Workforce Development Board of North Missouri

LOCAL PLAN

Program Year 2024 through Program Year 2027

Contents

STRATEGIC ELEMENTS 5

1. Local Workforce Development Board's Vision 5
2. Local Workforce Development Board's Goals 5
3. Local Workforce Development Board's Priorities 6
4. Local Workforce Development Board's Strategies 7
5. Economic, Labor Market, and Workforce Analysis Source 11
6. Economic Analysis 11
7. Labor Market Analysis 16
8. Workforce Analysis 26
9. Workforce Development, Education, and Training Activities Analysis 41

OPERATIONAL ELEMENTS 45

10. Local Workforce Development Area (LWDA) Profile 45
11. Local Facility and Information 47
12. Local One-Stop Partner/MOU/IFA Information 47
13. Local Workforce Development System 47
14. Accessibility 49
15. Assessment of One-Stop Program and Partners 49
16. Chief Elected Official (CEO) 50
17. CEO Consortium Agreement and Bylaws 50
18. Local Workforce Development Board (LWDB) Membership 51
19. LWDB Bylaws 51
20. Local Fiscal Agent 51
21. Competitive Procurement 51
22. Duplicative Costs and Services 52
23. Planning Budget Summaries (PBSs) 53
24. Complaint and Grievance Policy / EEO Policy 53
25. Planning Process and Partners 53
26. Performance Negotiations 53
27. Public Comment 53
28. Assurances 54

PROGRAM ELEMENTS 54

29. One-Stop Service Delivery 54

30. Title I – Employment and Training Products and Services 55
31. Unemployment Insurance Claimant Services (UI) 55
32. On-the-Job Training (OJT) 56
33. Credential Attainment/ WorkKeys Assessment 56
34. ETT Services / Layoff Aversion 57
35. Youth Standing Committee Requirements 58
36. YSC Composition/Services/Procurement of Providers / Meeting Schedule & Agenda Items 58
37. Youth Activities 58
38. Innovative Service-Delivery Projects for OSY 67
39. Migrant and Seasonal Farmworkers / Agricultural Employment Services 68
40. Employer Engagement 68
41. Services to Meet the Workforce Needs of Employers 69
42. Economic Development 70
43. Sector Strategy Initiative / Career Pathways 70
44. Business Services Plan 71
45. Missouri Re-Entry Process / Ex-offender Initiative 72
46. Work-Based Learning / Transitional Jobs 72
47. Trade Adjustment Assistance 73
48. Missouri Community Colleges 73
49. Incumbent Worker Policy 73
50. Faith-Based Strategies 74
51. Regional Plans 75
ATTACHMENTS 75

List of Changes for 2-Year Update

- MOU updated to include new IFA and updated partners – *Attachment 2*
- Board structure updated including new Board Chair – *Attachment 4*
- Business Services Plan – *Page 71*
- Labor Market Information Updated for sections 6, 7, and 8 – *Page 11*
- Policy Updates
    - A4 – Financial Management and Accounting Procedures – *Attachments 9,38,39,40,42, and 43*
    - A5 – Procurement Policy – *Attachment 5*
    - A6 – Criminal Fraud, Waste, Abuse… *Attachment 41*
    - A14 – Property Management/Inventory Policy – *Attachment 58*
    - A16 – Record Retention Policy – *Attachment 51*
    - A23 – Sub-State Monitoring Policy – *Attachment 11*
    - A24 – Multiple Role Firewall Policy – *Attachment 58*
    - P5 – Individual Training Account Policy – *Attachments 15 and 20*
    - P6 – Work Based Learning Policy – *Attachments 27, 32, 44, 49, 53, 54, and 55*
    - P7 – Supportive Services Policy – *Attachment 12*
    - P10 – Youth Incentive Policy – *Attachment 17*

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 2023, in the North Region, personal income was below the state average of $64,920 in every county. Holt County had the highest per capita income in the region at $63,237 while Adair County had the lowest per capita income at $40,269.

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

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 12.1 percent in 2023. Eleven counties had a poverty rate less than the state average, including Andrew (6.5%), Holt (7.7%), and DeKalb (8.0%). The county with the highest poverty rate was Adair County at 26.8 percent.

Name	2023 Per Capita Personal Income	Working Age (18-64) Population living below poverty level	
		Number	Percentage
Missouri	$64,920	435,313	12.1%
Adair	$40,269	4,011	26.8%
Andrew	$54,504	662	6.5%
Atchison	$56,745	307	11.0%
Buchanan	$51,741	8,040	16.7%
Caldwell	$47,876	599	12.2%
Clark	$46,719	331	9.0%
Clinton	$52,880	1,608	13.0%
Daviess	$40,834	613	13.7%
DeKalb	$45,223	402	8.0%
Gentry	$52,620	525	15.1%
Grundy	$44,052	941	18.7%
Harrison	$46,633	776	18.2%
Holt	$63,237	175	7.7%
Knox	$49,243	298	14.8%
Lewis	$45,237	781	14.7%
Lincoln	$53,300	3,562	9.6%
Linn	$49,005	817	12.6%
Livingston	$51,058	890	12.2%
Macon	$54,255	724	8.8%
Marion	$52,951	2,164	13.8%
Mercer	$41,562	235	12.4%
Monroe	$56,061	647	14.1%
Montgomery	$54,811	978	15.2%
Nodaway	$44,338	2,357	20.7%
Pike	$45,058	1,171	13.4%
Putnam	$47,948	417	17.0%
Ralls	$52,110	540	9.3%
Randolph	$55,106	1,914	14.3%
Schuyler	$45,054	229	10.6%
Scotland	$53,928	191	8.0%
Shelby	$52,995	429	13.3%
Sullivan	$50,451	451	13.5%
Warren	$55,061	1,821	8.6%
Worth	$47,533	151	14.4%

Sources:

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

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

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

Barriers to employment can include homelessness, disability status, lower education levels, and limited proficiency with the English language. In twenty 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 12.6 percent, with Schuyler County having the highest percentage at 22.1 percent. The percentage of the working age population who speak a language other than English in Missouri was 7.4 percent. The percentage of the working age population who speak a language other than English was lower than the state average in all but four counties (Sullivan, Scotland, Daviess, and Buchanan) in the region.

In Missouri, 8.5 percent of the population 25 years or up did not have a high school diploma in 2023. Twenty-four of the 34 counties in the region had higher percentage of this population group without a high school diploma than the state average. Scotland County had the highest percentage of the population 25 years and up without a high school diploma at 21.6 percent, whereas Nodaway County had the lowest percentage of this population group without a high school diploma at 5.8 percent.

Barriers To Employment									
Area	Total Population	Total Population 18-64	% of 18-64 in Population	25 years or up with less than high school diploma	% of 25 years or up without high school diploma	Total Population 18-64 with a disability	% of Population 18-64 with a disability	Total Population 18-64 who speak language other than English	% of Population 18-64 who speak language other than English
Missouri	**6,168,181**	**3,702,481**	**60.0%**	**354,732**	**8.5%**	**457,446**	**12.6%**	**274,910**	**7.4%**
Adair	25,224	16,703	66.2%	1,020	7.3%	1,539	9.2%	1,140	6.8%
Andrew	18,086	10,278	56.8%	764	6.0%	933	9.2%	285	2.8%
Atchison	5,216	2,810	53.9%	312	8.2%	375	13.4%	96	3.4%
Buchanan	83,855	50,756	60.5%	5,834	10.2%	7,835	16.1%	3,782	7.5%
Caldwell	8,890	5,005	56.3%	560	9.2%	451	9.2%	138	2.8%
Clark	6,680	3,693	55.3%	468	10.0%	458	12.5%	60	1.6%
Clinton	21,259	12,443	58.5%	929	6.3%	1,548	12.5%	293	2.4%
Daviess	8,449	4,558	53.9%	815	14.3%	469	10.5%	405	8.9%
DeKalb	11,176	6,979	62.4%	911	11.1%	564	11.3%	271	3.9%
Gentry	6,224	3,488	56.0%	489	11.6%	582	16.9%	199	5.7%
Grundy	9,822	5,172	52.7%	966	14.6%	560	10.9%	276	5.3%
Harrison	8,198	4,316	52.6%	517	9.3%	829	19.5%	100	2.3%
Holt	4,254	2,293	53.9%	235	7.6%	328	14.6%	58	2.5%
Knox	3,760	2,041	54.3%	430	17.1%	299	14.7%	31	1.5%
Lewis	9,945	5,934	59.7%	792	12.5%	572	9.7%	141	2.4%
Lincoln	61,636	37,249	60.4%	3,705	8.9%	4,784	13.0%	991	2.7%
Linn	11,850	6,525	55.1%	697	8.5%	876	13.5%	224	3.4%
Livingston	14,330	8,323	58.1%	1,215	12.0%	866	11.9%	158	1.9%
Macon	15,163	8,275	54.6%	873	8.3%	1,163	14.2%	281	3.4%
Marion	28,493	16,432	57.7%	1,860	9.6%	2,350	14.5%	122	0.7%
Mercer	3,501	1,898	54.2%	223	9.4%	286	15.2%	137	7.2%
Monroe	8,672	4,625	53.3%	624	10.1%	640	14.0%	165	3.6%
Montgomery	11,422	6,512	57.0%	919	11.5%	1,093	17.0%	151	2.3%
Nodaway	20,959	13,767	65.7%	729	5.8%	1,229	9.3%	549	4.0%
Pike	17,623	10,248	58.2%	1,557	12.7%	1,336	15.4%	382	3.7%
Putnam	4,675	2,457	52.6%	209	6.1%	312	12.7%	87	3.5%
Ralls	10,394	5,846	56.2%	668	8.9%	826	14.2%	93	1.6%
Randolph	24,524	14,919	60.8%	1,756	10.2%	2,463	18.3%	375	2.5%
Schuyler	4,044	2,163	53.5%	164	6.3%	479	22.1%	155	7.2%
Scotland	4,698	2,405	51.2%	637	21.6%	292	12.2%	323	13.4%
Shelby	6,011	3,279	54.5%	418	10.0%	516	15.9%	91	2.8%
Sullivan	5,903	3,390	57.4%	587	14.2%	368	11.0%	678	20.0%
Warren	36,467	21,386	58.6%	2,706	10.8%	2,686	12.6%	696	3.3%
Worth	1,956	1,049	53.6%	87	6.2%	172	16.4%	6	0.6%

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

d. Unemployment rates for the last five years

The unemployment rate in the North Region is declining after peaking in 2020. The statewide average unemployment rate for 2024 was 3.7 percent. The unemployment rate in seventeen counties was below the state average, with the

lowest percentage in Nodaway County (2.8%) and the highest in Knox County (4.3%).

