the tools available are effective. If either the Board or staff identify weaknesses in the delivery of services, steps will be taken to correct the deficiencies.

31. Unemployment Insurance Claimant Services (UI)

The Job Centers work to create linkages between the One-Stop Delivery system and the Unemployment Insurance Programs by making information easily accessible to customers. Staff are able to answer basic questions regarding UI and have flyers available. UI claimants are able to use resource computers in the Job Center to access information on the Division of Employment Securities website as well as the UInteract system which is used to file claims.

Job Center staff provide tailored in-person enhanced reemployment services that help UI claimants 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 Marker 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. Also, staff, when asked by the customer, can assist in filing their claim on the UInteract website.

32. On-the-Job Training (OJT)

The WDB of North Missouri promotes the benefits of the On-the-Job Training activity through multiple avenues. The Board staff and its subrecipients promote the OJT program when speaking with employers throughout the region. Flyers are also available for the public. The Board also works with the Office of Workforce Development's Business Services Unit (BSU) to promote OJTs.

With this being the first year of the new Workforce Development Board of North Missouri, historical information is not available. The previous Northeast and Northwest regions recently saw an underutilization of these programs, which the new Board hopes to see an increase in this activity.

33. Credential Attainment/ WorkKeys Assessment

The North Missouri Population's post-secondary credential attainment rate is below the state average. While many Job Opportunities in North Missouri do not require a post-secondary credential, they do require either a High School Diploma or an industry recognized credential. It is a focus of the Board to ensure eligible job seekers have access to quality programs that lead to credential opportunities. The Board partners with many local training providers including the regions Community Colleges to ensure training programs are available to meet the needs of businesses.

The Board also works closely with the regions Adult Education and Literacy (AEL) providers. Currently in the region three offices provide WIOA services with AEL in the same location.

These offices are the Hannibal and Kirksville Job Centers, as well as the Youth Alliance office. Previously the St Joseph Job Center hosted an AEL classroom, but due to AEL budget cuts this location and other locations in the region had to be closed. The Board continues to work with the local AEL providers to ensure access to this service is available throughout the region.

All of the Job Centers in North Missouri have a testing space setup for customers to access the WorkKeys Assessment. The Job Center staff promote this assessment as a tool to help a jobseeker promote their skills and abilities. Throughout the region multiple employers utilize this service, and have their applicants take the assessment in the Job Center.

34. ETT Services / Layoff Aversion

The Board works closely with the Office of Workforce Development's Business Services Unit (BSU) to Deliver Employment Transition Team (ETT) and Layoff Aversion Services. When staff receive notice of an actual or potential layoff in the region the Board Executive Director and the BSU Lead coordinate to deliver ETT services to the effected employees.

The BSU Lead coordinates with the Executive Director, Program Directors, regional business services team, Union Representatives, and community groups. The Executive Director and Missouri Job Center Program Directors are kept informed throughout the ETT process and notified of layoff activity, meeting dates, planned events, and changes in layoff schedules. The BSU is the primary contact for employers participating in ETT. During the initial contact with the company an assessment will be conducted which may include but not necessarily be limited to:

- Layoff plans and the schedule of the employer;
- Potential for averting the layoff by consulting with State or local Economic Development agencies;
- Assistance needs of the affected workers;
- Reemployment prospects for workers in the local community; and
- Available resources to meet the needs of the affected workers.

After the initial assessment is completed, the BSU will provide the necessary agencies, organizations with notification of the layoff or closure and what services will be provided to the affected employees, and request, if necessary that they attend scheduled meetings.

The Board's Employer Engagement team works actively to make connections with employers in the region to be proactive in delivering services to avert potential layoffs. The team works with partner programs including the Department of Economic Development to ensure the employer is aware of services available including the Shared Work Program which is designed to help avoid layoffs.

Youth

35. Youth Standing Committee Requirements

Since the Workforce Development Board of North Missouri was just established July 1st of 2023, the Board has not established standing committees. At this time the Board retains responsibility of Youth Service Delivery through oversight of the subrecipients, creation of youth policies and coordinating with local resources to ensure effective youth services in the region.

