

Eric R. Greitens
Governor

Robert B. Dixon
Acting Director



Amy Sublett, Acting Director
Division of Workforce Development

Mark Bauer, Exec. Director
Missouri Workforce Development Board

William L. Skains Jr., Chair
Missouri Workforce Development Board

Missouri Workforce Development Board

May 17, 2017

10:00 AM to 2:00 PM

Governor's Office Building, Room 450

200 Madison St, Jefferson City, MO

Members Present: Garland Barton, Cara Canon, Herb Dankert, Jeanette Prenger, Bill Skains, Leonard Toenjes, Ray Tubaugh, John Gaal, Cheryl Thruston, Jeanne Loyd (for Margie Vandeven), Michael Pantleo, Michael Brewer (for Randall Williams)

Members or Representatives Absent: Matt Aubuchon (proxy), Don Cook (proxy), Wayne Feuerborn (proxy), Birdie LeGrand (proxy), Todd Spencer, LeRoy Stromberg (proxy), Joshua Tennison (proxy), Mike Downing, Zora Mulligan, Jennifer Tidball, Daniel Atwill, Anna Hui

MoWDB Staff Present: Mark Bauer, Dave Overfelt

Guest Attendees: Amy Sublett (DWD), Clinton Flowers (DWD), Dennis Hall (DWD), Suzanne Richards (Springfield Job Center), Mary Ann Rojas (Springfield Job Center), Jeanna Caldwell (DWD), Jeriane Jaegers-Brenneke (FSD), Kris Baldwin (SW WDB), Cheri Tune (ACT), Alex Blackwell (Central WDB), Linda Kirk (WC WDB), Yvonne Wright (VR), Melissa Woltkamp (DWD), Tammy Floyd (DWD), Missy Edison (WC WDB), Lisa Sone (VR), Michael St. Julien (RSB), Sheila Barton (MSU-WP), Keith Roderick (RSB), Ryan McKenna (DWD), June O'Dell (SE WDB), Tim Gaines (VR), Scott Drachnik (ST Charles WDB), Karen Grim (St. Charles WDB)

Call to Order, Welcome and Introductions: Chairman Skains called the meeting to order at 10:10 AM and welcomed everyone.

Roll Call: Dave Overfelt called roll and declared a quorum.

Approval of Board Minutes: Chairman Skains called for revisions or comments to the January 12, 2017 meeting minutes. With no changes requested, Garland Barton made a motion to approve the minutes. The motion was seconded by Jeanette Prenger and carried unanimously.

Certified Work Ready Communities (CWRC), Melissa Woltkamp: Melissa indicated seven counties were ready for certification:

- Audrain, Callaway, Phelps, and Pulaski County in the Central Region. Carroll County in the West Central Region. Christian County in the Ozark Region. Scott County in the Southeast Region.

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The current CWRC Map was provided and is [available online](#). With the information provided and with no questions about the counties to be approved, Chairman Skains offered a motion to the board and asked Dave Overfelt to read it:

- “I move that the Missouri Workforce Development Board, having been presented with an overview and recommendations from the Application Review Team, and having State Board representation on such team, and having met 100% of their qualifying goals, with the acknowledgment from ACT; approve Phelps, Audrain, Callaway, Pulaski, Christian, Carroll, and Scott Counties as Certified Work Ready Communities effective May 17, 2017 and recommend to Governor Eric R. Greitens that these county be accepted as such.” Motion was made by Chairman Skains and seconded by John Gaal. Motion carried unanimously.

Melissa closed by discussing current CWRC standings. With the seven counties approved, 84 of 114 counties are participating in Work-Ready Communities, 46 are certified and 38 are in progress. Melissa indicated a lot of counties are very close to achieving their goals and she thinks half of Missouri counties will be certified this year.

Following Melissa’s presentation, DWD Acting Director Amy Sublett presented Cheri Tune with a proclamation signed by Governor Eric R. Greitens and Secretary of State Jay Ashcroft. The proclamation commended her for 31 years of service to the State of Missouri.