Unemployment Rate by County North Region					
Year	**2020**	**2021**	**2022**	**2023**	**2024**
US	**8.1%**	**5.3%**	**3.6%**	**3.6%**	**4.0%**
Missouri	**6.1%**	**4.2%**	**2.6%**	**3.1%**	**3.7%**
Adair	4.7%	3.7%	2.8%	3.3%	4.1%
Andrew	4.4%	3.2%	2.4%	2.9%	3.4%
Atchison	3.8%	2.9%	2.3%	2.5%	3.3%
Buchanan	5.4%	4.0%	2.7%	3.2%	3.8%
Caldwell	5.5%	5.0%	2.9%	3.2%	3.6%
Clark	6.0%	4.4%	3.2%	3.8%	4.2%
Clinton	6.2%	5.3%	3.1%	3.3%	3.7%
Daviess	4.2%	3.6%	2.5%	2.8%	3.3%
DeKalb	4.6%	4.0%	2.9%	3.1%	3.5%
Gentry	3.7%	2.7%	2.4%	2.8%	3.3%
Grundy	4.5%	3.4%	2.7%	3.1%	3.8%
Harrison	4.5%	3.4%	2.5%	3.0%	3.8%
Holt	4.2%	3.5%	2.4%	3.0%	3.7%
Knox	4.4%	3.3%	3.0%	3.4%	4.3%
Lewis	5.5%	3.8%	2.7%	3.4%	4.2%
Lincoln	6.1%	4.2%	2.6%	3.0%	3.4%
Linn	5.2%	4.4%	2.6%	3.3%	3.8%
Livingston	3.9%	3.0%	2.2%	2.7%	3.4%
Macon	5.3%	3.9%	2.9%	3.7%	4.2%
Marion	5.2%	3.6%	2.6%	3.4%	3.8%
Mercer	4.0%	3.1%	2.8%	3.0%	3.9%
Monroe	5.9%	4.1%	2.7%	3.1%	3.9%
Montgomery	5.1%	3.7%	2.6%	3.2%	3.4%
Nodaway	4.0%	2.4%	1.9%	2.3%	2.8%
Pike	5.9%	4.1%	2.8%	3.6%	3.8%
Putnam	4.3%	3.0%	2.3%	3.0%	3.8%
Ralls	4.8%	3.5%	2.6%	3.0%	3.6%
Randolph	5.5%	3.7%	2.4%	3.2%	3.6%
Schuyler	5.4%	3.7%	2.7%	3.0%	3.5%
Scotland	3.5%	2.7%	2.4%	2.5%	3.2%
Shelby	4.5%	3.2%	2.4%	2.7%	3.3%
Sullivan	4.0%	4.2%	2.6%	3.0%	3.7%
Warren	5.9%	4.0%	2.6%	3.0%	3.5%
Worth	4.5%	2.6%	2.2%	2.7%	3.4%

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
3/31/2025	Hollister	Adair	64
1/31/2026	Simmons Animal Nutrition	Sullivan	151
3/31/2026	Woodstream	Buchanan	28

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.

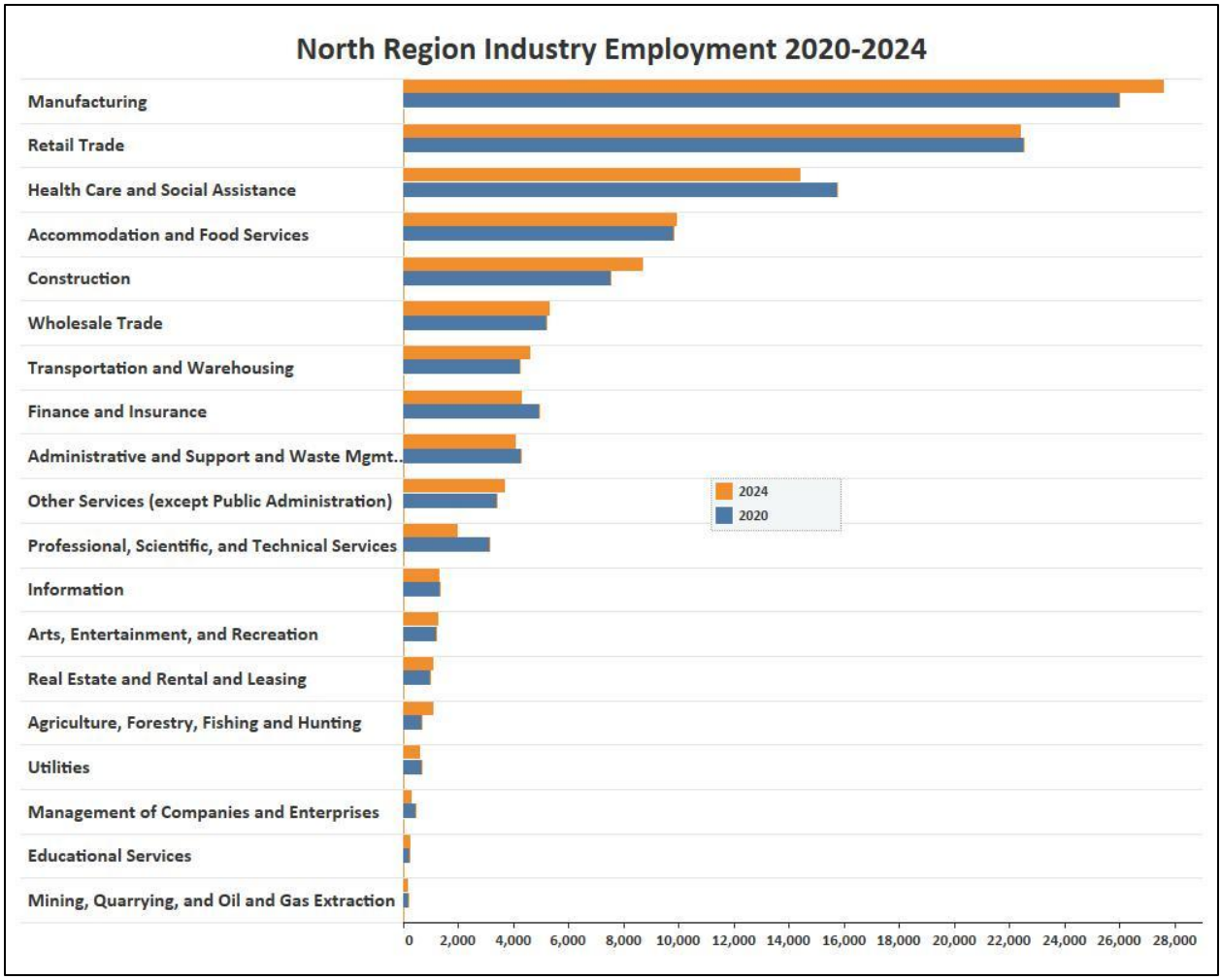
North Missouri also has a large agricultural industry. This industry continues to develop a need for training regarding new technologies that have been implemented to increase agricultural production. Typically, labor market data does not account for agricultural employment demand, which is why the region 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*

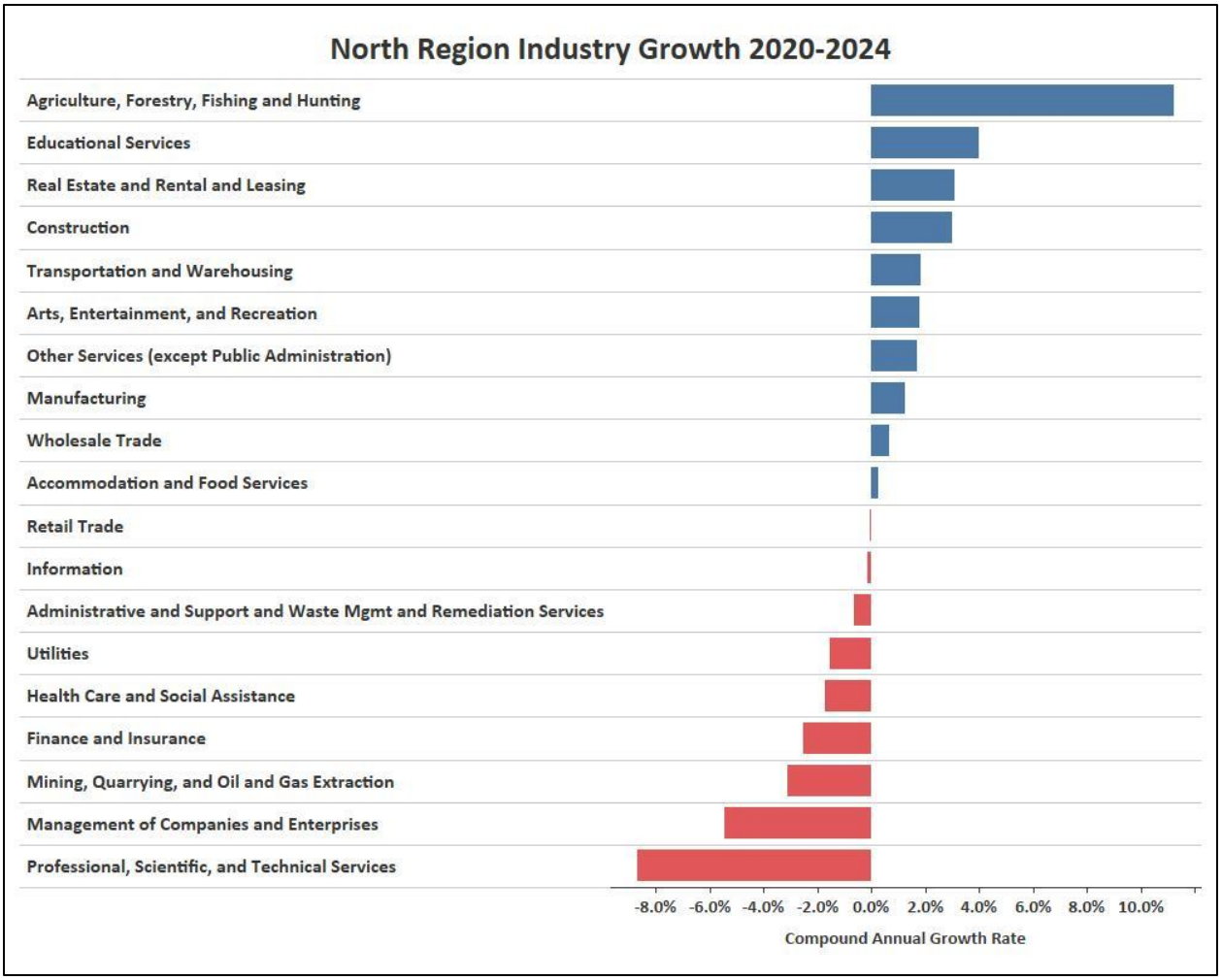
a. Existing Demand Industry Sectors and Occupations

Current Industry Demand

The North Region averaged over 173,300 jobs in 2024. The region gained 1,258 jobs in 2024, an increase of 0.7 percent. Missouri employment increased by 0.8 percent in 2024. From 2020 to 2024, the North Region averaged 0.7 percent compound annual growth for an overall gain of 3.7 percent. During that same period (2020-2024) Missouri's compound annual employment gain was 1.6 percent for an overall gain of 8.3 percent. Several industry groups have increased employment at a positive compound annual growth rate. Some of those industries were Agriculture, Forestry, Fishing and Hunting (448 employment increase at 11.2% compound annual growth rate); Educational Services (48 at 4.0%), and Real Estate and Rental and Leasing (156 at 3.1%).