36. YSC Composition/Services/Procurement of Providers / Meeting Schedule & Agenda Items

Since the Workforce Development Board of North Missouri has not established a Youth Standing Committee, the Board is responsible for the procurement of the youth providers, following the Board's procurement policy. The Board also retains the oversight responsibility of ensuring the subrecipients are making the 14 required youth elements accessible to eligible youth.

The Board engaged community partners and Board members during the strategic planning meeting to assist in the creation of this local plan.

37. Youth Activities

a. How the Youth activities in the LWDA are developed to ensure the 14 program elements are available within the LWDA;

Since the Board has elected to not have a Youth Advisory Committee currently, the Board assumes full responsibility in developing and ensuring the 14 program elements are available within the region. The Board reviews the youth program on a regular basis. When an issue is identified in delivery, the Board reviews the issue and works to correct the issue. If the Board determines a committee is needed to correct the delivery issue, a committee could be appointed at that time.

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

1. **<u>Tutoring, study skills training, instruction, and dropout prevention</u>**

Description: Services that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential. This includes secondary school dropout prevention strategies that keep a youth in school and engaged in formal learning or training.

How its delivered: Subrecipients of the Board are expected to have qualified case managers that can effectively work with in-school youth to encourage school engagement and participation. Staff also have access to incentives to encourage success.

Referral Options: Participants in need of this program element can be referred to School counselors, school/community tutors, postsecondary school education departments, and retired teachers groups.

DOL Theme: Improving Educational Achievement

2. **Alternative secondary school services or dropout recovery services**

Description: Alternative secondary school services assist youth who have struggled in traditional secondary school education. Dropout recovery services are aimed at getting youth who have dropped out of secondary education back into a secondary school or alternative secondary school/high school equivalency program.

How it is delivered: Subrecipients of the Board are expected to have qualified case managers that can effectively work with out-of-school youth to encourage school engagement and participation. To assist with the delivery of this program element sub-recipient staff have access to the scholars at work program as well as the coordination with YouthBuild (in the areas the YouthBuild grant covers). Staff have access to incentives to encourage success. Staff can also make quality referrals to partner organizations to enhance the delivery of the service.

Referral Options: Participants in need of this program element can be referred to the local AEL programs, online education programs, and Job Corps.

DOL Theme: Improving Educational Achievement

3. **Paid and unpaid work experiences**

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

a. Summer employment opportunities and other employment opportunities available throughout the school year;
b. Pre-apprenticeship programs;
c. Internships and job shadowing; and
d. On-the-job training opportunities.

How its delivered: The Board has policies in place to allow sub-recipients to provide the services outlined in this program element. These policies can be found in Attachment 54 of this plan.

Referral Options: Community partners willing to work with youth for job shadowing opportunities.

DOL Theme: Preparing for and Succeeding in Employment

4. **Occupational skills training**

Description: Training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the local area, is an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupation fields at entry, intermediate, or advanced levels. Occupational skills training must meet the following criteria:

a. Be outcome-oriented and focused on an occupational goal specified in the individual service strategy.
b. Be of sufficient duration to impart the skills needed to meet the occupational goal.
c. Lead to the attainment of a recognized postsecondary credential.
d. Meet the quality standards in WIOA Section 123.

5. **Education offered concurrently with workforce preparation and training.**

Description: Training/education for a specific occupation or occupational cluster. This element refers to the concurrent delivery of workforce preparation activities, basic academic skills, and hands-on occupational skills training in a specific occupation, occupational cluster, or career pathway.

How its delivered: The Board utilizes the scholars at work program and its partnership with the YouthBuild program to make this service available to participants. The local AEL providers are in the process of developing programs that would fall into this category. Once these programs are developed, the Board will work with the AEL providers to create a partnership in serving these participants.

Referral options: The region's AEL providers and YouthBuild providers are referral options for this element. The Board also will work with employers in the area to provide the occupational component.

DOL Theme: Improving Educational Achievement/Preparing for and Succeeding in Employment

6. **Leadership development opportunities**

Description: Includes community service and peer-centered activities, encouraging responsibility, confidence, employability, self-determination, and other positive social behaviors.

