

LOCAL PLAN  
OF THE  
WORKFORCE INNOVATION & OPPORTUNITY ACT  
FOR  
ST. CHARLES COUNTY

July, 2016

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## STRATEGIC ELEMENTS

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I. Local Workforce Development Board's Vision

*State the Board's vision for the LWDA and how this vision meets, interprets, and furthers the Governor's vision in the PY16–PY20 WIOA Missouri Combined State Plan.*

**The St. Charles Workforce Development Board (WDB) realizes the region is an excellent place for businesses to prosper and for individuals to live and work due to the availability of good jobs, a motivated and qualified workforce and superior educational institutions. In order to maintain these conditions and capitalize on future opportunities, the St. Charles WDB seeks to maximize the resources available to the region, thereby creating an environment where people, businesses and institutions flourish.**

**The WDB's vision for the LWDA is an alliance of public and private leaders dedicated to moving careers, companies, and communities forward through workforce development that impacts local wages, economic development that impacts local business investment and community development that impacts the local tax base.**

**In partnership with the Division of Workforce Development, the WDB strives to improve Missouri's economy by providing policy guidance and leadership to ensure relevant resources are offered to job seekers so that they may find self-sustaining employment and that businesses will be globally competitive by finding qualified candidates. This will be done by offering a variety of services to job seekers to include skill-building training, national certification and career connections for job seekers, and targeted programs for those with barriers (e.g. veterans, youth, offenders, those with a disability, etc).**

**These efforts align with the Governor's vision for the State's workforce development system by mapping a means for changing the Missouri economy into a long-term, sustainable, 21<sup>st</sup>-century growth economy. Strategies will include sector strategies that align with the State's chosen sectors; employer engagement initiatives to insure the needs of business and workers drive the system's service; emphasis on excellence in customer service provided through the Job Center and participation in activities to strengthen the economy of the greater St. Louis Metropolitan Statistical Area (SMSA) and the State as a whole.**

II. Local Workforce Development Board's Goals

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

**The area intends to gather employers from the chosen sectors and compare the skills they seek in their workforce with the skills being taught by local educators and**

**training providers. The goal is to compile a list of Skills, Knowledge, and Abilities (SKA) required to be considered prepared for each identified sector. This list will be developed by input from the employers. The area will then seek training providers that include these skills to a satisfactory level as approved by employers.**

**The area will enter into performance negotiations with the State Division of Workforce Development (DWD) as set forth in the WIOA. Until guidance is available to set negotiation parameters, the area will work to meet and exceed the levels set under the last year of performance under the Workforce Investment Act.**

**The area also distributes a customer satisfaction survey to job seekers entering the Job Center on a quarterly basis. The results are reported to staff, managers and the WDB.**

III. Local Workforce Development Board's Priorities

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

**The workforce investment needs of business, jobseekers and incumbent workers are interwoven as the workforce needs of businesses reflects the workforce needs of those they employ.**

**The St. Charles LWDA has entered into discussions with chambers, the Economic Development Center of St. Charles County, Partners for Progress, the Economic Roundtable (an organization of economic developers from local municipalities) business organizations, start-up incubators, the local chapter of the Society of Human Resource Managers (SHRM), neighboring LWDAs, other WIOA Partners and focus committees of the WDB to determine the workforce needs of all three populations.**

**The LWDA also examined research from MERIC and the 2015 State of the St. Louis Workforce report prepared by St. Louis Community College. Additionally, the LWDA purchased two workforce studies. One was through Ameren Electric and focused on St. Charles County. The other was to have St. Louis Community College pull the St. Charles data included in their larger report on the State of the St. Louis Workforce.**

**The results continue the findings reported in the previous local workforce plan submitted under the WIA in that data shows that a focus needs to continue on advanced manufacturing. Results continue to stress the need for workforce and K-12 programs that emphasize STEM (science, technology, engineering and math). However, the results also indicate that “Arts” need to be included in the STEM emphasis (i.e., STEAM). Much discussion has ensued on the need to include Manufacturing in the emphasis to make it STEAMM. However, leaders in the area now seem to agree that there is not a need to add “Manufacturing” to STEAM, but rather to educate parents, the K-12 education system, job seekers and businesses**

that today's manufacturing is made up of science, technology, engineering and math.

**Manufacturing was only one of the workforce priorities identified. The LWDA will also prioritize workforce development in Information Technology, Healthcare, Financial Services and Logistics.**

**By focusing on the workforce needs in these five sectors, the LWDA believes it can create an environment where people, businesses and the regional economy flourish.**

**A 2015 State of St. Louis Workforce report was prepared by the St. Louis Community College. The report was prepared in an effort to give better insight into the current labor market. The findings from this report were found by the Workforce Solutions Group of St. Louis Community College conducting survey interviews with over 1,200 companies. Additionally, a skill-gap analysis was done by interviewing six executives representing a cross section of growing industries and occupations.**

**Employers are citing a shortage of workers with the knowledge and skills necessary to succeed in their positions. Employers indicate that while technical skills and experience are important, they desire qualified applicants that also possess soft skills to include a good work ethic, commitment to the company, an ability to interact appropriately with customers and coworkers and critical thinking skills.**

**To summarize the report, employers are looking for experienced, technically proficient candidates with good communication and customer service skills. Business indicated that they value credentialed training, strong work ethic and a willingness to learn new skills. Although soft skills represent the biggest skill shortage, employers believe that they cannot easily train workers in this area and believe that other stakeholders in the economy should address this training need.**

**Such findings require State programs, as well as, the local WDB to adjust incumbent worker training services to focus more heavily on developing soft-skills, On-the-Job-Training methodologies and increase credentialed training opportunities.**

IV. Economic, Labor Market, and Workforce Analysis

If using Missouri Economic Research and Information Center (MERIC) data, please indicate the source is MERIC. If using another resource, please reference the source. MERIC regional representatives can be found online at:

[https://www.missourieconomy.org/about\\_us/contactus.stm#Regional\\_Contacts](https://www.missourieconomy.org/about_us/contactus.stm#Regional_Contacts)

A. Economic Analysis

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

- *Average personal income level;*
  - **\$42,669 according to MERIC.**

- *Number and percent of working-age population living at or below poverty level;*
  - **There is an estimated 13,483 individuals in St. Charles County below poverty level. Of those, 56.8% are considered in the labor force. These statistics were found through the American FactFinder (U.S. Census Bureau) report number S2301 Employment Status – 2014 American Community Survey 1-Year Estimates.**
- *Unemployment rates for the last five years;*
  - **2011 – 6.9%**
  - **2012 – 5.65%**
  - **2013 – 5.32%**
  - **2014 – 4.85%**
  - **2015 – 3.86%**
- *Major layoff events over the past three years and any anticipated layoffs;*
  - **Corbitt Manufacturing**
  - **Sunedison**
  - **LMI Aerospace, Inc.**
  - **GKN**
  - **Discount Auto Protection**
  - **Sports Authority**
- *Any other factors that may affect local/regional economic conditions.*
- **St. Charles County has long been recognized for having and attracting well-education, highly skilled, productive, stable employees at wage rates that are competitive with the rest of the U.S. Additionally, St. Charles County has consistently experienced lower unemployment rates than the rest of the St. Louis MSA, Missouri and the U.S.**

## B. Labor Market Analysis

### 1 Existing Demand Industry Sectors and Occupations

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

**Missouri's WIOA partnership includes a functional bureau of state government housed within the Department of Economic Development called the Missouri Economic Research Information Center (MERIC). The following economic analysis has been prepared to explain the St. Charles County Workforce Development Area's economic conditions and trends, as well as to explain pertinent industrial and occupational demand.**

#### **Real-Time Labor Market Analysis**

**In 2012 MERIC began using a new tool to assess current, or real-time, demand for occupations throughout the state. The tool, provided by Burning Glass Technologies, captures online job advertisements and aggregates those jobs by occupation and industry codes. While on-line advertisements do not represent all job openings, as other informal networks are also used, it does provide a broad picture of hiring activity and serves as one measure of current labor demand.**

#### **Industrial Demand**

Industry demand analysis from February 2015 through January 2016 showed that the Healthcare Industry (Hospitals and Offices of Physicians) was a top job advertisement. Insurance Carriers and Depository Credit Intermediation also had a high number of job advertisers. A few of the industries, such as Restaurants, Accommodations and Retail Stores, have high turnover rates so the large number of job advertisements can reflect the need to refill positions rather than to add new jobs.

**Top Ten Real-Time Labor Demand Industries by Online Job Ads**

Industry	Job Postings
General Medical and Surgical Hospitals	2,009
Restaurants and Other Eating Places	1,117
Insurance Carriers	597
Depository Credit Intermediation	578
Traveler Accommodation	523
Building Material and Supplies Dealers	511
Offices of Physicians	409
Department Stores	382
General Freight Trucking	288
Colleges, Universities, and Professional Schools	201

*Source: Burning Glass Technologies (February 1, 2015-January 31, 2016)*

### **Occupational Demand**

Job analysis highlights the top ten occupations St. Charles County employers advertised for in the past year. Registered Nurses were in the greatest demand, followed by Truck Drivers, Retail Salespersons, and Customer Service Representatives. Several Information Technology occupations, such as Software Developers and Computer Occupations also made the list.

Real-Time Labor Market Analysis provides a snapshot of current labor demand that is particularly helpful to current job seekers interested in who is hiring and for what occupations. MERIC has developed products, like the Real Time Labor Market Summary, using this tool. The Labor Market Summary provides both a regional and statewide snapshot of data found in job ads and is published every other month. MERIC and DWD will continue to explore how this data can inform workforce and economic development efforts to meet the needs of businesses around the state.