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



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

Location Quotient

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

In 2024, North Region had two industries with LQs higher than 2.5: Gasoline Stations and Fuel Dealers (3.1) and Food Manufacturing (2.8). Other industries with high LQs were Fabricated Metal Product Manufacturing (2.3); Crop Production (1.9); Building Material and Garden Equipment and Supplies Dealers (1.6); General Merchandise Retailers (1.5); and Nonmetallic Mineral Product Manufacturing (1.5).

2024 North Region Location Quotients		
Industry	**Employment**	**Location Quotient**
Gasoline Stations and Fuel Dealers	3,643	3.1
Food Manufacturing	5,588	2.8
Fabricated Metal Product Manufacturing	3,650	2.3
Crop Production	1,179	1.9
Building Material and Garden Equipment and Supplies Dealers	2,404	1.6
General Merchandise Retailers	5,587	1.5
Nonmetallic Mineral Product Manufacturing	702	1.5
Animal Production and Aquaculture	438	1.5
Chemical Manufacturing	1,442	1.4
Heavy and Civil Engineering Construction	1,658	1.3
Truck Transportation	2,122	1.3
Merchant Wholesalers, Nondurable Goods	3,054	1.2
Nursing and Residential Care Facilities	4,399	1.2
Repair and Maintenance	1,859	1.1
Motor Vehicle and Parts Dealers	2,577	1.1

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

Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From October 2024 to September 2025, nearly 46,650 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; Merchandise Displayers and Window Trimmers; Home Health and Personal Care Aides; Laborers and Freight, Stock, and Material Movers, Hand; and Food Preparation Workers. 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; Maintenance and Repair Workers, General; and Food Service Managers. Later occupations with the highest number of job postings were

Registered Nurses; Physical Therapists; Speech-Language Pathologists; Occupational Therapists; and Medical and Health Services Managers.

Many of the occupations with the most job postings also appear on the list of jobs with the highest number of projected openings through 2032.

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	1,180 ★
27-1026	Merchandise Displayers and Window Trimmers	800
31-1120	Home Health and Personal Care Aides	800 ★
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	710 ★
35-2021	Food Preparation Workers	610 ★
43-4051	Customer Service Representatives	610 ★
35-3023	Fast Food and Counter Workers	490 ★
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	430 ★
41-2011	Cashiers	410 ★
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	370 ★
NEXT - Typically requires moderate/long-term training or experience or education beyond high school		
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,570 ★
29-2061	Licensed Practical and Licensed Vocational Nurses	1,250 ★
41-1011	First-Line Supervisors of Retail Sales Workers	930 ★
49-9071	Maintenance and Repair Workers, General	750 ★
11-9051	Food Service Managers	680
51-9199	Production Workers, All Other	660
29-2034	Radiologic Technologists and Technicians	450
29-2099	Health Technologists and Technicians, All Other	410
31-1131	Nursing Assistants	400 ★
29-2031	Cardiovascular Technologists and Technicians	360
LATER - Typically requires a bachelor's degree or higher		
29-1141	Registered Nurses	3,940 ★
29-1123	Physical Therapists	950
29-1127	Speech-Language Pathologists	640
29-1122	Occupational Therapists	610
11-9111	Medical and Health Services Managers	450 ★
27-2022	Coaches and Scouts	380 ★
11-1021	General and Operations Managers	300 ★
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	290 ★
29-1229	Physicians, All Other	250
25-2059	Special Education Teachers, All Other	230

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

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

Missouri Workforce 2023 Survey

From February 20, 2023, to April 17, 2023, over 2,800 Missouri companies with five or more employees were surveyed to gauge the state of the workforce from the employer's

perspective. A total of 1,705 employers started the survey but did not respond to all questions, and 1,183 employers completed every question in the survey. Seventy-three percent employers responded over the phone and 27 percent completed the online version of the survey. Companies were asked 26 questions, some with multiple parts, about hiring trends, skill needs and shortages, workforce initiatives, recruitment strategies, and education and experience requirements.

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

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

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

Employers were asked about the barriers they encountered in expanding employment. Lack of applicants overall was a new option for employers in the 2023 survey, and 66 percent of surveyed employers selected this option, making it the top barrier to expansion of employment. The next highest barriers were shortage of applicants with knowledge or skills and economic conditions, which have been the top cited barriers since the survey began in 2019. 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 2032.

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 North region were Social Assistance; Fabricated Metal Product Manufacturing; and Administrative and Support Services.

North Region Industry Projections 2022-2032					
		Employment		2022-2032 Change	
NAICS	Industry	2022	2032	Numeric	Percent
10	**Total All Industries**	**187,668**	**192,123**	**4,455**	**2.4%**
624	Social Assistance	5,102	5,906	804	15.8%
332	Fabricated Metal Product Manufacturing	4,102	4,780	678	16.5%
561	Administrative and Support Services	4,485	4,968	483	10.8%
493	Warehousing and Storage	1,423	1,891	468	32.9%
111	Crop Production	2,402	2,845	443	18.4%
333	Machinery Manufacturing	3,068	3,452	384	12.5%
621	Ambulatory Health Care Services	6,403	6,770	367	5.7%
611	Educational Services	17,538	17,897	359	2.0%
541	Professional, Scientific, and Technical Services	3,714	4,069	355	9.6%
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	2,609	2,961	352	13.5%
455	General Merchandise Retailers	5,902	6,227	325	5.5%
311	Food Manufacturing	9,327	9,652	325	3.5%
459	Sporting Goods, Hobby, Musical Instrument, Book, and Miscellaneous F	1,662	1,974	312	18.8%
488	Support Activities for Transportation	712	935	223	31.3%
485	Transit and Ground Passenger Transportation	826	1,027	201	24.3%

Source: *MERIC 2022-2032 Long Term Projections*

Occupational Projections

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

Emerging occupations can be identified through growth openings. The chart below identifies occupations that have the highest number of growth openings in the North region, most with higher than the average growth rate in the region. The total number of openings indicates the projected number of vacancies that businesses will need to fill annually.

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

Growth openings are projected at all education and training levels and are listed by the highest number of growth openings. Occupations in the table below are listed by the highest number of growth openings. Now occupations with the highest numbers of projected growth openings in the region were Home Health and Personal Care Aides; Stockers and Order Fillers; and Laborers and Freight, Stock, and Material Movers, Hand. Next occupations with the highest numbers of projected growth openings in North were Miscellaneous Assemblers and Fabricators; Insurance Sales Agents; and Heavy and Tractor-Trailer Truck Drivers. Later occupations with the most projected growth openings in the North Region were General and Operations Managers; Registered Nurses; and

Secondary School Teachers, Except Special and Career/Technical Education. These occupations are consistent with the industries identified as emerging industries.

North Region Highest Growth Openings 2022-2032						
	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	$33,385	0.1%	385	321	**35**	741
Stockers and Order Fillers	$37,572	0.1%	248	391	**20**	659
Laborers and Freight, Stock, and Material Movers, Hand	$39,778	0.1%	142	241	**15**	398
Industrial Truck and Tractor Operators	$47,233	0.1%	36	72	**11**	119
Bus Drivers, School	$44,082	0.1%	95	41	**11**	147
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$35,515	0.0%	173	173	**11**	357
Secretaries and Administrative Assistants, Except Legal, Medical, and Execu	$39,649	0.0%	163	147	**9**	319
Office Clerks, General	$41,729	0.0%	236	230	**8**	474
Customer Service Representatives	$42,886	0.0%	114	159	**8**	281
Postal Service Mail Carriers	$58,410	0.1%	33	28	**7**	68
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training						
Miscellaneous Assemblers and Fabricators	$47,293	0.1%	135	201	**31**	367
Insurance Sales Agents	$57,182	0.2%	32	35	**14**	81
Heavy and Tractor-Trailer Truck Drivers	$52,372	0.0%	168	218	**8**	394
Insurance Claims and Policy Processing Clerks	$42,823	0.2%	15	18	**7**	40
Packaging and Filling Machine Operators and Tenders	$46,933	0.0%	72	88	**6**	166
Maintenance and Repair Workers, General	$51,160	0.0%	105	109	**4**	218
Agricultural Equipment Operators	$50,540	0.1%	24	39	**4**	67
Production, Planning, and Expediting Clerks	$44,684	0.1%	22	35	**4**	61
Bookkeeping, Accounting, and Auditing Clerks	$45,128	0.0%	86	68	**4**	158
Teaching Assistants, Except Postsecondary	$32,260	0.0%	94	98	**4**	196
LATER - Typically requires a bachelor's degree or higher						
General and Operations Managers	$85,773	0.0%	139	301	**12**	452
Registered Nurses	$78,695	0.0%	123	76	**5**	204
Secondary School Teachers, Except Special and Career/Technical Education	$50,572	0.0%	71	79	**5**	155
Elementary School Teachers, Except Special Education	$50,466	0.0%	91	89	**5**	185
Accountants and Auditors	$71,898	0.0%	33	49	**4**	86
Industrial Engineers	$90,699	0.1%	11	14	**3**	28
Human Resources Specialists	$65,091	0.0%	21	36	**3**	60
Nurse Practitioners	$124,011	0.0%	8	8	**2**	18
Editors	$51,368	0.2%	6	6	**2**	14
Graphic Designers	$48,324	0.1%	6	11	**2**	19