Finding Skilled Trade Workers, Vice Chairman Len Toenjes: Vice Chairman Toenjes started by discussing the difficulties the construction industry is having when dealing with so many different organizations that are supposed to help them find workers. He emphasized that collaboration, coordination, connection, and communication between the Department of Elementary and Secondary Education (DESE), Higher Education, the workforce system, career and technical education, veterans programs, and more helps contractors and craft unions find capable workers more readily without having to deal with too many groups or regulations.

Vice Chairman Toenjes expressed frustration that he can drive through parts of the state and see so many unemployed workers when many construction businesses are short staffed and struggling to find employees. He encouraged board members to continue doing everything they can to build a more coordinated workforce system and to implement the collaborative Workforce Innovation and Opportunity Act (WIOA) plan the board worked so hard to put together.

Dr. John Gaal added that a number of contractors in the St. Louis and Kansas City areas are really struggling to find workers. Skilled workers are particularly important to apprenticeships as these programs require a certain ratio of journeymen to apprentices. Without the right people and with few new people currently entering the industry, it is very difficult to grow. John emphasized the board’s role as ambassadors who should be trying to get the various entities in areas around the state to work together instead of competing for numbers.

Chairman Skains asked what is being done around the state to deal with these concerns. John indicated that in St. Louis at SLATE, their team was initially serving as the hub for tracking who got started with the Building Union Diversity program and had to serve as a mediator between regions. He indicated that there still seems to be competition between regions for who gets to claim the success of putting someone to work.

Vice Chairman Toenjes emphasized the complexity of the workforce system. He explained that during the School to Work Grant program several years ago, a resource directory of the various agencies and services was assembled and there were 50 or 60 then. He has asked the current Training Director at Associated General Contractors of Missouri to create a new statewide list and believes that there are hundreds of different players. Vice Chairman Toenjes emphasized that trying to focus on creating a contiguous effort would help all employers navigate the complexity of the workforce system.

John Gaal emphasized there is no single solution that works in every community and that training and education needs to be tailored to the needs faced by a given community. Making connections and building trust can lay a foundation for highly effective coordination. Pulling effective practices from other communities and countries and adapting them to local needs is a great way to improve the workforce system for employers and workers. John added that he feels an important role of the board is to help companies and other entities understand and navigate the complexities of the workforce system. He believes that the shift from WIA to WIOA is opening these doors to improve understanding and collaboration across all the organizations involved in workforce development.

An unidentified speaker in the audience from Kansas City explained that the success of the School to Work programs discussed by Vice Chairman Toenjes was that they established a transitional path for seekers and interrelationships between all the entities involved. Employers would speak directly to students to describe the pathways available to them.

John Gaal described how a man from Icon Mechanical, a manufacturer from Granite City, has been a great promoter of workforce development. On several occasions he has brought high school teachers through his office to help them understand how manufacturing is now highly technical and computerized. As teachers and students learn more about manufacturing and explain it to parents, their interest grows. He sees the stigma on manufacturing going away slowly but surely and indicated that the workforce system needs more ambassadors showing how manufacturing has changed.

Ray Tubaugh said that, initially, there was some resistance to the push for more vocational and technical education as many people insisted a college education was necessary. Ray asked if this resistance is still a concern or if the perception has changed.

An unidentified speaker indicated he believed parents are still uneasy due to a stigma around vocational and technical education but for many the amount of available funds and jobs outweighs this stigma.

John Gaal described how St. Louis Community College (STLCC) recently hired Dr. Jeff Pittman from the Ivy Tech Community College of Indiana. Indiana has only one public community college system and was able to put together a unified workforce development effort. For 20 years Jeff oversaw the registered apprenticeship programs with all the trades and brings a great deal of knowledge and experience to STLCC. On March 10, the carpenters and electricians unions signed an articulation agreement with STLCC so that apprentices who finish their programs receive an Associate's Degree if they took five three hour courses during the program. He feels this will help address the concerns of parents and help contractors to see a path to things like leadership, estimating, scheduling, and project management. This approach takes two years out of the path toward a Bachelor's Degree in Construction Management or something similar.