How its delivered: Subrecipient case management staff are expected to partner within their local community to partner to provide exposure to community service and other civic opportunities. Staff also can provide leadership development workshops for participants to access this element.

Referral options: The Board will work with local municipalities and other civic organizations to make appropriate referrals.

DOL Theme: Developing the Potential of Youth as Citizens and Leaders

7. **Supportive services**

Description: Supportive services can include the following:

- Linkages to community services;
- Assistance with transportation;
- Assistance with childcare and dependent care;
- Assistance with housing;
- Needs-related payments;
- Assistance with educational testing;
- Reasonable accommodations for youth with disabilities;
- Legal aid services;
- Referrals to health care;
- Assistance with uniforms or other appropriate work attire and work-related tools, including eyeglasses and protective eye gear;
- Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and
- Payments and fees for employment and training-related applications, tests, and certifications;
- Other needs related to training or employment retention, as determined by the Career Navigator, to ensure the youth can continue to participate in and complete WIOA activities.

How its delivered: The Board has policies in place to allow sub-recipients to provide the services outlined in this program element. These policies can be found in Attachment 12 of this plan.

Referral options: Staff are expected to utilize community resources prior to providing supportive services to ensure there is no duplication of service. These partners could include community and faith-based organizations.

DOL Theme: Providing Adequate Support in Completing Learning and Employment Goals

8. **Adult Mentoring**

Description: Mentoring for a duration of at least 12 months, that may occur both during and after program participation.

How its delivered: Subrecipient case management staff are to work with community members to coordinate mentorship opportunities when appropriate.

Referral Options: Staff can refer participants to local community and faith-based organizations for mentorship opportunities.

DOL Theme: Providing Adequate Support in Completing Learning and Employment Goals

9. **Follow up services**

Description: Services for not less than 12 months after the completion of participation.

How its delivered: The Board has policies in place to describe follow up services. This policy can be found as Attachment 46 of this plan.

Referral options: Typically follow up services are provided directly by subrecipient case managers. In the event a participant needs to be referred to other services, staff can utilize community and faith-based partners to deliver the appropriate services.

DOL Theme: Providing Adequate Support in Completing Learning and Employment Goals.

10. **Comprehensive guidance and counseling**

Description: Provides individualized counseling to participants and may include drug and alcohol abuse counseling, mental health counseling, and referral to partner programs.

How its delivered: Subrecipient staff are able to provide workshops on various subjects including mental health first aid. Many of the services provided for this program element are done as a referral to other agencies.

Referral options: Referral options for this program element include, but are not limited to: Treatment counselors/facilities, mental health counselors, and trauma counselors.

DOL theme: Providing Adequate Support in Completing Learning and Employment Goals.

11. **Financial literacy education**

Description: Includes information and activities such as creating budgets, setting up checking and savings accounts, managing spending, understanding credit reports, and protecting against identity theft.

How its delivered: Sub-recipient case managers are expected to work through barriers with participants and coach them as appropriate on financial literacy. Staff can also provide workshops to provide this element.

Referral options: Staff have the ability to work with local banks and other financial institutions to provide this information. The federal reserve bank is also another resource to be utilized.

DOL theme: Providing Adequate Support in Completing Learning and Employment Goals/Developing the Potential of Youth as Citizens and Leaders

12. **Entrepreneurial skills training**

Description: Assists youth develop the skills associated with starting and operating a small business.

How its delivered: Subrecipient case management staff are able to provide basic information and referrals to participants interested in entrepreneurial skills. Staff can also conduct workshops to deliver this element.

Referral Options: Staff partner with local business facilitation groups as well as the small business development centers to assist these participants. Many of the local colleges and universities offer entrepreneurial training that participants can be referred to as well.

DOL Theme: Providing Adequate Support in Completing Learning and Employment Goals

13. **Services that provide labor market information**

Description: Information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.

How its delivered: Sub-recipient case managers are expected to work with youth to help make informed decisions by providing local labor market information. The tools staff utilize to provide this information is Missouri Economic Research and Information Center (MERIC), ONet, Bureau of Labor Statistics (BLS), Missouri Connections, and Talify.