Source: *MERIC 2022-2032 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	Machinery	Valid Driver's License	SAP Applications
	Forklift Truck	Commercial Driver's License (CDL)	Operating Systems
	Continuous Improvement Process	Forklift Certification	R (Programming Language)
	Personal Protective Equipment	Hazmat Endorsement	Inventory Control Systems
	Housekeeping	Certified Safety Professional	AutoCAD
Construction	Construction	Valid Driver's License	Spreadsheets
	Hand Tools	Commercial Driver's License (CDL)	R (Programming Language)
	Project Management	10-Hour OSHA General Industry Card	Procore
	Subcontracting	Cardiopulmonary Resuscitation (CPR) Certification	Inventory Management System
	Power Tool Operation	Forklift Certification	Primavera (Software)
Transportation & Warehousing	Truck Driving	Commercial Driver's License (CDL)	Warehouse Management Systems
	Mail Sorting	Valid Driver's License	Electronic Logbook
	Selling Techniques	Tanker Endorsement	SAP Applications
	Refrigerated Trucking	Hazmat Endorsement	FIS GetPaid (Accounts Receivable Software)
	No-Touch Freight	Tanker And Hazmat Combo X Endorsement	Optimization Software
Public Administration	Criminal Corrections	Valid Driver's License	Spreadsheets
	Hand Tools	Commercial Driver's License (CDL)	Case Management Systems
	Mowing	Cardiopulmonary Resuscitation (CPR) Certification	Accounting Software
	Plowing	First Aid Certification	Payroll Systems
	Office Equipment	Registered Nurse (RN)	AutoCAD
Agriculture, Forestry, Fishing & Hunting	Machinery	Valid Driver's License	Apache OpenOffice
	Mowing	Pesticide Applicator License	Geographic Information Systems
	Land Management	Commercial Driver's License (CDL)	ArcMap
	Wildlife Management	Food Handler's Card	Laboratory Information Management Systems
	Farm Equipment	Certified Arborist	Accounting Software
Health Care & Social Assistance	Nursing	Registered Nurse (RN)	Epic EMR
	Medical Records	Basic Life Support (BLS) Certification	R (Programming Language)
	Nursing Care	Licensed Practical Nurse (LPN)	Spreadsheets
	Treatment Planning	Valid Driver's License	Database Software
	Medication Administration	Advanced Cardiovascular Life Support (ACLS) Certification	Software Systems
Information	Selling Techniques	Valid Driver's License	TurboTax
	Marketing	Enrolled Agent (EA)	WordPress
	Customer Relationship Management	Certified Public Accountant	Audio Editing Software
	Sales Prospecting	Alcohol Certification	iNEWS (Software)
	Telecommunications	OSHA Certification	R (Programming Language)
Accommodation & Food Service	Restaurant Operation	Valid Driver's License	Expo (Application Development Framework)
	Food Safety And Sanitation	ServSafe Certification	Operating Systems
	Food Services	Food Safety Certification	Applicant Tracking Systems
	Cash Register	Security Clearance	Chai (Software)
	Food Preparation	Food Handler's Card	Spreadsheets
Administrative & Support & Waste Management & Remediation Services	Nursing	Registered Nurse (RN)	Epic EMR
	Rehabilitation	Basic Life Support (BLS) Certification	SAP Applications
	Occupational Therapy	Advanced Cardiovascular Life Support (ACLS) Certification	Spreadsheets
	Speech-Language Pathology	Valid Driver's License	AutoCAD
	Radiology	Licensed Practical Nurse (LPN)	SolidWorks (CAD)

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

8. Workforce Analysis

a. Employment and Unemployment

Population Data

The U.S. Census Bureau estimates that Missouri's population grew to over 6.17 million in 2023, up by 0.2 percent from the previous year. In the North Region, from 2022 to 2023, the population in five of the 34 counties grew at a faster rate than the state. The highest population increase was in Lincoln County, adding 1,464 residents from 2022 to 2023 and over 5,100 residents from 2019 to 2023. During the same five-year period, the population of Buchanan County decreased by 4,605 residents.

North Region Population Change by County				
	1 Year Change 2022-2023		5 Year Change 2019-2023	
NAME	Number	Percentage	Number	Percentage
Missouri	**13,759**	**0.2%**	**63,271**	**1.0%**
Adair	(75)	-0.3%	(145)	-0.6%
Andrew	17	0.1%	583	3.3%
Atchison	(54)	-1.0%	(13)	-0.2%
Buchanan	(689)	-0.8%	(4,605)	-5.2%
Caldwell	14	0.2%	(149)	-1.6%
Clark	(13)	-0.2%	(99)	-1.5%
Clinton	104	0.5%	759	3.7%
Daviess	31	0.4%	154	1.9%
DeKalb	(662)	-5.6%	(1,350)	-10.8%
Gentry	5	0.1%	(392)	-5.9%
Grundy	(56)	-0.6%	(170)	-1.7%
Harrison	8	0.1%	(293)	-3.5%
Holt	(20)	-0.5%	(178)	-4.0%
Knox	(12)	-0.3%	(187)	-4.7%
Lewis	(42)	-0.4%	(10)	-0.1%
Lincoln	1,464	2.4%	5,159	9.1%
Linn	(42)	-0.4%	(263)	-2.2%
Livingston	(72)	-0.5%	(796)	-5.3%
Macon	(10)	-0.1%	(36)	-0.2%
Marion	(32)	-0.1%	(115)	-0.4%
Mercer	(16)	-0.5%	(143)	-3.9%
Monroe	4	0.0%	43	0.5%
Montgomery	1	0.0%	(65)	-0.6%
Nodaway	(181)	-0.9%	(1,400)	-6.3%
Pike	(96)	-0.5%	(832)	-4.5%
Putnam	(23)	-0.5%	(106)	-2.2%
Ralls	38	0.4%	160	1.6%
Randolph	(128)	-0.5%	(354)	-1.4%
Schuyler	(22)	-0.5%	(511)	-11.2%
Scotland	(22)	-0.5%	(204)	-4.2%
Shelby	(38)	-0.6%	(2)	0.0%
Sullivan	(80)	-1.3%	(344)	-5.5%
Warren	738	2.1%	2,014	5.8%
Worth	(26)	-1.3%	(71)	-3.5%

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

Demographics

In 2023, the population age 55+ was above the state average of 30.8 percent in 29 of the 34 counties. The counties with the highest percentage of residents aged 55 and up were Worth and Holt with 42.1 percent and 41.5 percent of residents in this age group respectively.

The male/female gender split in the state was 49.3 percent and 50.7 percent in 2023. In thirteen 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 (44.8%) and DeKalb County had the lowest percent of female population in the region (42.0%).

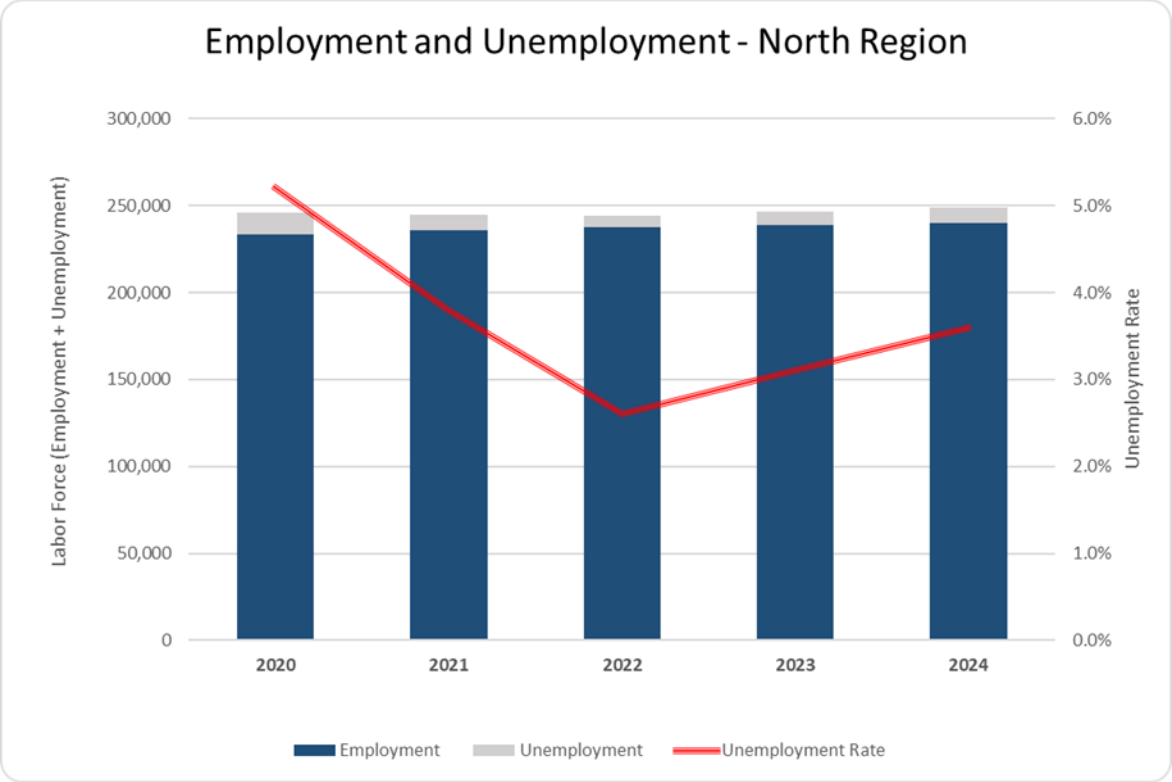
Race/Ethnicity statistics were different from the Missouri averages in most of the counties in the region. All counties in the region had a lower percentage of minorities than the state average.