Chairman Skains asked if anyone else wanted to add to the discussion. Vice Chairman Toenjes again emphasized that implementing the collaborative WIOA state plan can do a great deal to improve the workforce system for employers. Chairman Skains added that, at a recent National Governor's Association meeting, The Department of Education apologized for moving more slowly to implement WIOA and indicated they are working to better align K-12 and postsecondary education for several reasons. The first reason is that you want to minimize the amount of time between graduating and moving into secondary education and work in order to make a seamless and quick transition. Major manufacturers in attendance like Boeing, Microsoft, and GE said they would help lead this push at the national level but also said state and local workforce boards would have to be the ones to push their Governors and legislators to make these changes to our education and training system. Chairman Skains explained that this work is happening but that it is only just beginning.

DWD Update, Amy Sublett: Amy introduced Paul Eisenstein, a senior advisor to the Governor who has taken a lead role in workforce development. She emphasized that workforce is much larger than the Division of Workforce Development (DWD). The board was established as a compliance board and the members who have contributed so much time and effort now have the opportunity to do much broader work. Amy suggested that, from this broader perspective, the greater concern is about talent, not just workforce. A focus on talent involves K through 12 education, two year and four year higher education, the public workforce system, employed workers, and the full spectrum of training and employment. She indicated there are a lot of complex issues but also that the workforce system is in a perfect situation with the passage of WIOA, which recognizes adult education and literacy, Wagner-Peyser, Vocational Rehabilitation, and more as core partners. Amy emphasized this federal law created an opportunity to move in a much more coordinated and integrated direction. She pointed out there are also opportunities the State of Missouri passed last year to establish a Career and Technical Education Advisory Committee that fits together with the rest of the work being done as a result of WIOA.

Amy explained that DWD is currently working on the rollout of a new comprehensive management information system that requires the update and relocation of thousands of files and involves customers and users all over the State of Missouri, local workforce boards, people at Job Centers, and people in Central Office. The new system is set to go live late June. DWD staff

has done a great deal of work to prepare, test, and train so that the transition goes smoothly. The number one priority in the transition is to minimize the impact to the public users of the workforce system so everyone in the entire workforce system from the local level up has been very intricately involved in preparing for the change. This system allows for new and creative things that this vendor, Geographic Solutions (GeoSol), has helped to establish in several other states like Indiana and Florida. In state government, agencies all end up with different systems and GeoSol has been able to make a great deal of progress in establishing different modules for all the different elements of the workforce or talent or education worlds.

Amy explained that the other major thing happening for DWD is disaster recovery as a result of recent flooding that impacted large parts of the state. The Governor quickly mobilized everyone from the cabinet level on down, putting the State Emergence Management Agency to work in his office to coordinate these efforts. The Governor wants everyone to help but wants all public agencies, nonprofits, and everyone else to be working as a unit. She indicated that DWD would be seeking a disaster recovery grant as soon as the federal disaster declaration was made.

Amy also discussed the recent end to the state legislative session and was happy to announce that, pending Governor approval, there is a Summer Jobs Program in the budget for the Department of Social Services. The program won't start until July 1 so there will be work done in advance to prepare for implementing that program and Melissa Woltkamp will serve as the lead. Amy closed her DWD update by mentioning House Bill 93, which will have some impacts on the Missouri Works Customized Training program and Career and Technical Education.

With no further comments or questions, Chairman Skains invited Paul Eisenstein to speak.