Referral options: Typically this service is delivered directly by sub-recipient case management staff, but referrals can be made to community organizations as well as local education providers.

DOL theme: Preparing for and Succeeding in Employment

14. **Postsecondary preparation and transition services**

Description: Activities that prepare youth for postsecondary education after attaining a high school diploma or its recognized equivalent.

How its delivered: Sub-recipient case management staff are able to help participants prepare for and transition into postsecondary training by assisting with the completion of applications and financial assistance documents, attending school tours, providing ACT preparatory material, financial planning assistance, and proctoring assessments.

Referral Options: Staff have the ability to make referrals to local training providers to assist participants successfully transition to postsecondary training.

DOL theme: Improving Education Achievement/Providing Adequate Support in Completing Learning and Employment Goals.

c. The process for identification of Youth service providers;

Youth providers are selected by the Board through a Request for Proposal (RFP) process following the Board procurement policy which can be found as Attachment 9 of this plan. Since the Board has assumed responsibility of the Youth Program, final selection of Youth service providers is done by the Board utilizing the criteria set forth in the RFP.

d. The evaluation of service providers for performance and impact;

The Board issues contracts for service for a one-year period, with one-year extensions available for up to three additional years. The Board reviews performance, expenditure, and enrollment data at each quarterly Board meeting. This information is considered when deciding whether or not to renew contracts.

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

The Board contracts with two (2) sub-recipients to provide the services of the youth program. Both sub-recipient contracts are specified to provide all 14 of the youth program elements.

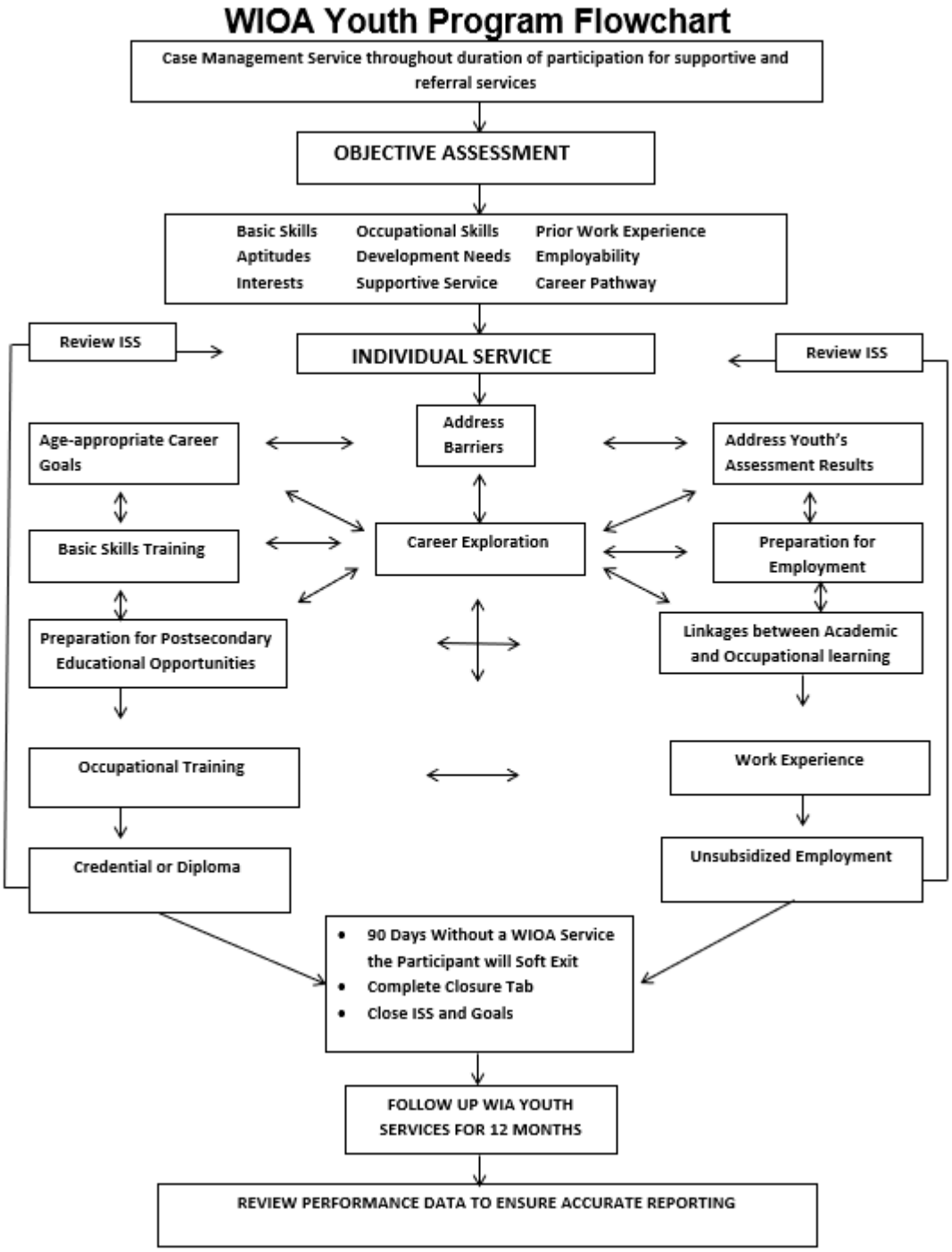
Gamm Incorporated – Northeast sub-region: Adair, Clark, Knox, Lewis, Lincoln, Macon, Marion, Monroe, Montgomery, Pike, Putnam, Randolph, Ralls, Schuyler, Scotland, Shelby, Sullivan, and Warren Counties.