**Top Ten Real-Time Labor Demand Occupations by Online Job Ads**

Occupation	Job Postings
Registered Nurses	1,687
Heavy and Tractor-Trailer Truck Drivers	943
Retail Salespersons	910
Customer Service Representatives	647
First-Line Supervisors of Retail Sales Workers	561
Sales Representatives, Wholesale and Manufacturing	462
Software Developers, Applications	434
Combined Food Preparation and Serving Workers	389
Computer Occupations, All Other	367
First-Line Supervisors of Food Preparation and Serving Workers	314

*Source: Burning Glass Technologies (February 1, 2015-January 31, 2016)*

2. Emerging Demand Industry Sectors and Occupations

*Provide an analysis of the industries and occupations for which demand is emerging.*

**Industry**

**MERIC develops long-term employment projections based on industry trends and staffing patterns as a combined projection for the four Workforce Development Regions located in the St. Louis area, including St. Louis County, St. Louis City, St. Charles County and the Jefferson/Franklin Consortium. Since the counties are part of the MSA, we know that the economies, workforce, and commuting patterns of the region are intertwined. The table below describes the industries projected to have the most job openings from 2012 to 2022 based on both growth and replacement needs.**

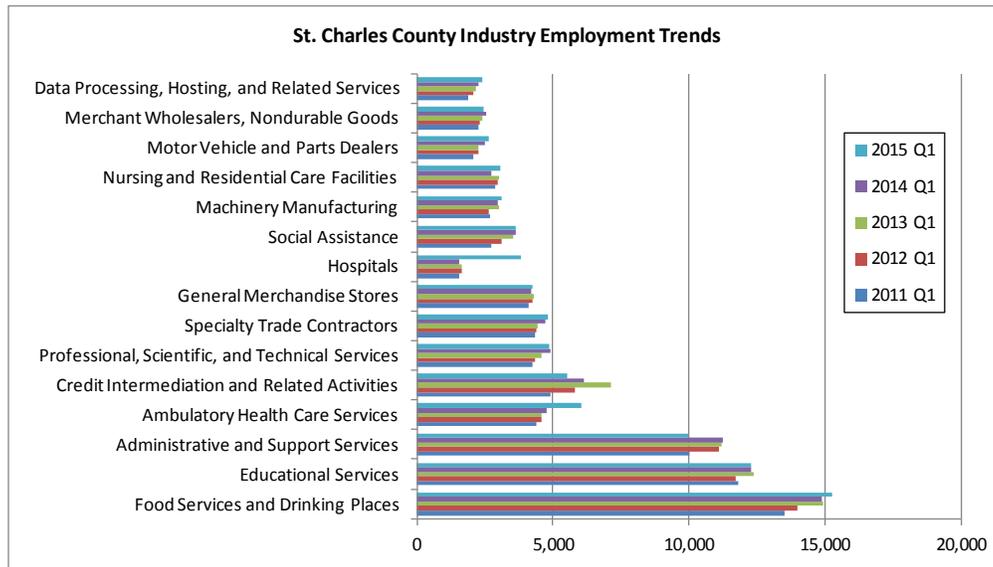
**For the 2012-2022 time period, the top net change for industry employment in the St. Louis Region are projected to be Administrative and Support Services (19,693); Professional, Scientific and Technical Services (12,065); Ambulatory Health Care Services (8,412); and Specialty Trade Contractors (7,727).**

**Greater St. Louis Region 2012-2022 Industry Projections**

Title	Employment		Change	
	2012	2022	2012-2022	
	Estimated	Projected	Numeric	Percent
Administrative and Support Services	58,171	77,864	19,693	33.85%
Professional, Scientific, and Technical Services	58,283	70,348	12,065	20.70%
Ambulatory Health Care Services	42,742	51,154	8,412	19.68%
Specialty Trade Contractors	28,614	36,341	7,727	27.00%
Food Services and Drinking Places	81,246	87,112	5,866	7.22%
Hospitals	67,822	73,427	5,605	8.26%
Educational Services	79,768	84,273	4,505	5.65%
Social Assistance	20,816	24,776	3,960	19.02%
Construction of Buildings	9,206	12,581	3,375	36.66%
Insurance Carriers and Related Activities	20,788	23,500	2,712	13.05%

Source: MERIC Employment Projections

**Industry employment trends offer insight on the industries that are growing over time in a given area. The chart below is a snapshot of employment over 5 years in industries located in St. Charles County. During the 5 year period, the highest employment growth is in the industries of Hospitals; Ambulatory Health Care Services; Social Assistance; Data Processing, Hosting and Related Services; Motor Vehicle and Parts Dealers; and Food and Drinking Places.**



Source: US Census Bureau, QWI Explorer Application ([qwiexplorer.ces.census.gov](http://qwiexplorer.ces.census.gov))

**The relationship of the 2012-2022 Greater St. Louis Regional industry projections to St. Charles County’s industry employment is evident in the data. Employment in eight of the top ten industries with the highest projected for growth in the region are growing in St. Charles County according to the 5 year census data, such as Food Services and Drinking Places; Educational Services; Administrative and Support Services; Ambulatory Health Care Services; Professional, Scientific and Technical Services; Specialty Trade Contractors; Hospitals; and Social Assistance.**

## Occupations

The long-term occupational projections for the Greater St. Louis Region show that the top job openings are in the Food and Retail Service Industries. The definition of *Total Openings* is the projected new growth along with replacement needs. Cashiers, for example, shows a total projected employment of 24,416 for 2022, only 196 more than the 2012 estimate of 24,220 jobs. This means of the 10,667 job openings over 10 years, 10,471 are replacement openings due to turnover while only 196 are new. Total openings are important to job seekers while new jobs indicate where new training needs may be found.

In addition to *Total Openings*, several occupations are projected to grow much faster than the overall region and have a large number of openings (at least 1,000 over 10 years). Personal Care Aides, Market Research Analysts, Computer Systems Analysts, and Construction Laborers are expected to grow by 24 percent or more. Rounding out the fastest growing, larger occupation in the top ten are Carpenters, Computer User Support Specialists, Medical Secretaries, Landscape Workers, Security Guards, and Application Software Developers.

Greater St. Louis Region Top Ten Long-Term Occupation Projections Sorted by Total Openings

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Combined Food Preparation and Serving Workers	27,087	30,373	3,286	10,343	13,629
Retail Salespersons	30,726	32,328	1,602	10,510	12,112
Cashiers	24,220	24,416	196	10,471	10,667
Waiters and Waitresses	20,082	20,744	662	9,662	10,324
Customer Service Representatives	21,504	24,731	3,227	5,851	9,078
Registered Nurses	29,548	32,676	3,128	5,729	8,857
General and Operations Managers	20,881	23,323	2,442	3,906	6,348
Office Clerks, General	22,735	24,280	1,545	4,776	6,321
Laborers and Freight, Stock, and Material Movers	13,750	15,432	1,682	4,259	5,941
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	15,744	18,118	2,374	2,963	5,337

Source: MERIC Employment Projections

### 3. Employers' Employment Needs

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

### Long-Term Projections – Jobs by Education Level

Occupations typically requiring short-term OJT are expected to account for the largest portion of 2022 employment change in the St. Louis Region. Occupations requiring short-term OJT are projected to experience the highest number of increased employment at over 36,000, or 8.4 percent growth. Employment in occupations requiring moderate-term OJT is also expected to grow by approximately 22,000, or 11.3 percent.

Increased employment is also anticipated for occupations requiring a bachelor’s degree. Employment for this education level is projected to increase by nearly 22,000, or 10.5 percent. Occupations requiring an associate’s degree or some post-high school training will increase by over 14,000 workers.

As estimated for the year 2022, 64 percent of workers in the St. Louis Region will be employed in occupations that require no formal postsecondary education (includes short-term OJT to work experience in a related occupation). Workers in occupations that require just a bachelor’s degree will account for over 19 percent of the total employment in 2022.



**Top Occupations by Education Level**

The 2012-2022 long-term occupations projections were used to identify the top ten occupations based on total openings and level of education or training needed. Top occupations requiring short to moderate-term training include service and support sector occupations. Healthcare, Driver and Education occupations dominate the top new openings requiring at least long-term training or as much as an Associate’s degree. The top occupations requiring a bachelor’s degree or higher include Management, Education, Information Technology and Business and Financial occupations.