County	Population						Gender		Race/Ethnicity								
	Total	Under 20	20 to 24	25 to 34	35 to 54	55+	Male	Female	White	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pacific Islander	Some other race	One Race	Two or more races	Hispanic or Latino
Missouri	**6,168,181**	**25.1%**	**6.5%**	**13.2%**	**24.4%**	**30.8%**	**49.3%**	**50.7%**	**78.3%**	**11.1%**	**2.1%**	**0.3%**	**0.2%**	**1.7%**	**93.7%**	**6.3%**	**5.1%**
Adair	25,224	26.1%	18.3%	10.9%	19.4%	25.4%	48.6%	51.4%	88.9%	4.2%	1.9%	0.4%	0.0%	0.5%	95.9%	4.1%	2.9%
Andrew	18,086	24.5%	5.0%	11.0%	24.6%	34.8%	50.2%	49.8%	93.8%	0.9%	0.7%	0.1%	0.0%	0.4%	95.8%	4.2%	2.5%
Atchison	5,216	22.8%	3.9%	10.6%	22.6%	40.1%	50.6%	49.4%	94.3%	0.4%	0.2%	0.3%	0.1%	0.8%	96.1%	3.9%	1.8%
Buchanan	83,855	25.1%	6.7%	12.9%	24.7%	30.6%	50.6%	49.4%	82.3%	5.7%	1.2%	0.4%	0.7%	3.0%	93.4%	6.6%	7.0%
Caldwell	8,890	26.1%	5.4%	10.5%	23.7%	34.3%	50.9%	49.1%	93.1%	1.2%	0.3%	0.4%	0.1%	0.8%	95.9%	4.1%	2.2%
Clark	6,680	27.0%	3.0%	10.5%	23.2%	36.3%	51.1%	48.9%	95.7%	0.4%	0.4%	0.4%	0.0%	0.2%	97.1%	2.9%	0.9%
Clinton	21,259	25.3%	5.1%	11.4%	24.7%	33.4%	50.0%	50.0%	93.2%	0.7%	0.4%	0.1%	0.1%	1.2%	95.6%	4.4%	2.6%
Daviess	8,449	27.3%	5.4%	10.3%	22.3%	34.7%	50.2%	49.8%	96.0%	0.9%	0.3%	0.1%	0.0%	0.4%	97.8%	2.2%	1.7%
DeKalb	11,176	20.6%	5.8%	14.2%	26.0%	33.5%	58.0%	42.0%	88.3%	6.6%	0.7%	0.3%	0.0%	0.2%	96.2%	3.8%	2.3%
Gentry	6,224	27.5%	4.7%	11.3%	23.1%	33.4%	48.5%	51.5%	96.1%	0.4%	1.2%	0.0%	0.0%	0.7%	98.3%	1.7%	1.8%
Grundy	9,822	28.0%	4.6%	11.7%	20.5%	35.2%	49.0%	51.0%	93.6%	0.5%	0.9%	0.1%	0.0%	0.7%	95.8%	4.2%	2.6%
Harrison	8,198	27.1%	4.8%	9.8%	21.9%	36.4%	49.9%	50.1%	96.0%	0.8%	0.2%	0.4%	0.0%	0.1%	97.5%	2.5%	2.3%
Holt	4,254	23.0%	4.0%	9.9%	21.6%	41.5%	49.7%	50.3%	94.8%	0.8%	0.4%	0.2%	0.0%	0.3%	96.5%	3.5%	1.7%
Knox	3,760	26.3%	6.9%	10.3%	20.6%	35.8%	50.9%	49.1%	95.3%	0.9%	0.2%	0.0%	1.9%	0.1%	98.4%	1.6%	0.4%
Lewis	9,945	27.1%	9.4%	10.2%	20.6%	32.7%	51.3%	48.7%	92.2%	3.0%	0.5%	0.1%	0.2%	0.0%	96.0%	4.0%	1.2%
Lincoln	61,636	27.3%	5.3%	13.8%	25.6%	28.1%	50.4%	49.6%	92.6%	1.9%	0.3%	0.1%	0.1%	0.6%	95.6%	4.4%	2.8%
Linn	11,850	25.9%	5.1%	11.0%	22.5%	35.5%	49.1%	50.9%	95.1%	0.7%	0.4%	0.4%	0.1%	0.3%	97.0%	3.0%	2.9%
Livingston	14,330	24.1%	5.4%	13.5%	24.9%	32.1%	44.8%	55.2%	92.1%	3.0%	0.7%	0.3%	0.1%	0.3%	96.4%	3.6%	1.9%
Macon	15,163	25.6%	5.2%	10.3%	23.2%	35.6%	49.2%	50.8%	92.3%	2.4%	0.7%	0.1%	0.0%	0.7%	96.1%	3.9%	1.8%
Marion	28,493	26.1%	6.2%	11.7%	23.9%	32.1%	48.6%	51.4%	89.6%	5.2%	0.3%	0.2%	0.0%	0.3%	95.6%	4.4%	2.0%
Mercer	3,501	26.4%	5.6%	10.5%	21.0%	36.4%	49.4%	50.6%	92.7%	0.3%	1.0%	0.6%	0.0%	2.2%	96.9%	3.1%	4.4%
Monroe	8,672	24.0%	4.8%	9.9%	21.1%	40.1%	51.3%	48.7%	92.9%	4.0%	0.1%	0.5%	0.0%	0.4%	97.9%	2.1%	1.7%
Montgomery	11,422	24.4%	5.6%	10.4%	23.4%	36.2%	50.6%	49.4%	93.3%	1.9%	0.2%	0.5%	0.0%	0.3%	96.2%	3.8%	2.2%
Nodaway	20,959	26.6%	13.6%	10.8%	19.7%	29.3%	49.5%	50.5%	93.1%	2.0%	1.5%	0.2%	0.0%	0.9%	97.8%	2.2%	2.1%
Pike	17,623	24.9%	5.4%	12.9%	24.6%	32.2%	53.7%	46.3%	89.4%	4.8%	0.3%	0.6%	0.3%	0.1%	95.5%	4.5%	1.3%
Putnam	4,675	23.5%	3.6%	11.7%	21.9%	39.3%	51.2%	48.8%	96.4%	0.1%	0.0%	0.4%	0.0%	0.0%	97.0%	3.0%	2.8%
Ralls	10,394	23.4%	4.2%	9.8%	24.0%	38.6%	51.1%	48.9%	93.4%	1.9%	0.3%	0.1%	0.0%	0.9%	96.5%	3.5%	1.2%
Randolph	24,524	24.1%	6.1%	13.5%	25.8%	30.6%	51.9%	48.1%	88.9%	5.0%	0.3%	0.1%	0.0%	0.4%	94.8%	5.2%	2.4%
Schuyler	4,044	29.5%	5.7%	12.0%	20.3%	32.6%	49.5%	50.5%	94.6%	0.1%	0.5%	0.3%	0.0%	0.0%	95.5%	4.5%	1.7%
Scotland	4,698	32.4%	4.8%	11.6%	19.6%	31.5%	49.1%	50.9%	96.7%	0.1%	0.1%	0.2%	0.5%	0.0%	97.6%	2.4%	0.1%
Shelby	6,011	26.2%	4.5%	10.5%	22.0%	36.8%	50.6%	49.4%	94.4%	1.2%	1.2%	0.0%	0.0%	1.0%	97.8%	2.2%	2.2%
Sullivan	5,903	25.0%	4.8%	11.0%	23.6%	35.6%	50.4%	49.6%	83.4%	2.5%	0.7%	0.2%	0.0%	5.7%	92.5%	7.5%	17.8%
Warren	36,467	25.5%	5.5%	12.0%	23.8%	33.1%	50.0%	50.0%	90.1%	2.1%	0.5%	0.7%	0.0%	0.9%	94.4%	5.6%	4.0%
Worth	1,956	24.0%	4.5%	7.5%	21.9%	42.1%	50.8%	49.2%	96.8%	0.1%	0.0%	0.2%	0.0%	0.1%	97.2%	2.8%	1.9%

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

Employment and Unemployment

The number of North Region residents who were employed was over 233,000 in 2020. The unemployment rate for the region was 5.2 percent in 2020. The unemployment rate in the region in 2023 and 2024 was 3.1 percent and 3.6 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 2023, Missouri's labor force participation rate was 62.7 percent. In comparison, the rate for the North Region was at 58.4 percent. The counties with the highest labor force participation rate in the region were Lincoln and Warren counties (63.8%) and the lowest was DeKalb County 46.0%).

Civilian Labor Force Participation Rate by County			
Region	Population 16 years and over	Civilian Population 16 years and over (In labor force)	Labor Force Participation Rate (Civilian)
Missouri	**4,945,676**	**3,102,218**	**62.7%**
North Region Total	**418,749**	**244,695**	**58.4%**
Adair	21,030	11,319	53.8%
Andrew	14,441	9,112	63.1%
Atchison	4,240	2,570	60.6%
Buchanan	67,496	40,246	59.6%
Caldwell	7,063	4,072	57.7%
Clark	5,271	2,880	54.6%
Clinton	16,979	10,279	60.5%
Daviess	6,638	3,804	57.3%
DeKalb	9,325	4,290	46.0%
Gentry	4,830	2,884	59.7%
Grundy	7,597	4,105	54.0%
Harrison	6,381	3,470	54.4%
Holt	3,493	1,983	56.8%
Knox	2,946	1,629	55.3%
Lewis	8,116	4,591	56.6%
Lincoln	48,026	30,660	63.8%
Linn	9,436	5,759	61.0%
Livingston	11,501	6,321	55.0%
Macon	12,058	6,818	56.5%
Marion	22,561	13,405	59.4%
Mercer	2,713	1,492	55.0%
Monroe	7,038	3,601	51.2%
Montgomery	9,186	5,249	57.1%
Nodaway	17,865	10,345	57.9%
Pike	13,946	7,079	50.8%
Putnam	3,715	2,144	57.7%
Ralls	8,523	4,825	56.6%
Randolph	19,786	11,255	56.9%
Schuyler	3,038	1,649	54.3%
Scotland	3,412	2,120	62.1%
Shelby	4,788	2,701	56.4%
Sullivan	4,752	2,671	56.2%
Warren	28,969	18,475	63.8%
Worth	1,590	892	56.1%

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

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 2032 in the Now, Next, and Later categories for the North region. The flame beside some of the occupations represents "hot jobs" determined by the number of job ads placed by employers.

Top occupations by the total number of openings in the Now category were Cashiers (1,245); Home Health and Personal Care Aides (741); Stockers and Order Fillers (659); Retail Salespersons (508); and Office Clerks, General (474). The reason for a high number of openings was turnover and transfers within these occupations.

Occupations with the highest number of openings in the Next category were Heavy and Tractor-Trailer Truck Drivers (394); Miscellaneous Assemblers and Fabricators (367); Nursing Assistants (293); Cooks, Restaurant (233); and Maintenance and Repair Workers, General (218). Three of the top five occupations by the number of projected openings also saw a high number of job ads.

Later occupations with the highest number of openings were General and Operations Managers (452); Registered Nurses (204); Elementary School Teachers, Except Special Education (185); Secondary School Teachers, Except Special Education and Career/Technical Education (155); and Substitute Teachers, Short-Term (119). Two of the jobs listed in this category were also in high demand in the region according to the job ads.

Many high demand occupations correspond directly with the high growth industry groups, such as Educational Services and Health Care. Other high demand occupations cross many industry groups, like General and Operations Managers.

North Region Occupational Projections 2022-2032

Occupation	2022 Employment	2032 Employment	Annual Openings Growth	Exits	Transfers	Total	Median Wage
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma							
Cashiers 🔥	6,614	6,450	-16	628	633	**1,245**	$27,957
Home Health and Personal Care Aides 🔥	4,642	4,994	35	385	321	**741**	$28,590
Stockers and Order Fillers	3,891	4,095	20	248	391	**659**	$34,574
Retail Salespersons 🔥	3,553	3,512	-4	232	280	**508**	$30,212
Office Clerks, General	3,869	3,951	8	236	230	**474**	$36,934
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training							
Heavy and Tractor-Trailer Truck Drivers 🔥	3,684	3,760	8	168	218	**394**	$47,325
Miscellaneous Assemblers and Fabricators	3,021	3,328	31	135	201	**367**	$47,628
Nursing Assistants 🔥	2,178	2,087	-9	135	167	**293**	$35,574
Cooks, Restaurant	1,587	1,563	-2	107	128	**233**	$30,118
Maintenance and Repair Workers, General 🔥	2,365	2,407	4	105	109	**218**	$47,557
LATER - Typically requires a bachelor's degree or higher							
General and Operations Managers 🔥	5,537	5,656	12	139	301	**452**	$64,199
Registered Nurses 🔥	3,668	3,719	5	123	76	**204**	$73,278
Elementary School Teachers, Except Special Education	2,691	2,745	5	91	89	**185**	$47,902
Secondary School Teachers, Except Special and Career/Technical Education	2,411	2,461	5	71	79	**155**	$48,183
Substitute Teachers, Short-Term	970	994	2	61	56	**119**	$34,460