Youth Alliance – Northwest sub-region: Andrew, Atchison, Buchanan, Caldwell, Clinton, Daviess, DeKalb, Gentry, Grundy, Harrisson, Holt, Linn, Livingston, Mercer, Nodaway, and Worth Counties.

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

Youth services providers are contracted to employer year-round case management staff. The case management staff are to ensure monthly contact is maintained with Youth participants throughout the year. Services are provided to participants at the Job Centers, worksites, schools, partner offices, and in public use spaces.

g. An example of the flow of services for a Youth in the LWDA;



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

Youth service providers work closely with the partner organizations in the region to identify youth participants who are most in need of WIOA services. The providers also work with those organizations when delivering services to ensure the participant has the wrap around services necessary for them to meet their employment goals. Outside of the

WIOA mandated partners, staff have worked with the local school districts, treatment centers, probation and parole, and others to identify and serve youth participants.

To ensure these participants are successful, the region completes the comprehensive assessment, and creates a plan to address the barriers identified. Sub-recipient case managers continue to monitor for progress and update the participant's plan as additional barriers are identified, or progress is made.

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

The Region's Memorandum of Understanding (MOU) outlines the processes and procedures for partnerships within the North Missouri Region. The MOU can be found as Attachment 2 of this plan.

The Board and its One-Stop Operator are always looking for expanded partnership opportunities to provide more wrap around services in all its programs, including the Youth program.

38. Innovative Service-Delivery Projects for OSY

The Board focuses on delivering services to Out-of-School Youth (OSY). Services to this population must be delivered in a strategic manner to ensure they are effective. To enhance the 14 program elements offered through the WIOA Youth Program, the Board has established the following programs and partnerships to deliver the services:

- Scholars at Work – *This program focuses on OSY who did not attain their secondary diploma. To assist this population the region has created a scholars at work program that partners closely with the region's Adult Education and Literacy (AEL) providers in the region. This program allows the youth to participate in a paid work experience while working towards attaining their secondary diploma. The classroom time with AEL fulfills the academic component of the work experience. While the youth is working towards attaining their secondary diploma, they are also working at a job-site to learn valuable work skills. Information regarding this program can be found in Attachment 54 of this plan.*
- Partnership with YouthBuild – *The Board's sub-recipient in the Northwest Sub-region is recipient of the YouthBuild Grant through the Department of Labor. This program works similarly to the region's Scholars at Work program, but focuses on specific occupations. The occupations currently served by the region's YouthBuild program are construction trades, certified nursing assistant, and culinary. Through each of these career tracts, the participant is able to earn credentials in the chosen field while attaining their secondary diploma.*