**Greater St. Louis Region Top Ten Long-Term Occupation Projections Sorted by Total Openings**

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total
<b>Now - Typically requires short-term on-the-job training</b>					
Combined Food Preparation and Serving Workers	27,087	30,373	3,286	10,343	13,629
Retail Salespersons	30,726	32,328	1,602	10,510	12,112
Cashiers	24,220	24,416	196	10,471	10,667
Waiters and Waitresses	20,082	20,744	662	9,662	10,324
Customer Service Representatives	21,504	24,731	3,227	5,851	9,078
Office Clerks, General	22,735	24,280	1,545	4,776	6,321
Laborers and Freight, Stock, and Material Movers	13,750	15,432	1,682	4,259	5,941
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	15,744	18,118	2,374	2,963	5,337
Personal Care Aides	12,481	16,191	3,710	893	4,603
Secretaries and Administrative Assistants	18,287	20,015	1,728	2,201	3,929
<b>Next - Typically requires an associate's degree or long-term training</b>					
Registered Nurses	29,548	32,676	3,128	5,729	8,857
Nursing Assistants	14,721	16,245	1,524	2,800	4,324
Heavy and Tractor-Trailer Truck Drivers	10,868	12,254	1,386	1,738	3,124
Computer User Support Specialists	5,814	7,019	1,205	914	2,119
Licensed Practical and Licensed Vocational Nurses	4,768	5,504	736	1,164	1,900
Hairdressers, Hairstylists, and Cosmetologists	4,735	5,015	280	1,109	1,389
Medical Assistants	4,085	4,619	534	779	1,313
Teacher Assistants	5,025	5,145	120	1,140	1,260
Preschool Teachers, Except Special Education	2,554	2,650	96	717	813
Medical Records and Health Information Technicians	1,935	2,229	294	511	805
<b>Later - Typically requires bachelor's degree or beyond</b>					
General and Operations Managers	20,881	23,323	2,442	3,906	6,348
Accountants and Auditors	10,990	12,325	1,335	3,253	4,588
Computer Systems Analysts	6,161	7,675	1,514	968	2,482
Elementary School Teachers, Except Special Education	6,608	7,124	516	1,454	1,970
Secondary School Teachers, Except Special and Career/Technical Ed	6,782	6,867	85	1,843	1,928
Software Developers, Applications	6,437	7,457	1,020	825	1,845
Middle School Teachers, Except Special and Career/Technical Ed	5,797	6,257	460	1,276	1,736
Lawyers	6,055	6,657	602	969	1,571
Computer Programmers	4,420	4,785	365	1,154	1,519
Market Research Analysts and Marketing Specialists	3,398	4,404	1,006	466	1,472

Source: MERIC Employment Projections

**C. Workforce Analysis**

*Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA<sup>1</sup>. This population must include individuals with disabilities among other groups<sup>2</sup> in the economic region and across the LWDA.*

**Geographic Change**

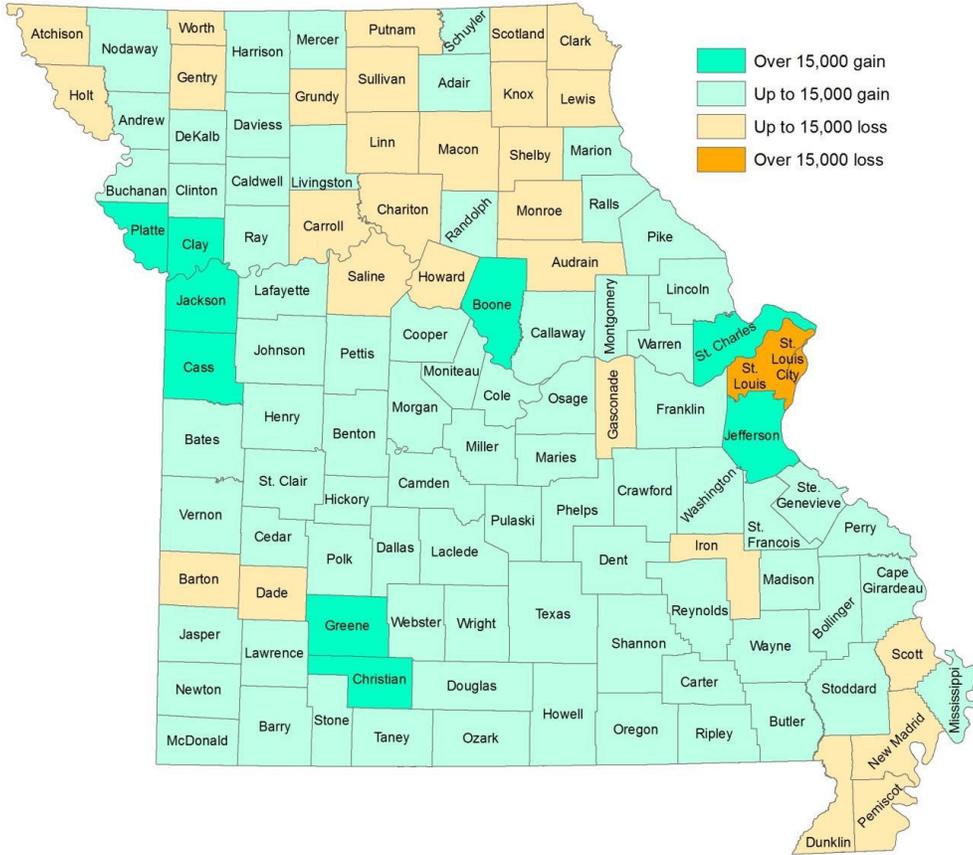
**With the most recent census, St. Louis and Kansas City remain the largest population centers for Missouri and show some shifting of populations further out from the urban**

<sup>1</sup> Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English-language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within two years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families (TANF) program; single parents (including single pregnant women); and long-term unemployed individuals.

<sup>2</sup> Veterans, unemployed workers, and youth, and others that the State may identify.

core. The overall population for the four Workforce Development Areas in the St. Louis MSA has increased by over 58,000. St. Charles County's population has increased by over 76,000 residents.

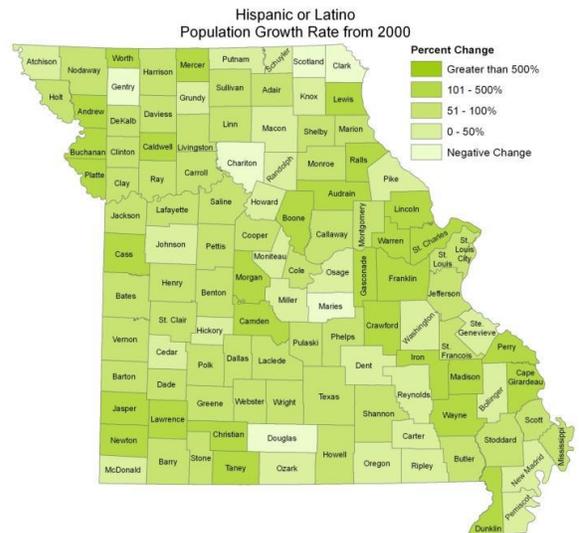
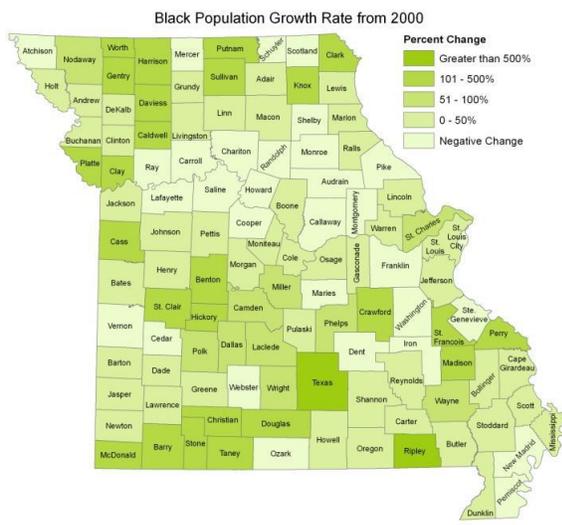
Missouri Population Change, 2000-2010



### Minority Population Growth

Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000's. St. Charles County also experienced increases. In 2010, the Black population is nearly 15,000 in St. Charles County. This is an increase of 96 percent from 2000, and accounts for just over 4 percent of the county's population. By comparison, the Missouri and U.S. Black populations represent larger percentages of the total population at 11.6 and 12.6 percent, respectively.

The Hispanic or Latino population in St. Charles County also increased. The minority group numbers nearly 10,000, a 139 percent increase from 2000, and represents 2.8 percent of the total population. 3.5 percent of Missouri's total population was Hispanic or Latino in 2010, compared to 16.3 percent for the U.S.

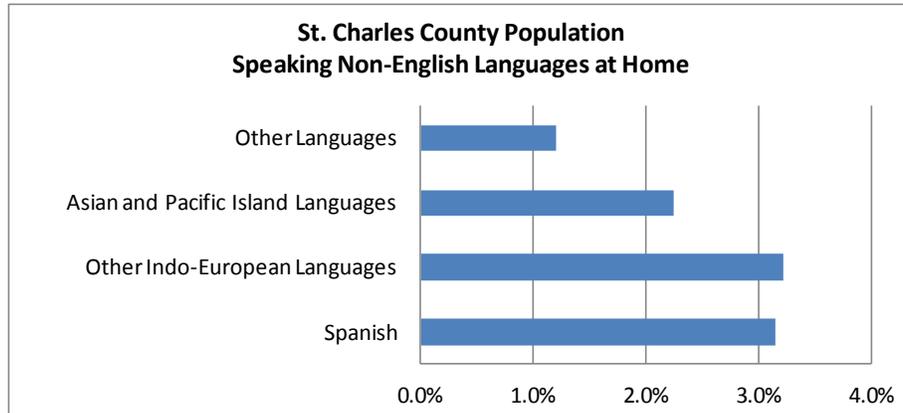


### Limited English Proficiency

According to the 2010-2014 American Community Survey 5-Year Estimates, 9.8 percent (21,375) of St. Charles County’s population aged 18-64 spoke a language other than English at home. The most common non-English languages spoken in St. Charles County homes were Other Indo-European Languages (3.2 percent); Spanish (3.1 percent) Asian and Pacific Island Languages (2.3 percent); and Other Languages (1.2 percent).

The total percentage of the population speaking languages other than English at home is higher in St. Charles County than in Missouri. Statewide, 6.6 percent of the population, or 244,947, speak non-English languages at home. In Missouri, the most common non-English language is Spanish (2.7 percent), followed by Other Indo-European languages (1.9 percent), Asian and Pacific Island Languages (1.4 percent) and Other Languages (.5 percent).

The percentage of individuals speaking languages other than English at home across the nation is much higher than the state average. In the U.S., 13.6 percent of the population speaks Spanish at home. Residents speaking Other Indo-European languages and Asian and Pacific Island languages total 3.7 percent each, while those speaking Other Languages are 1 percent.