🔥 Flame icon indicates occupations with high numbers of job ads

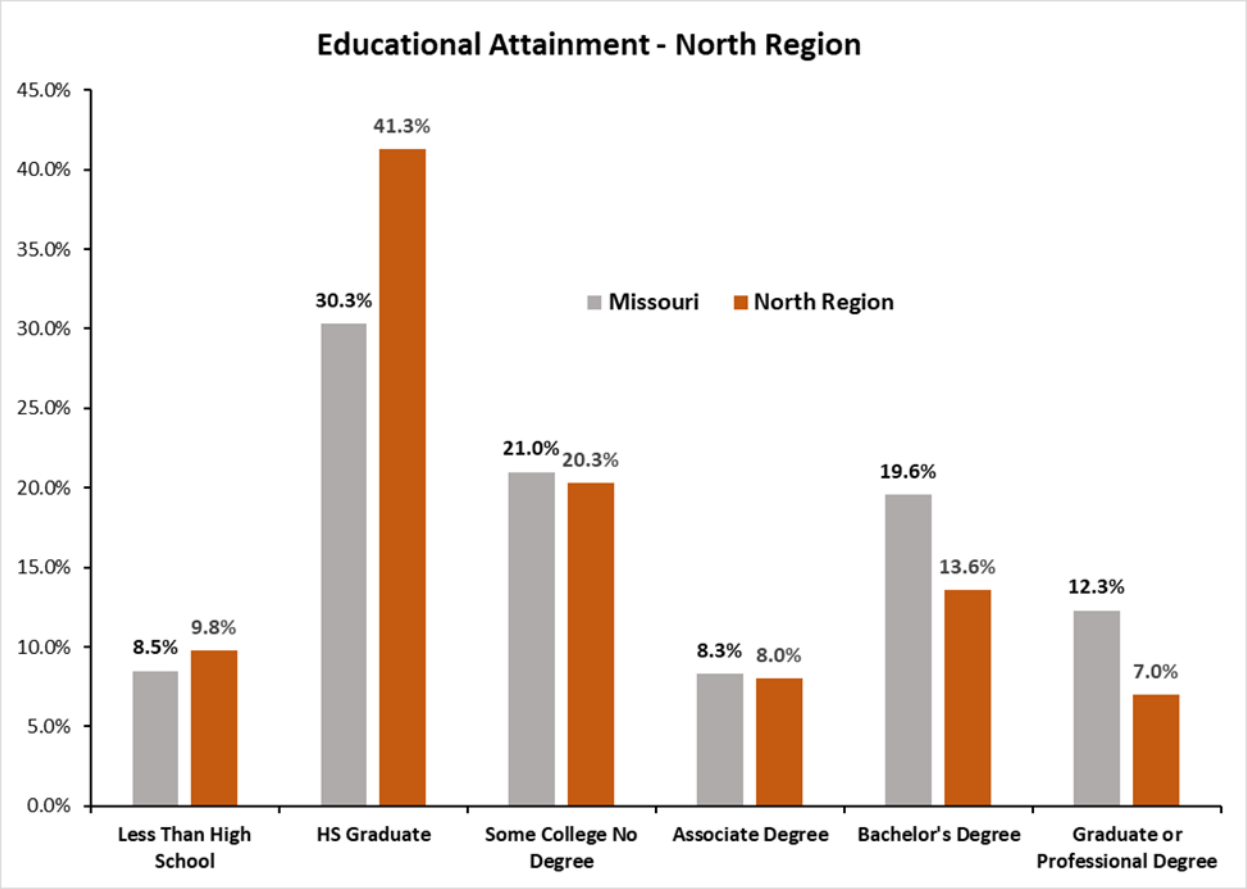
Sources: *MERIC Long-Term Occupational Projections 2022-2032 and Lightcast, online job ads*

c. Education and Skills Levels of the Workforce Analysis

Educational Attainment

Educational attainment attainment is a measure of the highest level of education obtained by individuals aged 25 and up, or the population generally in the workforce. Over ninety percent of Missouri's population age 25 and over was a high school graduate or higher in 2023. Over 19 percent held a bachelor's degree and over 12 percent held a graduate or professional degree.

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.

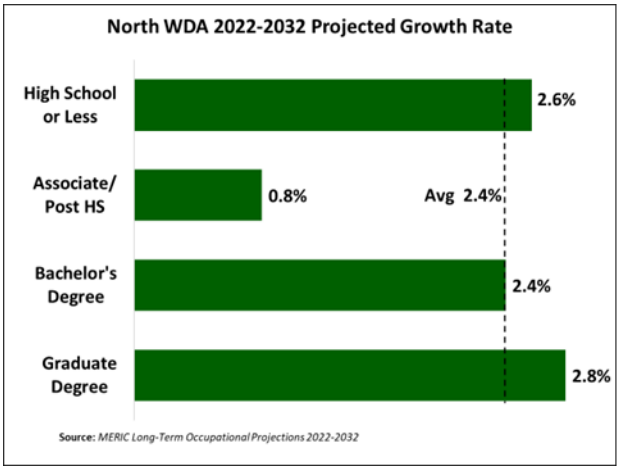


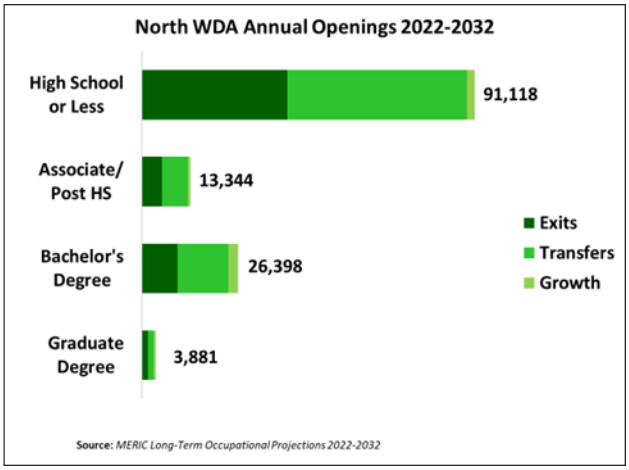
Occupational Projections

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

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 and high school or less are projected to grow at a faster rate in the North Region.

Long-term projections also present data on expected job openings for each occupation through 2032. Openings in an occupation can occur due to an occupation growing, workers moving into a different occupation, or workers leaving the workforce entirely. No matter the reason, qualified individuals are still needed to fill job vacancies. Most openings will be in entry-level jobs, mostly due to high turnover rates as workers either transfer to other occupations or leave the workforce.





d. Skills Gaps

Skills Demand

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

Middle-Skills Overview

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

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

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

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

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

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

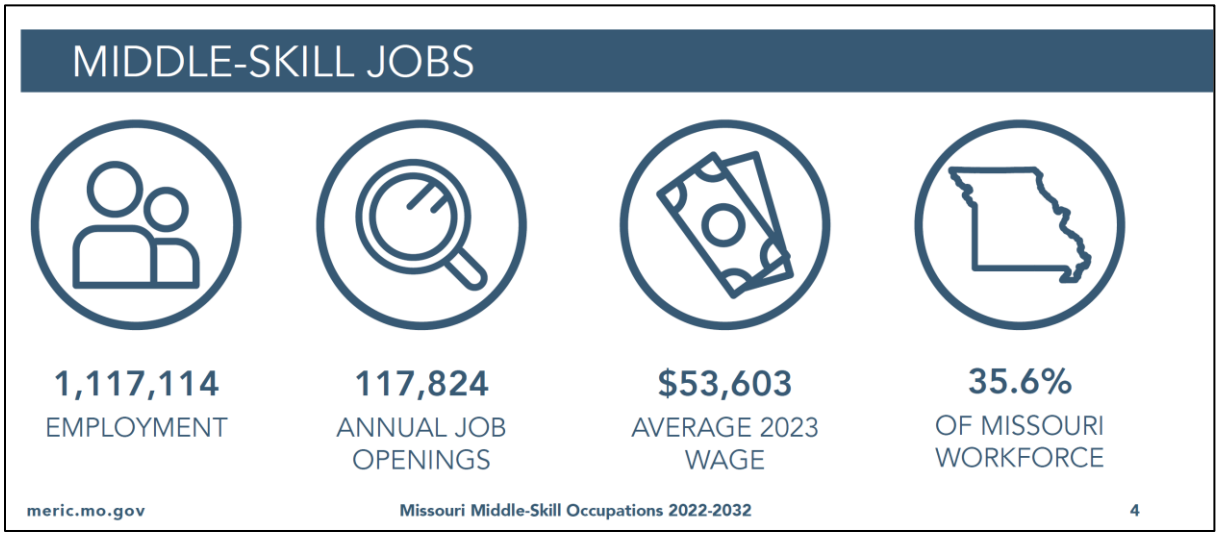
Middle-skill occupations are projected to produce over 117,000 annual job openings from 2022 to 2032, or 33 percent of all job openings during that period. High-skill occupations are projected to produce 20.6 percent of all job openings and low-skill occupations are projected to produce 46.4 percent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