Agricultural Employment Services

39. Migrant and Seasonal Farmworkers / Agricultural Employment Services

The North Missouri Region is largely rural and relies on agriculture production. Through the Memorandum of Understanding the Board has established a relationship with the MSFW/AES program. United Migrant opportunity Services (UMOS) is the National Farmworker Job Program Grantee for Missouri. As part of the MOU, UMOS has agreed to in-kind contributions in return for access to deliver services in the Comprehensive Job Centers in the region. The Board will continue to ensure farmworkers will have access to the services of the WIOA programs as well as make referrals to the MSFW/AES programs when appropriate.

Business Services

40. Employer Engagement

The Workforce Development Board membership includes a majority business representatives. As required by WIOA regulations, at least fifty-one percent of the Board must be business representatives from the region. When nominations are sought for members, a priority is given to business representatives who represent businesses from in-demand sectors for the region. The Board also seeks nominations from individuals representing small businesses in the region. Having a majority of members represent businesses in the region, allows local businesses to have input in the creation of policies and practices for the region to support the business community.

To engage local businesses, the Board supports staff in becoming members of the local Chambers of Commerce. Board staff and sub-recipients are members of the following local Chambers of Commerce: St Joseph, Maryville, Trenton, Chillicothe, Kirksville, and Hannibal. Staff also attend other civic organization meetings to engage and inform local businesses of services available.

The Board recognizes the importance of employer engagement to ensure success in delivering effective workforce services. The Board will, through its One-Stop Operator, ensure regular meetings are conducted of the business services team. The business services team will consist of employer engagement specialists from partner organizations in the region. This team will also invite private sector members to participate in the meetings to ensure effective outreach strategies are being implemented. This team is responsible for planning events to engage businesses, these events include job fairs and forums to discuss business needs.

41. Services to Meet the Workforce Needs of Employers

The Board works to ensure services are delivered to employers that help meet their workforce needs. To do this, the Board leans on the expertise of the business representatives of the Board and seeks feedback from the businesses through the business services team. It is the

Board's goal to supply local employers with a qualified workforce that meets their current skill needs.

The Board utilizes the statewide case management system to post job orders and match qualified jobseekers to current openings. The Board also makes available to employers the following services:

- On-the-Job Training – *This service helps train employment candidates that may be lacking in specific skills the employer is looking for. The Board can pay up to 50% of the wages during the employee's training to gain the skills necessary for employment.*
- Incumbent Worker Training – *This service helps skill up the employer's current workforce to avoid layoffs or promote current employees to open entry level positions. The Board can cover a portion of the training costs for incumbent worker training.*
- Job Posting/Matching – *The region utilizes the statewide case management system to post job orders to be viewed by the public. Staff also utilize this system to match skills and education of job seekers to employer needs to help find qualified candidates for employment.*
- Job/Career Fairs – *The Region hosts multiple Job/Career fairs throughout the year to help employers meet with potential employees. The region also hosts employers at the Job Centers to conduct Business specific Job Fairs.*
- Interview Space – *Each Job Center makes space available to employers to conduct interviews for potential candidates.*
- Labor Market Information – *Staff make local Labor Market Information (LMI) available to employers to help make educated decisions regarding their workforce.*
- Apprenticeship Development –*Staff do outreach to promote the apprenticeship model and are available to help an employer understand the structure of an apprenticeship program.*
- Training Development – *The Board works with local training providers to help make sure programs are available in the region to support the current and future needs of local businesses. If an employer has a training need, the Board can assist by connecting the employer to training providers to develop an appropriate training program.*
- National Career Readiness Certification – *Job Centers provide National Career Readiness Assessments (NCRC) as a tool for employers to screen for qualified candidates.*
- Referrals to Other Resources – *Staff can refer employers to partner agencies as necessary, these resources include, but are not limited to:*
    - *Department of Economic Development*
    - *Local Economic Developers*

- *Small Business Administration*
- *Business Development Organizations*

42. Economic Development

Many members of the Board are actively engaged with a local economic development organization. The Board also has a representative from a regional economic development organization. The Board engages with the local roundtables for economic development. In North Missouri there are two round table groups, one for the NW and one of the NE portions of the region. These groups meet regularly and meet in a joint meeting at least once a year. These groups are made up of local economic developers.