Paul thanked the board for their service and thanked Amy for showing him around the state and helping him get to know the workforce system. Paul explained his history of working with the Governor prior to his campaign, during the campaign, during the transition, and now with his role in the Department of Economic Development (DED). In his tour around the state, Paul indicated he met a number of employers who have jobs to fill but are having trouble finding people with the necessary skills. He explained that Missouri has low unemployment and an overall good economy and the research is clear that increasing wages further comes from increasing skill levels, increasing education, and credential or certificate attainment through apprenticeships or two and four year education.

Paul discussed how he was very impressed with the high level of collaboration and innovation among all of the state divisions and departments that deal with workforce issues. The Governor's office is focused on this collaboration and on getting workers the in-demand skills needed to earn better wages. Paul indicated he has been working with the Commissioner of Higher Education, the Department of Economic Development, and Elementary and Secondary Education on workforce planning. He has also been in conversation with the Lumina Foundation who wants to achieve the goal of 60% of Americans with any credential beyond a High School Diploma. Missouri is close to 42% and Lumina wants to work with the state to increase credential

attainment. Paul closed by explaining that he is seeking further opportunities to increase funding for the workforce system.

Chairman Skains asked if there were any questions for Paul. With no questions, Chairman Skains discussed further possible opportunities for acquiring funding by partnering with other federal departments who would like to utilize the workforce system.

Workforce Performance, Clinton Flowers: Clinton began by offering a handout and explaining that the current data system has not integrated all of the partners but that integration will be coming eventually. He went on to explain the various performance measures and some changes to those measures. Credential Attainment measures are changing slightly to better reflect customer needs and Job Center activities. Overall, he explained that workforce system partners are generally on target to meet performance goals. Targets have been exceeded for employment 6 months after exit and employment 12 months after exit for adults, dislocated workers, and youth. With credential attainment as it is currently measured, targets have been exceeded for dislocated workers but are currently falling short for adults. Changes to improve how credential attainment is measured will likely fix this shortfall. Adults and dislocated worker earnings have exceeded targets by 117% and 127%. Clinton added that Vocational Rehabilitation is building a database to report many similar measures and that TANF and SNAP are not required to report this data, but workforce participants that are co-enrolled in these programs may be reported. An integrated data system will be a big project but work is being done to make it happen. Clinton explained further that Measureable Skills Gain is not going to be reported until October 2018. With so many new measures, USDOL has informed DWD that at least two years of quality data is required before holding the workforce system accountable to performance measures. It may be as late as 2020 before there are any sanctions for failure to perform. Clinton thinks the workforce system partners will meet all performance targets and so does not believe sanctions for failure to perform are likely.

Chairman Skains asked how data sharing between entities is progressing. Clinton explained that the partners are making progress, indicating the capability is there and that partners are coming to terms through the Steering Committee. He added that DWD submitted a grant application designed to integrate these data systems.

Director Bauer asked how long it would take to build the interface for integrating these data systems. Clinton explained that the grant is for a three year implementation process. The three years would be to research, explore, and develop the interface. The second year would be to develop and implement a business intelligence tool. Colorado and Tennessee have good examples of integrated data systems and public data dashboards.

Director Bauer asked if there was a plan for sharing data while this system was being developed. Clinton indicated that the plan is to share an anonymous data file across the organizations but that this is still under discussion. The grant application included letters of support from all of the partner organizations.

Effectiveness Serving Employers, Clinton Flowers: Clinton started by directing everyone to a handout and explained that, in addition to the five performance measures discussed so far, there will be a sixth measure to reflect performance in serving employers. Currently, there are three possible measures; (1) same employees retained over certain quarter periods, (2) repeat business services provided to the same employer, and (3) the percentage of total employers served or market share. None of these performance measures will supplant employer and customer satisfaction surveys.

Clinton explained that Missouri and four other states were invited to participate in a pilot project sponsored by the U.S. Department of Labor, the U.S. Department of Education, and the Rehabilitation Services Administration because they believed these states had performed well with businesses and would be diligent in working to test and assess measures of effectiveness serving employers. The pilot project team decided to focus on repeat services to employers and on market share. The employee retention measure is popular with Vocational Rehabilitation but conversations with other workforce system staff indicated they felt this measure was largely out of their control while plans could be developed to improve on the other measures.