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

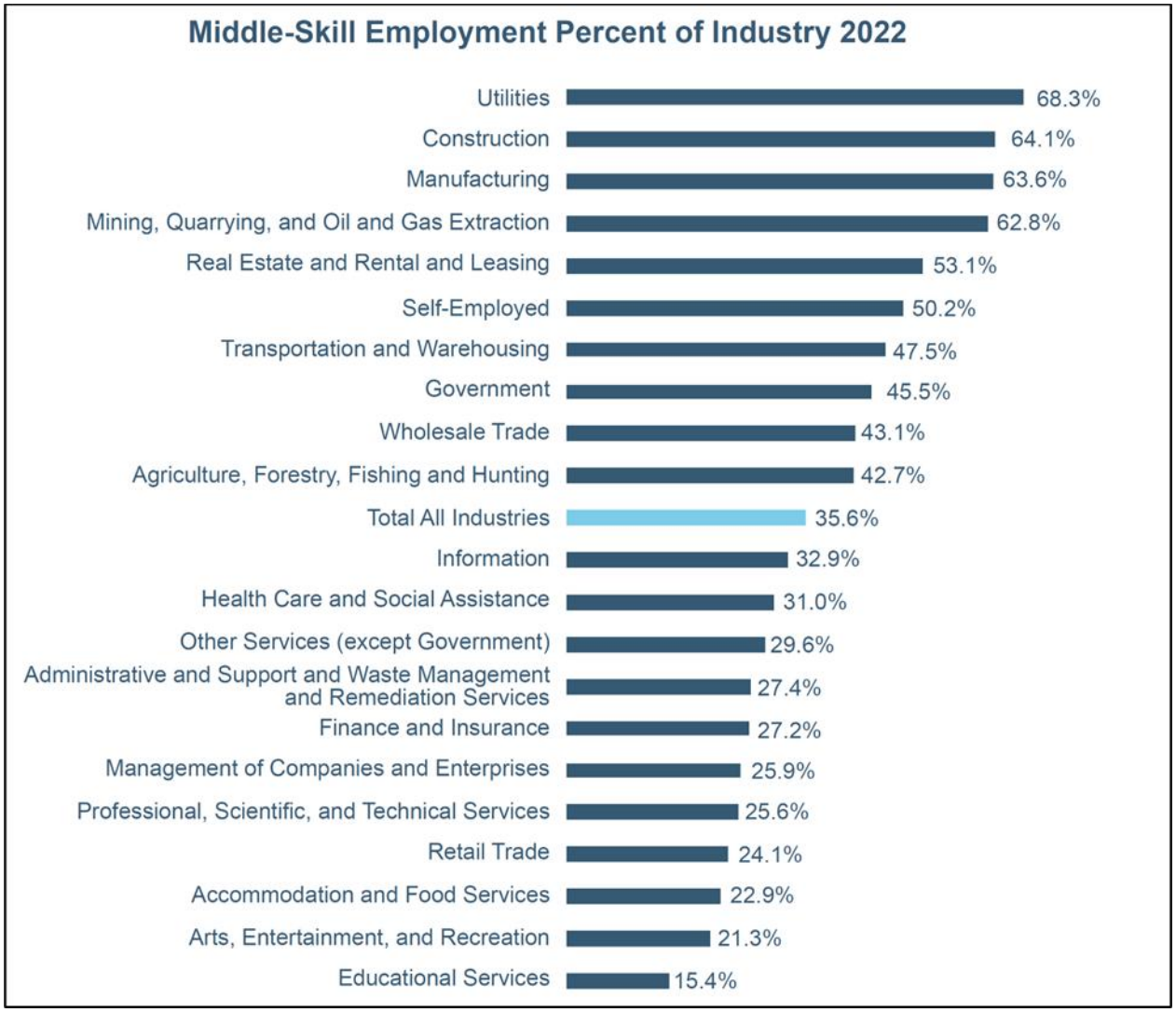
- Growth openings are the result of an occupation growing between the base year and the projected year.
- Exit openings occur when a worker leaves the workforce entirely, such as retirement.
- Transfer openings occur when a worker leaves their occupation for a different one.

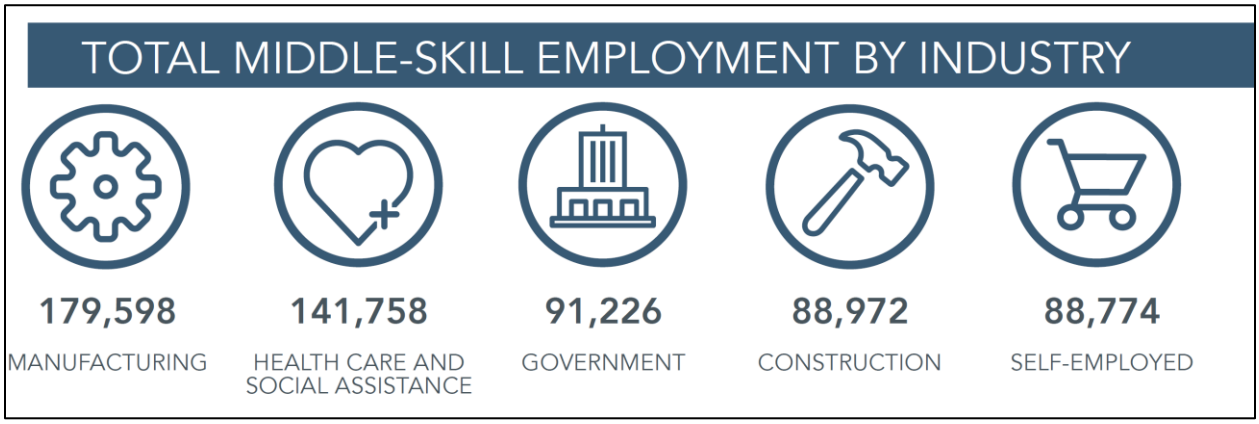
Four occupation groups have particularly high concentrations of middle-skill employment:

- Installation, Maintenance, and Repair Occupations
- Production Occupations
- Construction and Extraction Occupations
- Protective Service Occupations

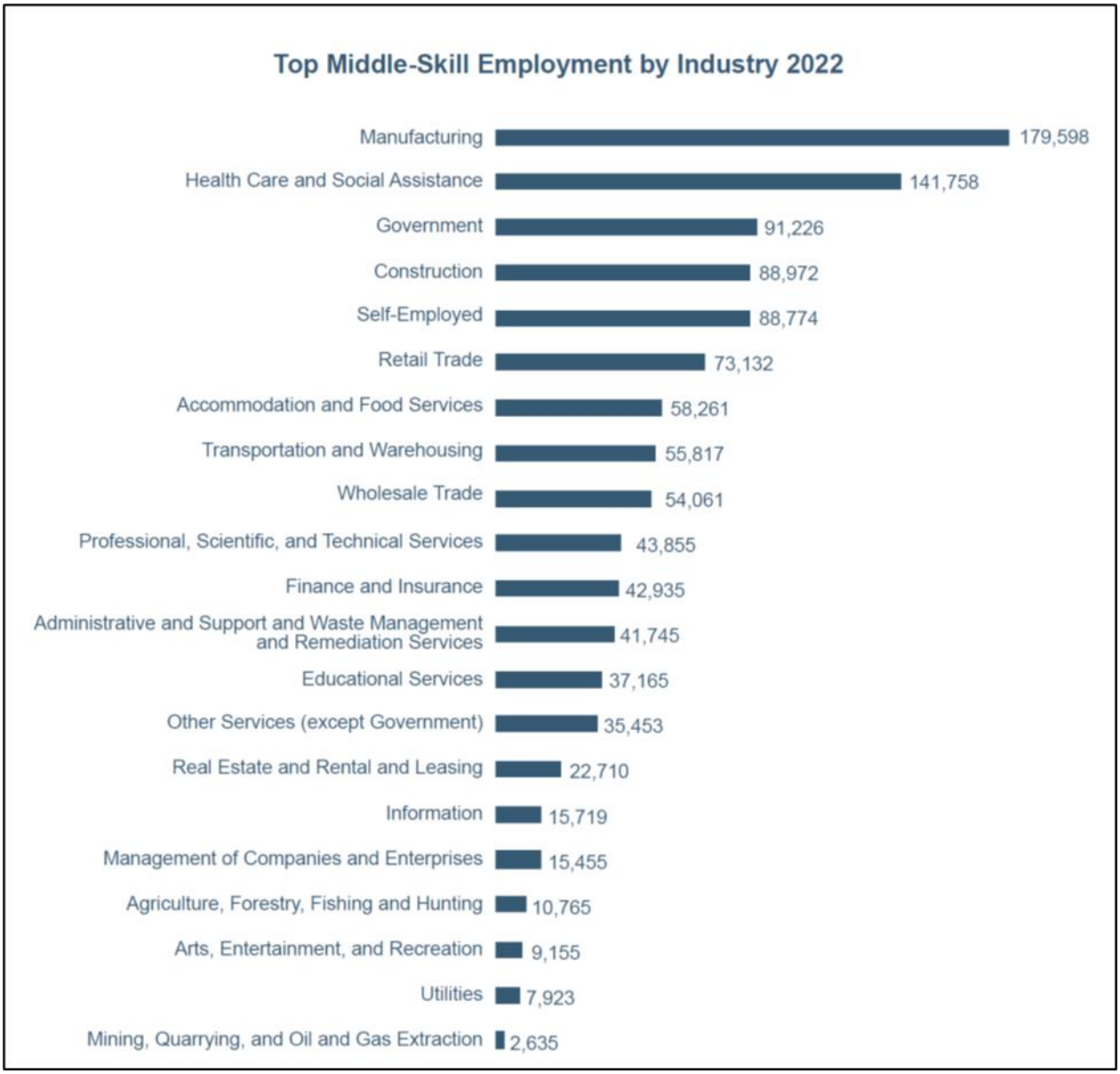


Overall, middle-skill occupations made up 35.6 percent of total employment in Missouri. Some industries, however, had a much higher percentage of middle-skill employment. The Utilities industry had the highest percentage of middle-skill employment, followed by the Construction industry.





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



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

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

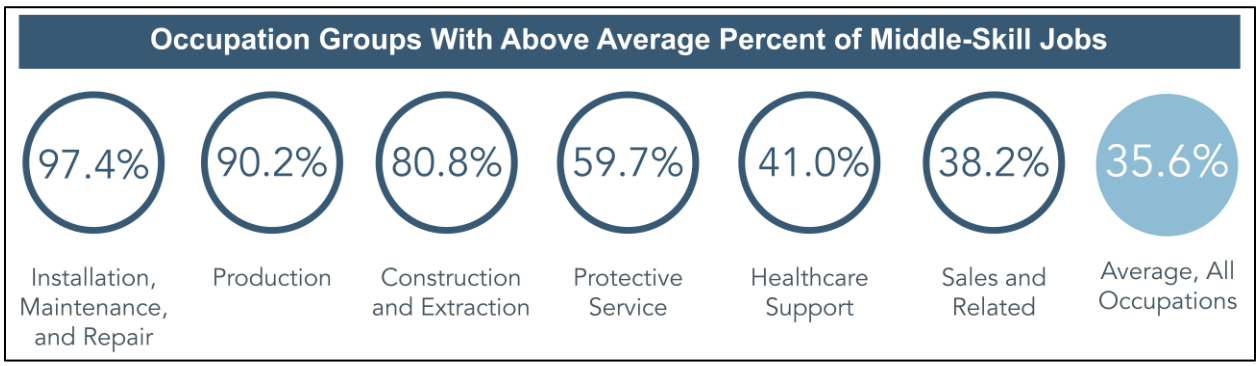
The middle-skill occupations that are projected to experience the fastest rates of growth are Physical Therapist Assistants, Occupational Therapy Assistants, and Veterinary Technologists and Technicians. Each of these three occupations have projected growth rates of over 25 percent, compared to a 4.3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