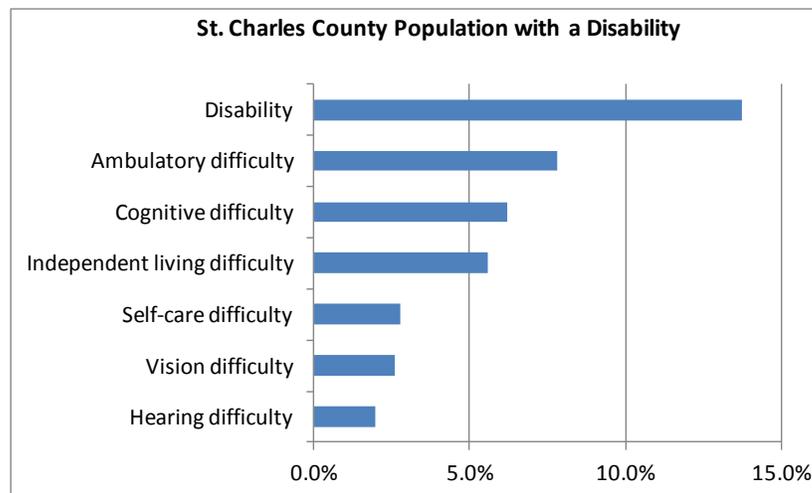


### Individuals with Disabilities

According to the American Community Survey 2010-2014 estimates, 13.8 percent, or 29,487 St. Charles County residents age 18-64 had a disability. Ambulatory difficulty was the most prevalent disability type at 7.8 percent of the county population. About 6.2 percent of the population had a cognitive difficulty, followed by 5.6 percent with an independent living difficulty.

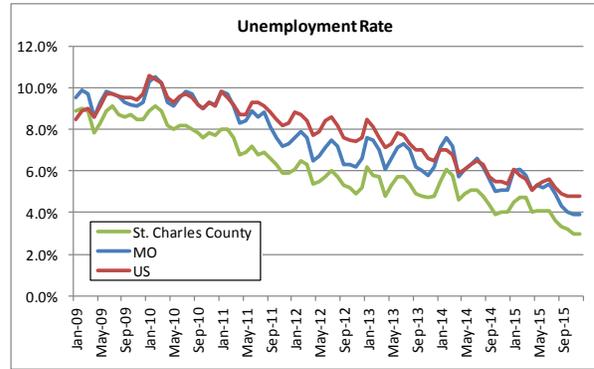
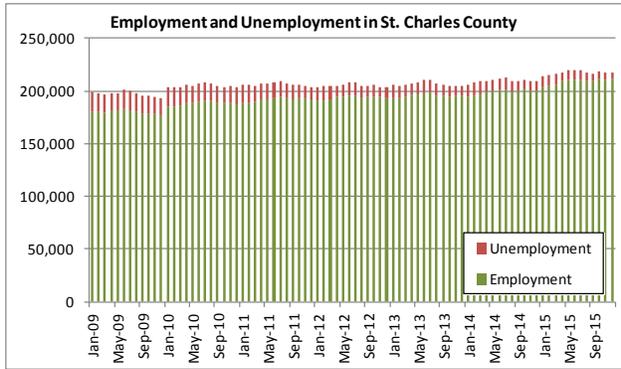
The percentage of individuals with disabilities was higher in most categories in St. Charles County compared to the state and nation. Statewide, 12.4 percent of residents of the same age group had a disability. Missourians with an ambulatory difficulty was the highest at 4.3 percent, followed by cognitive difficulty (4.3 percent) and independent living difficulty (3.2 percent).

In the U.S., 10.2 percent of the population had a disability. Nationwide, individuals with ambulatory difficulty total 5.2 percent, while 4.3 percent have cognitive difficulty and 3.6 percent have independent living difficulty.



This includes:

1. Employment and Unemployment



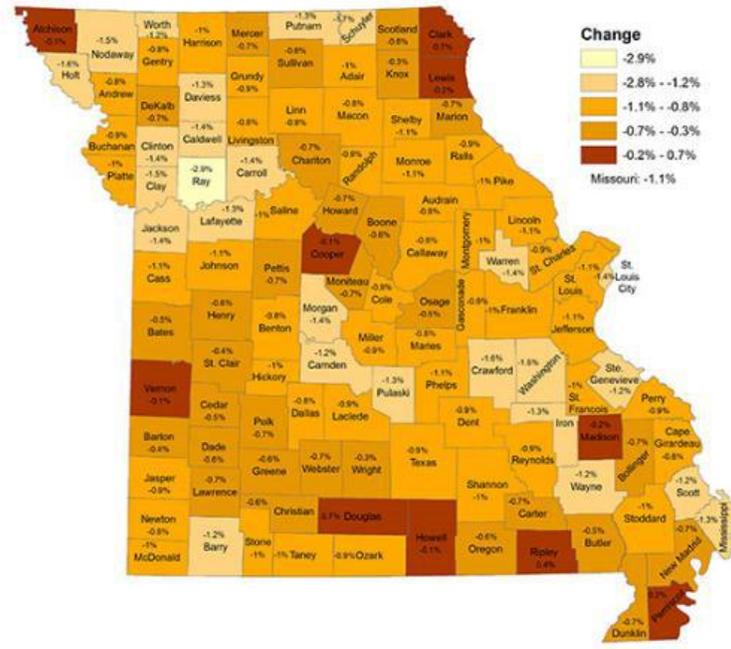
*Provide an analysis of current employment and unemployment data and trends in the LWDA.*

**During the recession, the number of Missourians employed in St. Charles County decreased, while the number of unemployed increased to a high of 9.1 percent. Over time, employers have become more confident in hiring workers, increasing total employment to just over 211,000 at the end of 2015. The unemployment rate has decreased to a low of 3.0 percent in December 2015, below the Missouri unemployment rate of 3.9 percent and the US at 4.8 percent. These numbers, queried from Local Area Unemployment Statistics (LAUS), includes include all employment, including self-employed workers.**

***Source: U.S. Department of Labor, Bureau of Labor Statistics***

**Even with the low unemployment rate statewide, Missouri still has pockets where the unemployment rate is high. The brighter news is that unemployment has decreased in every county during the past year. In St. Charles County, the unemployment rate decreased by 0.9 percent from September 2014 to September 2015.**

Unemployment Percentage Point Change  
September 2014-2015



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

### Industry Employment Trends

Industry and labor market trends are best described through the combined Workforce Development Regions that together make up a large part of the St. Louis Metropolitan Statistical Area (MSA). The combined St. Louis Region experienced overall employment of 1.8 percent from 2009 to 2014, which was slightly lower than the statewide employment growth of 2.2 percent. Industries with the largest employment growth were Administrative and Support Services (34 percent), Social Assistance (49.2 percent), and Hospitals (17 percent). Three industries experienced employment loss: Specialty Trade Contractors (-16.8 percent); Merchant Wholesalers, Durable Goods Manufacturing (-6.9 percent); and Educational Services (-6.4 percent). Other industries outside of the top ten with employment growth were Insurance Carriers and Related Activities (14.8 percent) and Credit Intermediation and Related Activities (17 percent).

NAICS Sector	2009 Employment	2014 Employment	Change	Percent Change
<b>Total Region Employment</b>	<b>1,023,113</b>	<b>1,041,597</b>	<b>18,484</b>	<b>1.8%</b>
Food Service and Drinking Places	84,749	89,067	4,318	5.1%
Educational Services	91,408	85,548	-5,860	-6.4%

Administrative and Support Services	68,900	79,914	11,014	16%
Hospitals	55,363	64,753	4,414	17%
Ambulatory Health Care Services	42,262	46,538	9,390	10.1%
Management of Companies and Enterprises	39,903	45,392	4,276	13.8%
Social Assistance	20,145	30,061	5,489	49.2%
Specialty Trade Contractors	35,134	29,217	-5,917	-16.8%
Nursing and Residential Care Facilities	25,427	27,414	1,987	7.8%
Merchant Wholesalers, Durable Goods	27,897	25,977	-1,920	-6.9%

### Industry Wage Trends

The St. Louis Region saw overall wage growth of 10.6 percent, or more than \$4,300, from 2009 to 2014, slightly higher than the statewide growth of 9.4 percent. Industries with the largest wage growth were Credit Intermediation and Related Activities (32 percent), Chemical Manufacturing (24 percent), and Management of Companies and Enterprises (21.4 percent). The industries with the highest wages in 2014 were Wholesale Electronic Markets and Agents (\$82,032), Management of Companies and Enterprises (\$79,524), and Chemical Manufacturing (\$74,424).

NAICS Sector	2009 Wages	2014 Wages	Change	Percent Change
<b>Overall Region Average Wage</b>	<b>\$41,040</b>	<b>\$45,384</b>	<b>\$4,344</b>	<b>10.6%</b>
Wholesale Electronic Markets and Agents	\$74,784	\$82,032	\$7,248	9.7%
Management of Companies and Enterprises	\$65,520	\$79,524	\$14,004	21.4%
Chemical Manufacturing	\$60,060	\$74,424	\$14,364	24%
Professional, Scientific, and Technical Services	\$59,592	\$67,752	\$8,160	13.7%
Credit Intermediation and Related Activities	\$48,936	\$64,632	\$15,696	32%
Insurance Carriers and Related Activities	\$60,192	\$64,008	\$3,816	6.3%
Merchant Wholesalers, Nondurable Goods	\$53,676	\$59,028	\$5,352	10%
Merchant Wholesalers, Durable Goods	\$51,972	\$57,288	\$5,316	10.2%
Construction of Buildings	\$49,356	\$56,364	\$7,008	14.2%
Ambulatory Health Care Services	\$51,348	\$55,824	\$4,476	8.7%

### Industry Clusters

The St. Louis Region's highly concentrated industries are divided between service and manufacturing, according to the location quotient indicator. The location quotient (LQ) indicator describes how concentrated an industry is in a region in relation to the nation, with 1.00 being the national average. The most concentrated service industries in the St. Louis Region were Data Processing, Hosting, and Related Services; Management of Companies and Enterprises; and Wholesale Electronic Markets and Agents. The most concentrated production/manufacturing industries were Food Manufacturing; Transportation Equipment Manufacturing, and Chemical Manufacturing.