John Gaal asked if follow up is required to see if recent hires have stayed in the same position or, if they have left, to get an understanding of why. Clinton indicated follow up is not required but that he expects some workforce regions are doing so, adding that he has been told it is because employees feel they are skilled up and move on to another job.

Clinton continued by explaining that all states except Alabama followed this same pattern of decisions on which measures to use. Alabama indicated they wanted to conduct more research before making a final decision. Clinton described how Pennsylvania had developed a focus group of business leaders to get additional input on which of these measures would be best and indicated to the board that he would be interested in doing something similar.

Clinton explained he had mentioned to the other pilot participants that looking at market share by sector might produce information valuable to each region and further orient the entire workforce system toward sector efforts. He also suggested to the Department of Labor that he would like to be able to report these measures without being held directly accountable and they agreed to partner with Missouri to research more on the issue.

Clinton closed by asking if anyone had any questions and if Yvonne Wright had anything to add. Yvonne explained that the federal agencies were very clear that this pilot project was going to help shape their final decisions on which measures would be reported and how. She added that employer satisfaction is being taken very seriously and meetings are currently ongoing on how to best conduct employer surveys. She closed by indicating workforce partners are going above and beyond what is required and remain open to suggestions on how to continue gathering better information.

Chairman Skains asked what the board thought about conducting a focus group on measures of effectiveness serving employers, explaining that he thought it might be additional work but

would also be very engaging. Director Bauer also asked what such a focus group would entail. Clinton indicated a group of business people could be assembled over one afternoon to review a presentation of options and provide feedback about the measures.

Chairman Skains indicated he liked the idea and would assemble a group of board members to participate. Clinton explained he believed it could all be conducted over a conference call. Director Bauer asked what time frame would be needed. Clinton indicated it would be ideal to have it done before October and Director Bauer said it would be good to report out at the September board meeting.

WIOA Plan Modifications, Clinton Flowers: Clinton presented a schedule for plan modifications. The first critical deadline was March 31st for infrastructure cost sharing agreements. Local budgets were submitted May 1. Those are to be vetted and approved by June 1, at the same time the local board certification process is to be complete. Clinton thanked Debra Lee for her diligence in making sure local boards were alerted to and reminded of upcoming deadlines. Clinton went on to describe that the State Combined Plan modification meetings are set to occur over the summer and that the plan needs to be completed for public comment by December 1. He indicated that this is a great opportunity for the board to push forward any additional goals they might like to see in the plan. Local Plan modification guidance should be coming shortly after these planning meetings are wrapping up. Clinton added that he would work with Director Bauer and Dave Overfelt to mesh this process with board meetings and that the schedule provided with their meeting materials was focused on the deadlines.

Chairman Skains indicated that this process would likely necessitate bringing the board planning committee together and Clinton agreed, adding that he felt following the suggested schedule is a great opportunity to stay ahead and put together a more fully developed and strategic plan.

Employer Survey Feedback, Dave Overfelt: Dave described the reporting requirements for surveying employers after they have received staff assisted services. DWD is responsible for surveying 20% of the employers who receive staff assisted services and out of that needs to get a 10% response. Dave emphasized that for a customer feedback survey, a 10% response rate may sound low, but is a fairly high bar that was not reached in the first round of surveys. The required questions are:

- Did the employer receive the service they requested?
- Was the employer informed of additional services?
- Were these services were beneficial?
- Did the services meet expectations?
- What could be done better?

Dave explained that the 2016 survey went out to 2,309 employers who received services between July and November 2016. Employers received surveys electronically and had 30 days to submit. In the end, 95 responses were received for around a 4% return rate. The feedback received was overall very good with 94% satisfied or partially satisfied. The most common critical

comment was in regards to the job candidates not being good enough for the positions. 93% indicated the services received were beneficial, most frequently citing that it was easy for them and saved time. 76% of respondents indicated they received information about additional services.