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

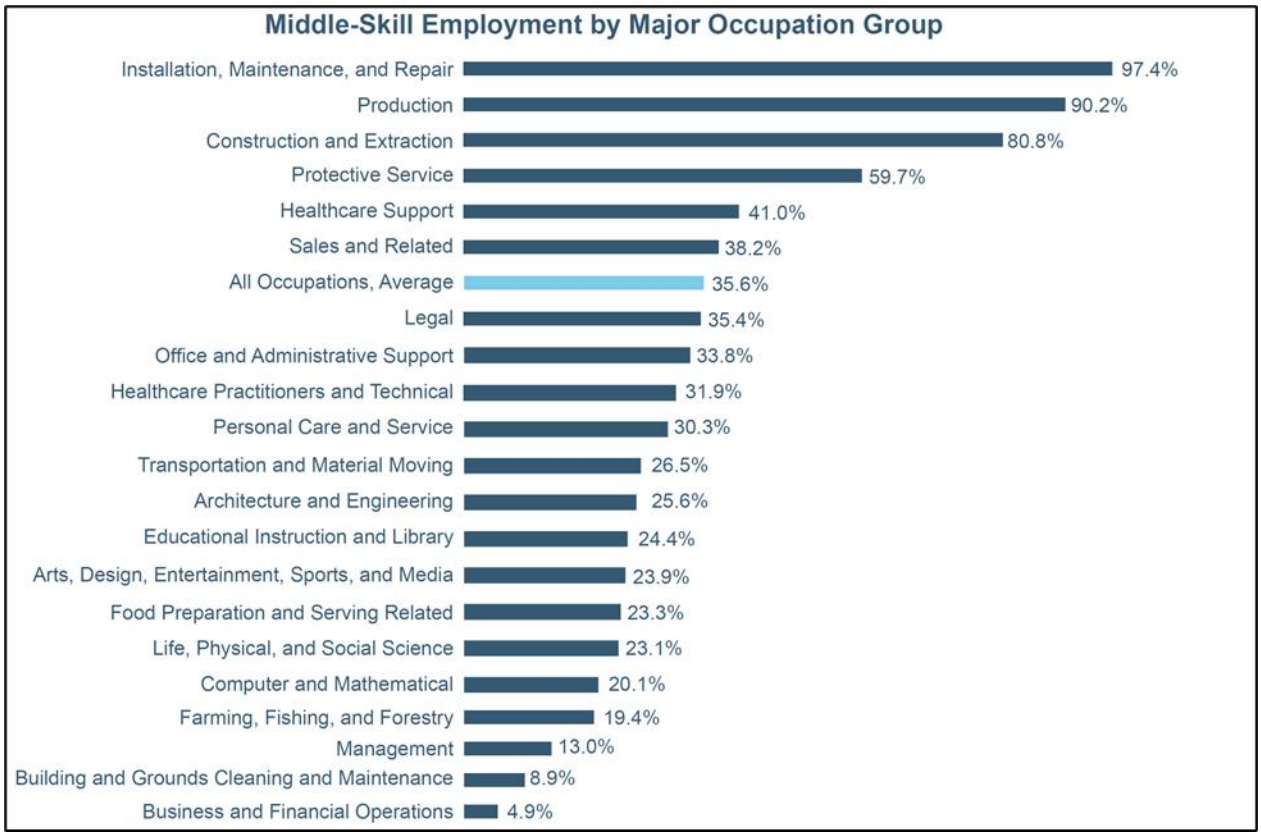
While the average annual wage for all middle-skill occupations was $53,603 in 2023, some middle-skill occupations earn considerably more. The middle-skill occupation with the highest average annual wage is Commercial Pilots, followed by Air Traffic Controllers. Although these occupations have higher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

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

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



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



North Region Middle Skills Occupations

In the North Region, middle skill jobs made up nearly 40 percent of employment in 2022. The occupational groups with the largest amount of middle skill employment were Production Occupations; Installation, Maintenance, and Repair Occupations; and Construction and Extraction Occupations.

Top Outlook Middle Skill (NEXT) Occupations - North Region *NEXT jobs typically require moderate/long-term training or experience or education beyond high school*			
Grade	**Occupation Title**	**Annual Openings**	**Average Annual Wage 2024**
A	Farmers, Ranchers, and Other Agricultural Managers	**398**	$109,503
B+	Heavy and Tractor-Trailer Truck Drivers	**394**	$52,372
B+	Miscellaneous Assemblers and Fabricators	**367**	$47,293
B	Nursing Assistants	**293**	$36,072
B+	Cooks, Restaurant	**233**	$32,862
B+	Maintenance and Repair Workers, General	**218**	$51,160
B	Teaching Assistants, Except Postsecondary	**196**	$32,260
B	First-Line Supervisors of Food Preparation and Serving Workers	**188**	$39,596
B	First-Line Supervisors of Retail Sales Workers	**175**	$45,252
B+	Packaging and Filling Machine Operators and Tenders	**166**	$46,933
B	Bookkeeping, Accounting, and Auditing Clerks	**158**	$45,128
A	First-Line Supervisors of Production and Operating Workers	**146**	$70,681
B	Automotive Service Technicians and Mechanics	**117**	$46,997
B	Inspectors, Testers, Sorters, Samplers, and Weighers	**105**	$52,505
B	Welders, Cutters, Solderers, and Brazers	**105**	$51,374
B+	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	**98**	$70,638
C+	Correctional Officers and Jailers	**94**	$40,347
B	Licensed Practical and Licensed Vocational Nurses	**90**	$54,864
B	Highway Maintenance Workers	**86**	$45,303
B	Machinists	**85**	$50,841

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

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.

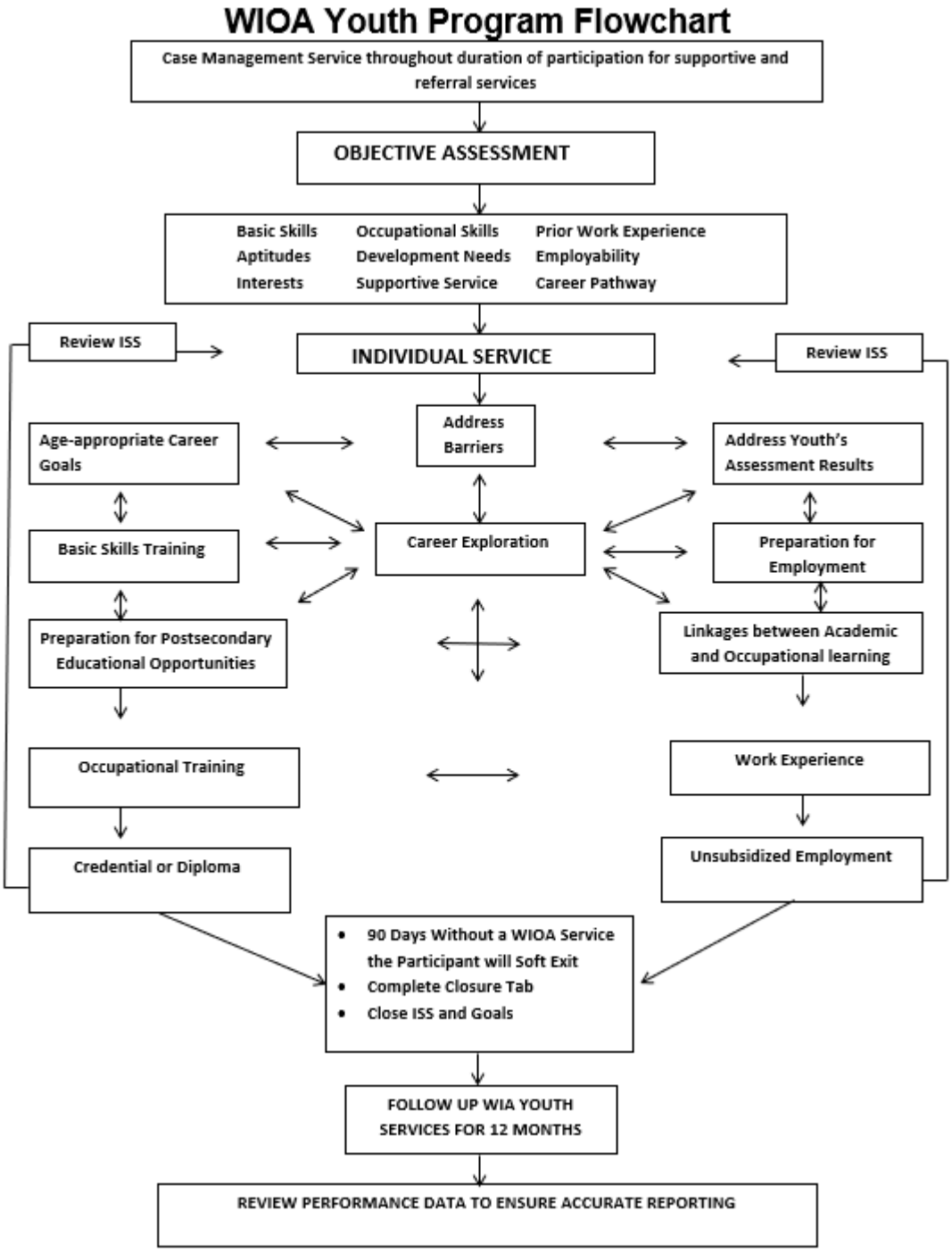
Gamm Incorporated – Northeast sub-region: Adair, Clark, Knox, Lewis, Lincoln, Macon, Marion, Monroe, Montgomery, Pike, Putnam, Randolph, Ralls, Schuyler, Scotland, Shelby, Sullivan, and Warren Counties.

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.

The Board closely partners with the Office of Workforce Development (OWD) to provide business services in the North Missouri Region. Currently a staff member of OWD is assigned to the North Region. This individual is to be in regular contact with the Executive Director to receive direction on businesses to contact. This individual engages employers to utilize the local workforce system for recruitment and training services. Once this staff identifies an

employer that is in need of more advanced or funded services, they engage with the Board's Executive Director to create a plan and implement necessary contracts or agreements. The Board's Executive Director also participates in business services by presenting at local business events.

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 Workforce Development Board of North Missouri provides business services with the primary purpose to engage quality employers while connecting them with job seekers served through the Job Center system. The Board works to ensure individuals are employed by aligning workforce strategies with employer needs and promoting effective services such as the labor exchange system, On-the-Job Training (OJT), and Incumbent Worker Training (IWT). The Board emphasizes the OJT program and utilization as it has demonstrated success in helping individuals obtain employment while meeting the hiring needs of employers.

Promotion of Job Center services to businesses is a shared responsibility amongst all staff in the workforce system. This approach ensures that businesses face no wrong door when engaging with the Job Center Network.

The Office of Workforce Development Business Services Representative assigned to North Missouri serves as the primary point of contact for employers and is responsible for direct outreach to businesses. This individual works under the strategic direction of the WDB of North Missouri's Executive Director. This relationship ensures outreach efforts align with regional priorities set by the Board. Employer engagement activities focus on promoting Job Center services, identifying workforce demands, and connecting employers to qualified job seekers.

When advanced workforce services such as On-the-Job Training (OJT) or Incumbent Worker Training (IWT) are identified, the WDB Executive Director is engaged to determine eligibility and appropriateness. Once this is determined the Executive Director ensures contracts and agreements are put in place. The Executive Director also is to play a role in promoting Job Center services to employers by presenting at community organizations, employer groups, and other regional forums to increase awareness of the local workforce system.

To support effective employer engagement, the Business Services Representative is to meet regularly with Job Center staff to gain an understanding of the skills, experience, and career interest of job seekers being served. This coordination ensures that employer outreach is targeted and that businesses are connected with job seekers who are well matched to their needs.

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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