The Board also partners with the Department of Economic Development's Project Managers in the region. Through this partnership the Board can support local businesses needs as identified by the local project manager.

The business services team invites individuals from local economic development organizations to participate in the regular meetings. These organizations include DED, Economic Developers, Business Facilitators and Small Business Counselors.

Through each of these connections the Board has opportunities to support small businesses and help entrepreneurs connect with the local and statewide resources available to help them succeed.

43. Sector Strategy Initiative / Career Pathways

The Board is working with employers and partners in the region to develop career pathways that help citizens easily understand the path to employment in in-demand priority sectors in the region. The Board has identified the following sectors as priority sectors for the region:

- Manufacturing
- Healthcare
- Construction/Trades
- Transportation and Logistics
- Agriculture

The Board will work with businesses in the above sectors to enhance the programs available to develop career pathways to help lead jobseekers to employment in in-demand sectors. The Board's training policy puts an emphasis on the above sectors when funding training.

44. Business Services Plan

The Board is working to create a plan to enhance the Business Services Delivery in the region. Currently the region's business services team, which consists of employer engagement specialists from the partner agencies, meets on a regular basis to discuss outreach efforts. This team is tasked with promoting Job Center programs and increasing business engagement with the

workforce system. The team is working together to decrease duplication in business services and outreach to employers. This team is led by the region's One-Stop Operator. Once this team sets goals, they will be approved by the Board and this plan will be updated.

Innovative Service Delivery Strategies

45. Missouri Re-Entry Process / Ex-offender Initiative

In the past few years, due to record low unemployment, we have seen employers start to open their doors to employing more justice involved individuals. Even with this shift, justice involved individuals still face barriers to finding meaningful employment in the region.

The Workforce Development Board of North Missouri, its Sub-recipients, and partners in the region are focused on improving the re-entry process, and helping justice involved individuals gain meaningful employment. In the North Missouri Region, there are six correctional centers:

- Chillicothe Correctional Center – Livingston County
- Crossroads Correctional Center – DeKalb County
- Maryville Treatment Center – Nodaway County
- Moberly Correctional Center – Randolph County
- Northeast Correctional Center – Pike County
- Western Region, Diagnostic and Correctional Center – Buchanan County

Recently the State of Missouri's Office of Workforce Development has staff visiting some of the correctional facilities in the region. The Maryville Job Center has also worked closely with the center in their area. These meetings help introduce Job Center Services to this population and help create employment plans for release.

The region also has multiple probation and parole offices. Each of the Job Centers has reached out to the Probation and Parole offices as well as the local treatment court offices to help make the citizens aware of the Job Center and the services available.

In the past the regions have hosted employer events to discuss how employers find and retain employees during the recent record low unemployment. One area discussed during these meetings was working with Justice Involved individuals. The Board plans to continue in partnering and hosting more employer forums to continue the discussion around hiring justice involved individuals.

Staff of the Job Centers continue to work with employers and keep a list of employers who will hire justice involved individuals. Keeping this list is a challenging task, due to not all employers wanting this information public, or changes in business hiring practices that impact their hiring decisions. Staff also promote the programs through the Office of Workforce Development to encourage businesses to hire justice involved individuals, these programs include the Federal Bonding Program as well as the Work Opportunity Tax Credit Program.

46. Work-Based Learning / Transitional Jobs

The Workforce Development Board of North Missouri is committed to advancing work-based learning programs in the region to address the evolving needs of both employers and job seekers. To engage employers, our employer service team will promote the opportunities when doing outreach with businesses and while speaking at employer events. Staff will work with local educational institutions to promote collaboration with business to develop programs that incorporate the work-based learning model. The Board is actively engaged in promoting apprenticeships, on-the-job-training, incumbent worker training, and work experience opportunities. Currently the Board does not have a policy to utilize the transitional jobs activity, but as business and job seeker needs evolve, the Board will review this decision.