NAICS Sector	2009 Location Quotient	2013 Location Quotient
Data Processing, Hosting and Related Services	2.19	2.05

Management of Companies and Enterprises	1.59	1.55
Wholesale Electronic Markets and Agents	1.44	1.50
Truck Transportation	1.48	1.39
Food Manufacturing	1.39	1.35
Hospitals	1.16	1.32
Transportation Equipment Manufacturing	1.28	1.28
Telecommunications	1.17	1.22
Chemical Manufacturing	1.08	1.20
Machinery Manufacturing	1.24	1.18

**The industry demand is consistent with occupational job postings seen in the Top Ten Real-Time Labor Demand Occupations by Job Ads data found in Section IV.B.1. In this table, the highest number of job ads is for Registered Nurses. Information Technology positions, such as Computer Occupations and Software Developers, are also in demand, and would be employed in Data Processing, Hosting and Related Services; Management of Companies; and Telecommunications. With a concentration of manufacturers, occupations such as Sales Representatives, Wholesale and Manufacturing; Customer Service; and Truck Drivers are also heavily advertised.**

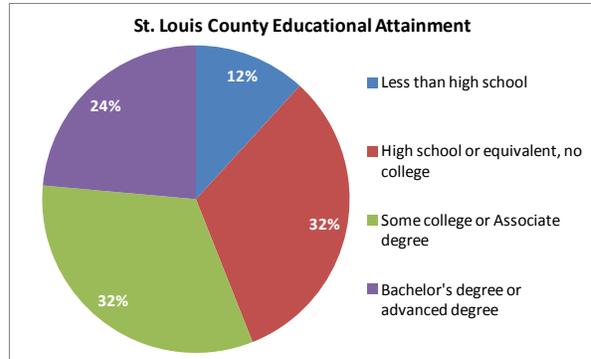
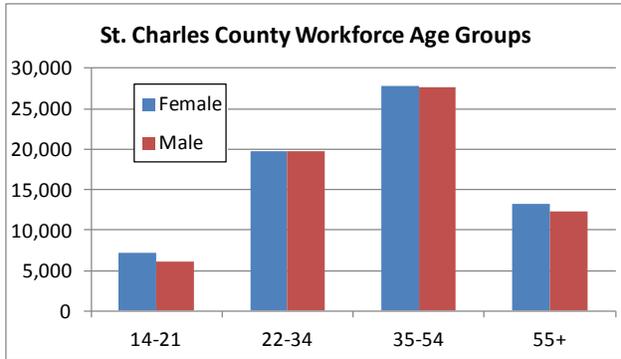
3. Education and Skill Levels of the Workforce

*Provide an analysis of the educational and skill levels of the workforce.*

**The total population of the Missouri workforce is 2,594,137, and St. Charles County is home to nearly 134,000, or 5.2 percent of the state’s workforce. The workforce demographic numbers are queried from census data, and include only workers employed by firms in Missouri (self-employed individuals not included). The age group for workforce is defined as 14 years or more.**

**The population of the workforce in the state is aging. In Missouri, 22 percent of the workforce is age 55 or more for both the male and female populations. The population of St. Charles County is younger. In St. Charles County, 19.4 percent of females and 18.7 percent of males are in the age group of 55 or more.**

**The educational attainment rate for St. Charles County is the same as Missouri. In both the county and state, 88 percent of the workforce has a high school diploma or higher. The number of workers who have not obtained a high school diploma is 12 percent for both St. Charles County and Missouri.**



4. Skill Gaps  
*Describe apparent "skill gaps."*

**Analysis of the skills and education gaps that employers have identified is an important step in determining what training issues need to be addressed. National business surveys point to skills gaps that have negatively impacted the economy, such as a 2015 manufacturing survey that indicated 6 out of 10 positions remain unfilled due to talent shortage, even with a large number of unemployed manufacturing workers available for hire<sup>3</sup>. MERIC has developed target industry competency models, conducted business surveys, and recently acquired a real-time labor market skills demand tool that provides valuable insight into the needs of Missouri employers.**

**MERIC conducted Industry Competency Model analysis for many of the state's targeted industry sectors, such as Energy, Information Technology, Transportation, and Life Sciences. In doing so, the reports revealed that workers will need to enhance their existing skills sets to meet the demands of new and evolving technologies used in these growing industry sectors, and employers seek a good skill mix of both technical and soft skills in their workers. Interdisciplinary knowledge is a key ingredient to success, especially in high-tech sectors. Proficiency in rules and regulations was also rated as highly important and necessary for work in today's complex business environment.**

<sup>3</sup> The skills gap in U.S. manufacturing 2015 and beyond. Deloitte Consulting and the Manufacturing Institute, 2015. Complete report at [www.themanufacturinginstitute.org](http://www.themanufacturinginstitute.org)

The Industry Competency Model reports also highlighted issues related to the overall aging of the workforce. The imminent retirement of a large segment of workers across the targeted sectors could result in a shortage of this specialized labor pool. The ability to produce a sustainable pipeline of skilled workers will be important for the success of these sectors and the economy as a whole.

Each year MERIC staff assist the St. Louis Community College to survey hundreds of companies in the St. Louis MSA regarding workforce issues<sup>4</sup>. In 2015 the survey found that 57 percent of businesses identified a “shortage of workers with knowledge or skills” as the main barrier to expanding employment, followed by “economic conditions” at a distance second of 35 percent. The top shortcomings of job applicants were mostly soft skills such as poor work ethic (#1), lack of critical thinking (#2), and lack of communication or interpersonal skills (#3). Lack of general business or industry knowledge rounded out the top four. These shortcomings are consistently the top issues business identify in this survey and mirror the “soft skills” challenge that can be seen across the country in various business surveys. This very large business survey, while limited to the St. Louis MSA, is a good proxy for the issues other businesses face throughout the state. Furthermore, the importance of soft skills revealed in these surveys can be seen in online job ads that consistently rank these skills as a top desire for applicants.

MERIC analyzes the real-time job ads for workforce regions, which are one representation of job demand, versus the supply of job seekers in the state’s workforce development system and develops a report each year highlighting results<sup>5</sup>. In 2015 the St. Louis region had the largest labor supply and demand gaps in Science and Technology, Business and Sales, and Health Care and Related occupations. For example, Science and Technology job ads accounted for nearly 21 percent of all postings but less than 5 percent of job seekers were looking for employment in these occupations. These

**Top St. Charles County Real-Time Labor Demand Skills**

Top Baseline Skills Needed	Rank
Communication Skills	1
Organizational Skills	2
Customer Service	3
Writing	4
Planning	5

HEALTHCARE	
Top Specific Skills Needed	Rank
Treatment Planning	1
Patient Care	2
Collaboration	3
Medication Administration	4
Patient Direction	5

INFORMATION TECHNOLOGY	
Top Specific Skills Needed	Rank
SQL	1
JAVA	2
Software Engineering	3
Oracle	4
UNIX	5

FINANCE	
Top Specific Skills Needed	Rank
Accounting	1
Sales	2
Financial Analysis	3
Collaboration	4
Mentoring	5

ENGINEERING	
Top Specific Skills Needed	Rank
Manufacturing Processes	1
Technical Support	2
Electrical Engineering	3
AutoCAD	4
Computer Aided Drafting/Design (CAD)	5

MANUFACTURING/PRODUCTION	
Top Specific Skills Needed	Rank
Repair	1
Inspection	2
Forklift Operation	3
Hand Tools	4
Inventory Management	5

Source: Burning Glass Technologies (February 1, 2015-January 31, 2016)

<sup>4</sup> State of the St. Louis Workforce 2015. St. Louis Community College Workforce Solutions, August 2015. Available at: <http://www.stlcc.edu/Workforce-Solutions/St-Louis-Workforce/>

<sup>5</sup> Missouri Labor Supply & Demand Analysis. Missouri Economic Research and Information Center, February 2015. Available at: [https://www.missourieconomy.org/pdfs/statewide\\_labor\\_supply\\_n\\_demand\\_analysis.pdf](https://www.missourieconomy.org/pdfs/statewide_labor_supply_n_demand_analysis.pdf)

gaps represent opportunities for job seekers, who can get training, to apply for occupations that are in higher demand.

St. Charles County employers indicate through job advertisements the basic and specialized skills needed to be successful in their business. While these needed skills do not necessarily point to gaps, it does provide a snapshot of skill demand and reinforces some of the findings from earlier surveys and competency model analysis. MERIC researchers analyzed over 117,360 online job advertisements from February 1, 2015 to January 31, 2016 using a tool from Burning Glass Technologies, to determine what skills were in greatest demand over the year.

When considering all occupations, common skills are listed the most in job advertisements and show that basic business fundamentals, communication, organization and customer service skills are the most cited. Writing and planning complete the list of top five common skills.

Analysis of specific occupational clusters shows more targeted skill needs in jobs related to healthcare, information technology, finance, engineering and manufacturing. Many of these occupational clusters relate to the industries Missouri has targeted for economic growth.

Basic skills cover a broad range of topics, such as reading and writing, applied math, logic flows, information gathering, ethics, etc., and mainly relate to the educational efforts of primary and secondary schools, institutions of higher learning, and workforce training programs. From the workers' standpoint, many of these skills are hopefully gained through education and early work opportunities as a younger person however evidence from skills gap analysis suggest this is still a challenge. Partnerships by educators, businesses, workforce and economic developers should continue to focus efforts on this issue as these basic skills form the foundation for successful, occupation-specific training to follow.