Dave added that steps are being taken to improve response rates by surveying employers more quickly after services are received, utilizing existing staff relationships to encourage employers to complete the surveys, simplifying the questions to reduce time spent taking survey, and moving from surveys.mo.gov to Survey Monkey to have a more widely recognized platform that also reduces the complications of reporting. Dave emphasized how improved response rates occurred in places where personal calls were made. Overall, employers indicated that convenience, cost savings, time, and quality were the greatest benefits. Dave asked if there were any questions or suggestions for improving survey response rates.

Ray Tubaugh asked if the survey could be distributed by the region, adding that if a generic survey comes to him it gets deleted and sometimes these surveys get diverted by an organization's email security filter.

Cara Canon added that when economic development professionals ask her specifically to complete a survey, she will do it but receiving one randomly leads her to delete it.

Dave described that the survey would have to be sent from one person from this Survey monkey account and the idea is to have people from the field call employers to tell them it is coming. Ray Tubaugh indicated that if it came to him he would delete it and move on but if his local representative contacted him with the survey he would be more likely to complete it. Ray emphasized that he would like the survey to be given to the regions to be distributed as he would be more likely to complete it in that scenario. Dave asked if everyone would complete the survey if it came out from the region and board members indicated they would do so.

Cara Canon also encouraged Dave to continue to work to simplify the questions as that would encourage people to complete the survey.

Ray asked who the survey was sent to. Dave explained that he was not sure how individual employers were chosen to receive the survey and that the individual who received the survey would depend on whose email address is recorded in the system, adding that getting valid email addresses from employers has been an ongoing difficulty.

Ray asked if the survey announcement only goes out once. Dave explained that a reminder email is sent and that these reminders would be better streamlined in Survey Monkey.

Sector Strategies Progress Report, Dave Overfelt: Dave explained that, as several people had already said today, one of the central goals of WIOA is to improve collaboration. Sector strategies seek to make it simpler for businesses to access all the services available for them. The consulting firm Maher and Maher was brought in early on to help regions determine which industry sectors

they wanted to focus on. After the regions selected their industries, communication between the regions and central office on sector strategies was disrupted. Dave indicated he worked with Director Bauer, Lisa Elrod, and Kristie Davis to develop an information gathering survey that was distributed to regions. As of the board meeting, 6 of the 14 surveys had been returned.

Dave went on to describe an industry panel he and Kristie facilitated at the Missouri Association of Workforce Developers conference. During this panel, employers indicated their job candidates had consistent deficits of soft skills. He added that the Sedalia Job Center is working to change their approach to sector work by bringing together employers from multiple sectors to try and address this shortfall in soft skills.

Several regions had success in beginning to break down the stigma around manufacturing by holding Manufacturing Day events. Dave added that there are many projects ongoing around the state and central office staff is working on improving the lines of communication to gather more information about these ongoing activities.

Scott Drachnik, the Director of the St. Charles Department of Workforce and Business Development offered to give a presentation on sector work going on in the St. Charles area.

Scott explained that the St. Charles region picked 5 sectors and chose to focus on manufacturing first. The region is working to build partnerships with educators, community leaders, and business leaders. In St. Charles they realized they needed to push back on the narrative that manufacturing is dead, emphasizing that it is no longer a dirty industry but is now highly technical and computerized.

Scott explained that the St. Charles region holds approximately 400,000 people and is the third largest economy in the state, accounting for over a billion dollars in total annual wages paid with manufacturing making up about 11% of their economy and employing more people than 10 years ago. Scott described a survey his team conducted to determine the needs of employers, finding St. Charles has skill deficits in assembly production, engineering, warehousing, and logistics. Following the survey, his team went to area colleges to see how well they could adapt to these needs. The survey also helped to illustrate the region has a people gap so they are trying to recruit additional residents to live and work in the area. Lastly, the survey isolated specific training needs of area employers, giving a picture of what skills needed to be developed. Area colleges are beginning to respond to these needs. With this information in hand, the task force put together a list of recommendations focused on targeted outreach and training opportunities.