47. Trade Adjustment Assistance

The WDB has an Integration of Services Policy that covers co-enrollment into workforce programs including the Trade Adjustment Assistance Program. Case management staff work closely with the Trade staff in the region to ensure all TAA participants are co-enrolled into the WIOA Dislocated Worker Program. The WDB's Integration of Services (Co-Enrollment) Policy is Attachment 24 of this plan.

48. Missouri Community Colleges

The Workforce Development Board of North Missouri works closely with the state's community colleges. The Board works especially close with the three that serve the North Missouri Region: Moberly Area Community College, North Central Missouri College, and St Charles Community College. When working with businesses in the region that need customized training, the Board works with the appropriate community college to facilitate and develop the training.

The Board also utilizes the in-demand programs available at each community college to help job seekers gain the marketable skills needed for employment.

Board and Sub-recipient staff regularly communicate with community college staff to inform them of general WIOA eligibility requirements. Staff at the community college frequently refer candidates to the Job Center to be enrolled into WIOA programs. Community college staff also refer students as they are seeking employment to the Job Center to utilize the Job Center services. Job Center staff are also made aware of programs available through local community colleges, and often utilize these trainings to help job seekers gain the marketable skills needed for employment.

The Kirksville Job Center is located on the Moberly Area Community College Kirksville campus. This allows for easy referrals back and forth between organizations. This is a model the Board would like to expand upon to the other community college campuses in the region.

The Workforce Development Board does not have any cooperative agreements with local community colleges at this time.

49. Incumbent Worker Policy

The region's Incumbent Worker Training Policy is Attachment 32 of this local plan.

Strategies for Faith-Based and Community-Based Organizations

50. Faith-Based Strategies

a. Increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop Delivery System

The North Missouri Region has many faith-based and community organizations that it partners with to serve job seekers. These organizations include Ministerial Alliances, Caring Community Organizations, Food Banks, Catholic Charities, Salvation Army, and many others. Since transportation is a barrier for many citizens in the region, we have partnered with these organizations to be able to meet with customers at their offices. We have also set up booths or tables to hand out flyers and other informational brochures to citizens. We invite these organizations to our One-Stop meetings to learn more about the One-Stop Network and the services available from other partner organizations.

b. Expand the access of faith-based and community based organizations' customer to the services offered by the One-Stops in the LWDA

We invite faith-based and community-based organizations to attend our regular One-Stop meetings to educate each of our partners on the services available from each organization. This allows us the ability to share information and creates a stronger referral process to all mandated and non-mandated partners serving our communities. When a new faith-based organization or community-based organization reaches out, we inform them of our services and share with them the regions referral process to ensure all citizens have access to the Job Center services.

c. 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.

Board Staff and subrecipient staff are often invited to speak to community organizations regarding the workforce development system. It is through these connections that the services available are promoted. The One-Stop Operator works to expand the partners involved in the Quarterly One-Stop Partner Meetings, in the event a faith-based or

community partner wants to get involved in the workforce system, the One-Stop Operator will work with the Executive Director and the Board to help in the setup of the service delivery. The Board Recognizes the importance of engaging the faith-based and community organizations in the workforce system, as those organizations often have the ability to provide services that WIOA traditionally cannot.

51. Regional Plans

The Workforce Development Board is not required to have a regional plan.

ATTACHMENTS

1. List of Comprehensive, Affiliate, Specialized and Other Centers and One Stop Operators
2. Memorandum of Understanding with IFA and Cost Sharing Budgets with All Partner Signatures
3. Chief Elected Officials Consortium Agreement and Bylaws
4. Local Workforce Development Board Membership List, Standing Committees, & Certification Letter
5. Local Workforce Development Board By-Laws and Attestation Form
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
58. Other Board Policies

The Workforce Development Board of North Missouri is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY users can dial 711. This information can be translated into another language if requested. Please contact the WDB Office for translation assistance.

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