Specific occupational skills are learned through longer-term employment in an industry which provides training or through the more formal education of apprenticeships, community colleges, or four-year universities. Attaining these skills, outside of business experience and training, presents some challenges to job seekers, particularly those who have been unemployed for a long time period, and to educational institutions. Job seekers need affordable, flexible training alternatives, especially if the person needs to work while gaining new skills. Education providers work to keep up with industry trends and technology while also needing to adapt to new, cost-effective learning methods. As with basic skill development, stakeholders in a healthy, growing economy must also partner to meet the needs of both workers and business.

Missouri's opportunities for long-term economic growth will increasingly depend on a well educated, flexible workforce that responds quickly to changing business needs. Targeted efforts to prepare workers start at a young age, are honed through higher education and work experience, and are sustained by a culture and ability to embrace life-long learning. Taking bold, and sometimes difficult, steps to equip Missouri's

**workforce for success will be one of the strongest economic development tools a state can have in retaining and attracting the industries of the future.**

**MERIC, the WIOA agency leadership and the Sector Strategy research will strive to incorporate real-time feedback from employers about the current status of labor market information in each region and for the state.**

- D. Workforce Development, Education, and Training Activities Analysis  
*Describe the workforce development services and activities, including education and training in the LWDA, to address the education and skill needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners.<sup>6</sup>*

**The LWDA is equipped to provide all services and activities allowable in the WIOA, as funding allows and economic conditions dictate. Education/Training provided by WIOA partners include occupational skills training, On the Job Training, incumbent worker training, transitional jobs, workplace training, skills upgrading, entrepreneurial training, job readiness, basic skill upgrading, HiSET preparation, English as a Second Language, customized training, pre-apprenticeship and registered apprenticeships.**

**The Core and optional partners that are present in the LWDA provide a variety of education and training activities that change quickly either to keep up with current demand or to adjust for changes to funding levels. Staffs of the Job Center and the local partners use a local resource directory compiled by the Community Council when seeking education/training activities that are not available through their particular agency. Staff then contacts the training provider they believe can best serve the job seeker to get the current availability and enrollment criteria.**

1. The Strengths and Weaknesses of Workforce Development Activities  
*Provide an analysis of the strengths and weaknesses of the workforce development services and activities identified above.*

**The LWDA is doing SWOT analysis with area employers and core and optional Partners to learn the strengths and weaknesses of local workforce development. Although this is a continuing project that will go further to discover the specific needs of the five identified sectors, the first SWOT analysis discovered employers believe the strengths of the local workforce are:**

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<sup>6</sup> Mandatory One-Stop partners: Each LWDA must have one comprehensive One-Stop Center that provides access to physical services of the core programs and other required partners. In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs are required to provide access through the One-Stops: Career and Technical Education (Perkins Act), Community Services Block Grant, Indian and Native American programs, HUD Employment and Training programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Trade Adjustment Assistance programs, Unemployment Insurance, Re-entry Programs, and YouthBuild.

- **The strong attachment the local workforce feels to the labor market. People want to be employed and advance in their careers.**
- **The agencies in the local workforce development (WIOA) system provide great customer service (calls are returned, job seekers are referred, initiatives are accomplished quickly, training is quickly approved, etc.)**
- **Workforce entities and the local elected official want to advance training and have started an inclusive discussion between providers and employers**

**Weakness of the system:**

- **The system cannot provide enough entry level, skilled workers for the number of positions currently available.**
- **Training programs are too slow to develop or change to keep pace with advancement in technology and processes**
- **Employers believe many training/education programs are text book/theory based and hands on skill development is lacking. Employers would like to see more work based learning**
- **Employers believe elementary and secondary education focuses on college-bound students but does little in offering alternatives to college**
- **Lack of public transportation to provide access to training facilities**
- **Lack and cost of childcare**

2. **Local Workforce Development Capacity**

*Provide an analysis of the capacity of local entities to provide the workforce development services and activities to address the identified education and skill needs of the workforce and the employment needs of employers in the LWDA.*

**The capacity of local entities to provide workforce development training and education is challenging in that funding continues to be reduced for all partners as the need for skill training increases across the LWDA.**

**Additionally, the greatest need is for skill upgrading. Most individuals that would receive skill upgrading are not eligible for services provided by the workforce system.**

- **Due to low unemployment levels, the number of individuals seeking skill training is greatly reduced. The workforce system is looking for methods to move individuals currently working in entry level positions into skilled positions. This starts with marketing efforts focused to that population. County government is willing to assist with these efforts.**
- **The WDB has started conversations between employers, local community college programs and private training providers examine how programs can be more responsive to employer skill needs and to move programs from theory based to hands-on skill building.**

- **The WDB has started conversations between employers, local elected officials and school districts to add a non-college bound alternative to students. The WDB has also partnered with local entities to expand Manufacturing Day and to find the means to bus students to the Manufacturing Day sites for exposure to careers in Advanced Manufacturing. Parents are included in this effort**

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## **OPERATIONAL ELEMENTS**

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### V. Local Structure

#### A. LWDA Profile

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

**The St. Charles workforce development area is contained in the geographical boundaries of St. Charles County, with the Missouri River separating it from St. Louis County. Within the County are the following communities: St. Charles City, Portage Des Sioux, Orchard Farm, St. Peters, Cottleville, O'Fallon, Lake St. Louis, Wentzville, Dardenne Prairie, Augusta, New Melle, and parts of Foristell. St. Charles County also contains large unincorporated areas, most of which tend to be rural.**

**Major employers are Citigroup, General Motors, Mastercard, Fort Zumwalt School District, Serco, Ameristar Casinos, True Manufacturing, SSM Healthcare Systems, Boeing, Enterprise and St. Charles County government.**

**The following are educational institutions located either in or within a reasonable drive from the workforce area, as cited on the St. Charles County Economic Development Center's web site:**

- **Lindenwood University**
- **St. Charles Community College**
- **University of Missouri–St. Louis**
- **Webster University**
- **Maryville University**
- **Ranken Technical College**
- **Lewis & Clark Adult Education**
- **Midwest University**
- **Lewis and Clark Career Center**
- **Vatterott College**

**Additionally, there is a large number of online training available. The St. Charles City-County Library system with locations in major communities and the Job Center provide computer and internet access for individuals to pursue on-line education.**

**The U.S. census bureau population estimate for the LWDA as of July, 2015 is 385,590.**

**St. Charles County has been one of the fastest growing counties in Missouri. Although the pace of growth has slowed, the population is expected to continue its growth into the next decade. New housing starts combined with a lack of currently available housing seem to verify this prediction.**

**Additionally, employment opportunities are expected to continue to increase. The trend of more individuals commuting into the region for employment is expected to continue as well.**

**The following chart from the U.S. Census Bureau Quick Facts web site reflects the estimated diversity of the area’s population as of 2015:**

<i>Population</i>	
iPopulation estimates, July 1, 2015, (V2015)	385,590
iPopulation estimates, July 1, 2014, (V2014)	379,493
iPopulation estimates base, April 1, 2010, (V2015)	360,485
iPopulation estimates base, April 1, 2010, (V2014)	360,485
iPopulation, percent change - April 1, 2010 (estimates base) to July 1, 2015, (V2015)	7.0%
iPopulation, percent change - April 1, 2010 (estimates base) to July 1, 2014, (V2014)	5.3%
iPopulation, Census, April 1, 2010	360,485
<i>Age and Sex</i>	
iPersons under 5 years, percent, July 1, 2014, (V2014)	6.1%
iPersons under 5 years, percent, April 1, 2010	6.7%
iPersons under 18 years, percent, July 1, 2014, (V2014)	24.3%

iPersons under 18 years, percent, April 1, 2010	25.8%
iPersons 65 years and over, percent, July 1, 2014, (V2014)	13.2%
iPersons 65 years and over, percent, April 1, 2010	11.2%
iFemale persons, percent, July 1, 2014, (V2014)	50.9%
iFemale persons, percent, April 1, 2010	50.9%
<i>Race and Hispanic Origin</i>	
iWhite alone, percent, July 1, 2014, (V2014) (a)	90.7%
iWhite alone, percent, April 1, 2010 (a)	90.7%
iBlack or African American alone, percent, July 1, 2014, (V2014)(a)	4.7%
iBlack or African American alone, percent, April 1, 2010 (a)	4.1%
iAmerican Indian and Alaska Native alone, percent, July 1, 2014, (V2014) (a)	0.3%
iAmerican Indian and Alaska Native alone, percent, April 1, 2010(a)	0.2%
iAsian alone, percent, July 1, 2014, (V2014) (a)	2.5%
iAsian alone, percent, April 1, 2010 (a)	2.2%
iNative Hawaiian and Other Pacific Islander alone, percent, July 1, 2014, (V2014) (a)	0.1%
iNative Hawaiian and Other Pacific Islander alone, percent, April 1, 2010 (a)	Z
iTwo or More Races, percent, July 1, 2014, (V2014)	1.8%
iTwo or More Races, percent, April 1, 2010	1.8%
iHispanic or Latino, percent, July 1, 2014, (V2014) (b)	3.1%
iHispanic or Latino, percent, April 1, 2010 (b)	2.8%
iWhite alone, not Hispanic or Latino, percent, July 1, 2014, (V2014)	

	87.9%
iWhite alone, not Hispanic or Latino, percent, April 1, 2010	89.1%

*Population Characteristics*

iVeterans, 2010-2014	26,848
iForeign born persons, percent, 2010-2014	3.8%

B. Local Workforce Development System

*Describe the workforce development system in the LWDA. Identify the programs that are included in that system and how the Board will work with the entities carrying out core programs and other workforce development programs. Describe how the Board plans to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.). **Include a list of all standing committees.***