Scott described several developing partnerships and ongoing activities in their area, including a Center for Advanced and Professional Studies (CAPS). St. Charles Community College has a new president and expanding their medical training and technical training programs. Linn State Technical College moved into the Clark Career Center and is offering new courses to the community. An Inventor Forge Maker Space has been built in the community and is holding workshops and training opportunities on things like 3D printing. Ranken College just received the first USDOL approved apprenticeship program in advanced manufacturing in their area. Scott

indicated he is working to get the word out about all these activities as they are changing education dramatically in his area.

Ray Tubaugh explained that some manufacturers will provide basic training simulators to operate forklifts and other equipment and suggested that while there will likely not be additional WIOA money coming in, Scott could gain money charging fees for using these simulators. Scott added that the hands-on experience was really good for building interest in this sort of work.

Scott continued with a second presentation on CAPS program. He explained that Blue Valley CAPS in Kansas City, Kansas released the leading model for the state and the St. Charles community is trying to figure out how to get the next generation of the workforce going with currently available resources. The key CAPS components are as follows; a professional path driven by business needs, a learning space provided by business partners, ongoing projects, available internships, college credits, and real world employer mentoring. Scott showed pictures of several CAPS campuses, described their activities and processes, and illustrated how several approaches can fit the CAPS model. St. Charles is looking to bring the national CAPS model to the St. Louis area and is currently marshalling available resources and partnering with area employers and educators in order to do so. Initial CAPS programs are in healthcare and entrepreneurship.

Apprenticeship Grant, Suzanne Richards: Suzanne began by explaining that there is a great deal of excitement in regards to apprenticeships, a proven model with a long tradition of success in the U.S. Apprenticeships started in manufacturing but now are also coming out in IT, transportation, cyber security, music, organic farming, and more.

Suzanne explained that the traditional model is typically about 144 hours per year of related instruction along with 2,000 hours per year of on-the-job learning. The related instruction can be conducted at a community college, online, or at the employers place of business so this is a very flexible model. An employer can choose to go with a time based or competency based model and benchmark as the person moves through the program or you can take a hybrid model. Any sort of combination that suits the business can be used.

Suzanne discussed how there is a growing push for utilizing apprenticeships more regularly in the U.S. with the previous administration setting the goal of 750,000 apprentices by 2019. In fiscal year 2016, 206,000 individuals entered apprenticeships and 1,700 new programs were registered. The current administration has set the goal of 5 million apprentices in the next 5 years. In order to achieve that goal, the National Skills Coalition is discussing the creation of a national network of regional industry intermediaries, retooling tax credits, extending Pell Grants in a variety of ways, and updating the concept of pre-apprenticeships to give students a general introduction to a given field with a clear path to move forward.

Suzanne indicated that apprenticeships are not complicated with 5 consistent components; business involvement across all stages, structured on-the-job training, related instruction in a classroom or online, wage progression rewards for skill gains determined upfront, and a nationally recognized occupational credential. Participating businesses end up with a better

finished product, highly skilled workers, reduced turnover rates, and an impressive return on investment of around \$1.47 for every \$1 spent training apprentices. Workers who go through apprenticeships leave with little to no student debt, higher wages as competencies improve, and a national credential. Veterans participating in registered apprenticeships may use their GI Bill benefits to receive a tax-free monthly stipend. 37 Apprenticeship USA grants were awarded and DWD was able to get \$1.3 million to expand with a focus on healthcare and manufacturing. The grant will involve nine community colleges; including, East Central, Mineral Area, Ozark Technical, State Fair, Metropolitan, St. Charles, St. Louis, Crowder, Jefferson, and the Missouri Career and Tech System (which anticipates at least 50% of their locations getting involved in registered apprenticeships). The Department of Elementary and Secondary Education has supported the effort by committing to a continued radio ad campaign to help educate the public and has committed at least 50% of schools to registered apprenticeships. The Hawthorne Foundation is helping to make connections with employers and the MO Department of Corrections was able to purchase a commercial vehicle operators simulator to train people in prerelease. Suzanne closed by explaining that registered apprenticeships can help employers build and maintain a skilled workforce.

DESE Career and Technical Education Commission, John Gaal: John explained that there are 18 people appointed to the commission and they have met twice this year. Their first meeting was largely introductory but the second meeting got started with commission business and included DESE presentations from Family Consumer Sciences, Health Sciences, Counseling, and Technical Sciences. The presenters were enthusiastic about their pathways and indicated they are making strides across the state. John specifically emphasized the work of Dr. Oscar Carter to break down barriers between state agencies, encourage registered apprenticeships, and better recognize students graduating through apprenticeship programs.

John indicated apprenticeship programs have been expanding in the St. Louis area but added that many of our Career and Technical Education centers have not been updated or expanded since they were constructed around 1985. He further discussed how other countries had creatively expanded their technical education centers and explained that the U.S. should be working to make these improvements as well.

John explained the commission is taking steps to couple a career and technical education certificate with a high school diploma, adding that it is essential for DESE and the workforce board members to get out and explain the value of technical certifications to employers.

John explained that he has concerns regarding preapprenticeships, indicating that this direction is only acceptable if it leads to registered apprenticeships because that is a specific and tested model. He is concerned that some internships will be inappropriately called apprenticeships and that many of the Apprenticeship USA grant awardees still do not have employers at the table. He emphasized the importance of this involvement for registered apprenticeships to work properly. John closed by discussing several ways other states and nations have organized their apprenticeship programs around industry partnerships.

Chairman’s Report, Bill Skains: Chairman Skains indicated he was giving his time to Garland Barton and Mary Ann Rojas.

Garland described how recent flooding had devastated the South Central region and shut his company down in West Plains, MO with all but 100 of his employees involved in cleanup out for the entire month of May. He was pushing to get them back to work as soon as possible. He indicated they are looking at \$10 to \$20 million in damage at their site and a recently built Greater Ozark Center for Technology was badly flooded. Many organizations were involved in putting the center together and Garland indicated he was signed on to send people there for skills training but now they are back to the beginning after the flooding.

Mary Ann started by describing her role as the president of Training Employment Administrators of the State of Missouri (TEAM). TEAM is made up of directors from Missouri’s 14 workforce boards and they meet on a monthly basis. TEAM has accomplished a great deal in the last several years with the implementation of WIOA and they have appreciated Paul Eisenstein attending recently to ask them what is and is not working for them.

Mary Ann continued by giving updates on several things happening in the Ozark region, describing their activities as collaboration in action. The region was recently awarded the Local Excellence in Partnership award at the MAWD conference and one of their staff received the Keystone Award. She emphasized that there are many opportunities to prioritize how resources are used and to engage workers more effectively.

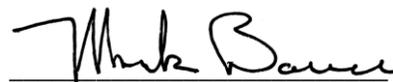
Mary Ann showed a video of a recent career expo for the construction industry that was held in the Ozark region. Nearly a thousand students attended the event and got some hands on construction work experience. After the event, 71% of the students felt they have a positive experience and a positive view of the industry itself.

Closing remarks, Chairman Bill Skains: Chairman Skains indicated that the next board meeting will be held in St. Louis during the Governor’s Conference. He thanked everyone for their long-term participation on the board and emphasized that he has been impressed with all the hard work people do throughout the state. Chairman Skains closed by explaining that he has asked if the Governor can attend the next meeting and feels it would help the board overall.

Adjourn: Chairman Skains called the meeting to a close at 2:17 PM.

Approved:


William “Bill” Skains Jr. Board Chairman


Mark Bauer Executive Director