**There will be one comprehensive One-Stop Center in the St. Charles Workforce Region. Its official name is the Missouri Job Center of St. Charles County.**

**Required partners in the Region will either have a physical presence in the Center or be accessible through electronic means and referrals. Wagner Peyser, WIOA, Adult Education and Literacy, Trade, and Veterans programs have staff located in the Job Center full time. Vocational Rehabilitation and TANF’s MWA programs have staff in the Center on a regularly scheduled itinerant basis. Rehabilitative Services for the Blind (RSB) and all other partner programs are available electronically or through staff referral. Additionally, RSB staff have stated their willingness to meet job seekers at the Job Center of St. Charles County as needed.**

**All service delivery staff located at the Job Center will be trained on each partner’s programs so they may provide appropriate referrals. Staff will also be expected to explain each partner’s services and provide job seekers assistance in acquiring these services. The process is further explained in Section VII of the Memorandum Of Understanding (MOU) attached to this document.**

**The One-Stop Operator will arrange for training opportunities on partner services.**

**Through Partner meetings, a detailed referral process was developed and is described in the attached MOU.**

**The Board plans to support alignment in the provision of services through Partner meetings and the Special Populations Committee of the WDB. The Special Populations Committee, chaired by a core partner representative from Vocational Rehabilitation, is larger than the Partners identified in the WIOA. It includes non-profit, faith based and other governmental agencies that all work toward serving individuals with specific barriers achieve self-sufficiency through gainful employment.**

**Two entities receive Carl D. Perkins funds in the LWDA. They are the St. Charles Community College and Lewis & Clark Technical School through the St. Charles City School District. Both entities participate in the Partner meetings and are members of the Special Populations Committee of the WDB. Both entities are currently operating under an interim director with new directors expected soon. Introductory and exploratory meetings will be set up to further explore the partnerships.**

**Standing committees of the WDB are the Executive Committee, and the Special Populations Committee. The WDB will develop future committees as the need arises. The hope is that rather than forming standing committees, the WDB will be able to utilize a Task Force structure to focus on needs as they arrive but then can be disbanded when the a specialized focus is no longer needed and the item can be addressed through full board meetings. The intent is to insure the WDB is a nimble entity that accomplishes tasks and then moves forward.**

C. Local Facility and Partner Information

1. *Identify the One-Stop partners that are physically located at each of the comprehensive (full-service) center(s) in the LWDA, and the services provided by these partners, and list them in **Attachment 1** to the Plan.*
2. *Identify the local comprehensive One-Stop Center(s), including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** to the Plan.*
3. *Identify the local affiliate sites, including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** to the Plan.*
4. *Identify the One-Stop partners that are physically located at each of the affiliated sites and the services provided by these partners and list them in **Attachment 1** to the Plan.*

**See Attachment 1.**

VI. Local Strategy Implementation

*Describe the Board's goals and strategies for operation, innovation, and improvement under WIOA (20 CFR §679.560).*

*WIOA required strategies. Please include strategies addressing:*

1. *Career Pathways:*

The Board has chosen five industry sectors to strengthen in the LWDA. The goal is to develop strategies to strengthen the Skills, Knowledge and Abilities (SKA) of the current and emerging workforce within these sectors.

Employers will develop a list of SKA required for careers in each industry. The SKA lists will then be used to create or validate career pathways. These pathways will not be dependent on the traditional classroom training models. They may include apprenticeships, On the Job Training or other work-based learning formats. Employers will also be asked to validate the SKA that result from this long term effort.

2. *Employer Engagement:*

The LWDA will utilize the Business Services Team to outreach and engage local businesses. Members of the Business Services Team will attend local chamber meetings, economic development meetings and various industry-related meetings/events.

To further employer engagement, the area has appointed career consultants in the Job Center to be sector experts. Sector experts, along with staff from the Business Team, will visit employers in their assigned sector to do informational interviews and to get firsthand knowledge of a workday in the careers in their sector.

3. *Business Needs Assessment:*

To accomplish the sector strategies, the LWDA and the local elected official are inviting businesses to serve on Task Groups/committees of the WDB to strengthen their new and merging workforce. This also includes inviting larger groups of businesses into focus groups to discuss workforce issues in the area. A SWOT analysis will be done with each sector to determine the business's workforce needs both now and in the future. The results will be reported back to the WDB for further development.

4. *Alignment and Coordination of Core Program Services:*

This strategy will start with the staff that actually provide the services from each core partner to align and coordinate the services each provides the customers. Many of these staff serve on the Special Populations Committee of the WDB and attend partner meetings. The goal is to develop a resource map of the services provided through the 19 mandated partners in the WIOA. Members of the Special Populations committee will do a SWOT analysis to determine the strengths of the area and the gaps in service for those with barriers seeking a family-sustaining wage and entry or advancement on a viable career path. Members of both the Partner meetings and the Special Populations Committee will report their findings back to the WDB. The report will include possible solutions the WDB may consider pursuing.

5. *Outreach to Jobseekers and Businesses:*

The goal of outreach in the current economy is to increase the number of job seekers that are currently under-employed or employed but at the point of taking the next step along their career pathway to access the resources of the local workforce system. Strategies include staying open past regular business hours to allow working

individuals to visit the Job Center; hosting job fairs at times other than 9 to 5; participating in innovation sector and career expos and to provide more services, including visits with a career consultant, via electronic means such as Skype.

**Outreach to businesses includes inviting their participation in events other than just traditional job fairs. This will include sector expos, industry chats and listening sessions with local elected officials.**

6. *Access—Improvements to Physical and Programmatic Accessibility.; Customer Service Training:*

**The goal is to increase participation rates of those challenged by accessibility issues. Strategies include staff training, providing staff with Skyping capabilities, accessing assistance from our partner agencies for assistive items or ideas and to seek new ways that technology can enhance participation in all aspects and resources of the local workforce system.**

7. *Assessment:*

**Goals are to provide an assessment of basic skills to all job seekers that register in the system. Another goal is to provide a variety of assessment instruments for individuals seeking more insight into their marketability. Objective assessment tools such as Talify will be available to all job seekers. Subject assessment will be provided through one-on-one visits with staff from one of the partner agencies and shared according to confidentiality guidelines set by the DWD.**

8. *Support Services.*

The goal of Supportive Services under WIOA is to allow people to participate in training and employment activities that lead to self-sustaining employment and put them on a career path for continued career advancement. Individuals will be assessed for a need for supportive services according to the local Supportive Service Policy (Attachment 2). With the current reduction in funding, we anticipate relying on referrals to outside agencies for assistance more than in the recent past.

**See the Supportive Service Policy described in Attachment 2 of this document.**

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## **ADMINISTRATION**

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- VII. Assurances

*Describe the process used by the Board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the Plan, prior to submission of the Plan.*

**Prior to submission of the Local Plan, the WDB makes copies available to the public through the County's Public Notice process.**

**This process includes announcement of availability and call for input being posted on the County's website and notification letters sent to agencies representing diverse populations.**

**Members of the Board and the public, including representatives of business and labor organizations are allowed to submit comments on the proposed local plan to the Board not later than the end of the 30 day period beginning on the date on which the proposed plan was made available.**

**The Plan submitted to the Governor includes any such comments that represent disagreement with the Plan.**

VIII. Local Policies and Requirements

- A. SUPPORTIVE SERVICES—*Please include as **Attachment 2**, the Board’s policy for Supportive Services to enable individuals to participate in Title I activities. This policy must address the requirements in DWD Issuance 12-2010, “Statewide Supportive Services Policy.”*

**See Attachment 2 for the Board’s policy for Supportive Services to enable individuals to participate in title I activities. The local Supportive Service Policy addresses all requirements in DWD Issuance 12-2010’s “Statewide Supportive Services Policy”.**

- B. ADULT—*Describe the criteria to be used by the Board to determine whether funds allocated to a LWDA for Adult employment and training activities under WIOA sections 133(b)(2) or (b)(3) are limited, and the process by which any priority will be applied by the One-Stop Operator.*

**To determine whether adult WIOA funds are limited, the Board will examine the number of eligible applicants seeking services against the available funding level using the average cost per participant. If there appears to be more adults seeking service than available funding, the funding will be considered limited.**

When WIOA funds are limited, priority of service will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Veterans and eligible spouses continue to receive priority of service for all WIOA programs. Priority is given in the following order:

1. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This includes veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
2. Second, to non-covered persons who are included in the groups given priority for WIOA adult formula funds.

3. Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
  4. Last, to non-covered persons outside the groups given priority under WIOA.
- C. *YOUTH—WIOA section 129(a)(1)(B)(VIII) establishes that an eligibility criteria for Out-of-School Youth (OSY) is "a low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment." Please explain how the Board will define, identify, document, and serve youth participants meeting this eligibility criteria.*

**The Board will define, identify and document this eligibility criterion through:**

- **School assessment records such as the School Individualized Education Plan (IEP) or results from the TABE to document the youth is functioning below a grade level appropriate for their age**
- **School records to document the youth has attendance, behavior or learning difficulties or a disability**
- **An employer statement that a youth is in need of services to secure or retain employment**
- **Proof of enrollment into an alternative education program within the previous six months**
- **Self-attestation of limited or no work experience (using the self-attestation on the Application for Services**
- **Self-attestation of limited transportation**
- **Documents from the State Family Support Division to document the youth is a member of a family receiving public assistance**
- **Court Documentation, Social Service Documentation or a Verification of Payment to document migrant youth, youth aged out of foster care**
- **Self-Attestation on Application to document youth of incarcerated parent, family literacy problems, domestic violence, substance abuse, limited English proficiency or lack of occupational goals/skills**
- **Documentation from a Doctor or School District to document the youth is disabled or has chronic health conditions**

**The Board will serve youth meeting the eligibility criterion as follows:**

**Every WIOA Youth participant will receive case management services. The other services a participant will receive will be based on their individual needs as documented in the ISS. The services can include:**

- **Tutoring, study skills training, dropout prevention and recovery strategies**
- **Alternative secondary school services**
- **Paid and unpaid work experience**
- **Occupational Skills Training**

- **Education offered concurrently with and in the same context as workforce preparation activities**
- **Leadership development activities**
- **Supportive services**
- **Adult mentoring**
- **Follow-up services**
- **Comprehensive guidance and counseling**
- **Financial literacy education**
- **Entrepreneurial skills training**
- **Labor market information**
- **Activities that help youth prepare for post-secondary education**

*WIOA section 129(a)(1)(C)(VII) establishes that an eligibility criteria for In-School Youth (ISY) is “an individual who requires additional assistance to complete an educational program or to secure and hold employment.” Please explain how the Board will define, identify, document, and serve youth participants meeting this eligibility criteria.*

**The Board will define, identify and document this eligibility criterion through:**

- **School assessment records such as the School Individualized Education Plan (IEP) or results from the TABE to document the youth is functioning below a grade level appropriate for their age**
- **School records to document the youth has attendance, behavior or learning difficulties or a disability**
- **An employer statement that a youth is in need of services to secure or retain employment**
- **Proof of enrollment into an alternative education program within the previous six months**
- **Self-attestation of limited or no work experience (using the self-attestation on the Application for Services**
- **Self-attestation of limited transportation**
- **Documents from the State Family Support Division to document the youth is a member of a family receiving public assistance**
- **Court Documentation, Social Service Documentation or a Verification of Payment to document migrant youth, youth aged out of foster care**
- **Self-Attestation on Application to document youth of incarcerated parent, family literacy problems, domestic violence, substance abuse, limited English proficiency or lack of occupational goals/skills**
- **Documentation from a Doctor or School District to document the youth is disabled or has chronic health conditions**

**(1) The local area defines “unsuccessful in school” as:**

School assessment records or test results that reflect the youth is functioning at a grade level inappropriate for their age;

Youth having attendance or behavior problems, learning difficulties and/or learning disability;

Proof of enrollment into an alternative education program;  
Youth has dropped out of school;  
Youth has limited English proficiency or family illiteracy problems

**(2) The local area defines “unsuccessful in employment” as:**

Employer supervisor statement that the youth is in need of services to secure or retain employment;  
Self-attestation of limited or no work experience;  
Youth has been fired from previous job(s);  
Lacks occupational goals and skills

**The Board will serve youth meeting the eligibility criterion as follows:**

**Every WIOA Youth participant will receive case management services. The other services a participant will receive will be based on their individual needs as documented in the ISS. The services can include:**

- **Tutoring, study skills training, dropout prevention and recovery strategies**
- **Alternative secondary school services**
- **Paid and unpaid work experience**
- **Occupational Skills Training**
- **Education offered concurrently with and in the same context as workforce preparation activities**
- **Leadership development activities**
- **Supportive services**
- **Adult mentoring**
- **Follow-up services**
- **Comprehensive guidance and counseling**
- **Financial literacy education**
- **Entrepreneurial skills training**
- **Labor market information**
- **Activities that help youth prepare for post-secondary education**

D. *VETERANS—Describe how veteran’s priority, as required by Public Law 107-288, will be incorporated into all programs.*

**In accordance with the State Plan, the local priority of the provision of services is as follows: First to be served will be eligible veterans that are recipients of public assistance and then other eligible veterans. Next will be other eligible individuals receiving public assistance, followed by other eligible individuals not receiving public assistance.**

**Individuals will be asked at the point of entry if they are a covered veteran so they will be able to take full advantage of priority of service.**

**These covered individuals will be made aware of their entitlement to priority of service, the full array of employment, training and placement services available under priority of service and any applicable eligibility requirement for the programs and services.**

**Covered individuals will not be required to verify their veteran priority status at entry unless they immediately undergo eligibility determination and enrollment in a program. A covered person can be enrolled and given immediate priority and will then be permitted to follow-up with any required verification of their status as a covered person.**

**The covered person under the veteran's priority will receive access to services or resources earlier than non-covered person and, if the service or resource is limited, they will receive access instead of or before the non-covered person.**

**The Region assures that covered person accessing Job Center services or programs receiving DOL funding will be placed at the head of the line and be served by the next available person. However, they will not displace individuals already utilizing the resource.**

**Upon identification of a covered person, the individual will be provided information regarding any applicable, statutory eligibility requirements for those programs and/or services.**

**E. INDIVIDUAL TRAINING ACCOUNTS (ITAs)—*Identify the funding limit for ITAs.***

**Due to the average costs of tuition, books and fees, the LWDA will use \$8,500 as a guideline for the average cost of ITA's. However, costs over this guideline may be approved by program management. In those cases, the case manager will document the appropriateness and need of additional funds and submit the request to management for approval.**

**F. INDIVIDUALS WITH DISABILITIES—*Describe how the Board will ensure that the full array of One-Stop services is available and fully accessible to all individuals with disabilities. In particular, identify those resources that are available in the Board's Products & Services Box to assist in the provision of these services.***

**To offer equal and effective services to all customers, the following list of accessible assistive technological equipment is located in the One-Stop: telephone amplifier, hands-free speaker phone with large key pad, large screen monitors, alternative keyboards, electronic enlarging (CCTV), tape recorder, TTY with printout, screen enlargement software, trackball, a height adjustable table, a Ubi Duo and screen-reader. For individuals with a hearing impairment, an interpreter can be requested and scheduled. The State cost-shares any costs incurred when regions use this service**

**Additionally, the St. Charles County Community College serves as the sub-contractor of Adult and Dislocated programs. They have an ADA Officer to ensure all programs/services available through the Community College are in compliance with the Americans with Disabilities Act. These steps have been taken and will continue in order to insure accessibility to customers with disabilities and other pertinent special populations within the local Workforce Investment Area.**

**To help customers with disabilities in their specific job search, the Region offers the following workshop from its Products/Service Box:**

**Disclosing Your Disability: This workshop is provided by a local Vocational Rehabilitation staff and teaches effective ways of addressing and dealing with barriers in your job search and interviewing process. This is open to all customers.**

**Additionally, the Region makes reasonable accommodations by obtaining and offering the appropriate technology for customers to directly access Job Center services when needed by using the Disability Services page on [Jobs.mo.gov](http://Jobs.mo.gov) and contacting the ETC Program at Missouri Assistive Technology to borrow the necessary assistive technology.**

The local area will adhere to WIOA Section 188 by attempting to meet the needs of customers by ensuring universal access to our programs and activities for all eligible customers. Universal access includes:

- Understanding local needs – The local WDB has created a Special Populations Task Force charged with identifying the local needs and providing potential solutions to these needs.
- Marketing and outreach – Job Center staff share job openings and recruitment event information to a wide variety of agencies that serve individuals with disabilities.
- Involving community groups and schools – Job Center staff work closely with the local Community Council and other schools by attending meetings and providing presentations on Job Center services and resources.
- Effective collaboration, including partnerships and linkages – The local WDB is building on its collaborative efforts by creating the aforementioned Special Populations Task Force.
- Staff training – Job Center staff receive training provided by the local Equal Opportunity Officer and agency trainings such as Vocational Rehabilitation.
- Intake, registration and orientation
  - Intake: Job Center staff have developed a referral system with local agencies to refer customers when appropriate.
  - Registration: Job Center staff asks all customers if they need assistance during the registration process. Additionally, all customers are asked if they need some type of assistance to utilize the services and resources

available. The front desk has a partially lowered section to allow customers with a lower line of sight to receive eye-to-eye communications.

- Orientation: All customers are informed of their rights to equal opportunity and how to file a complaint if they believe their rights have been violated.
- Assessments and screenings: Job Center staff on the Welcome Team are trained to observe customers that may be having difficulty with the registration process and to offer the opportunity to work one-on-one with a staff member to determine eligibility for other services and/or for identifying appropriate accommodations.
- Service Delivery: Job Center staff will provide appropriate assistance to individuals with disabilities so they can benefit from all services available at the Job Center.

To ensure effective implementation of universal strategies and equal opportunity, the Job Center has designated a local Equal Opportunity Officer. This local EO Officer will regularly attend training regarding universal access and equal opportunity for individuals with disabilities. Additionally, the Equal Opportunity is the Law Notice is posted prominently throughout the Job Center and on its website.

The local EO Officer is also responsible for the following:

- Ensuring that the appropriate assurances are included in agreements/contracts with partners so they comply with the same equal opportunity obligations.
- Collect and maintain demographic data on participants and analyze this data to identify potential discrimination.
- Monitor all Job Center programs and activities to ensure equal access and opportunity for individuals with disabilities.
- Ensuring the equal opportunity complaint process is effectively communicated to all customers. Investigate complaints within timelines stated in Section 188 regulations.
- Take corrective actions/sanctions to ensure compliance with Section 188.

- G. ONE-STOP SERVICES—*Describe how the Board will ensure that the full array of One-Stop services is available to all individuals with limited English proficiency. In particular, identify those resources that are available in the Board's Products & Services Box to assist in the provision of these services.*

**To ensure the full array of one-stop services are available to individuals with limited English proficiency, the Region has employed an individual fluent in both Spanish and English. The Spanish-speaking population is the most prevalent non-English language in the local area.**

**Additionally, staff uses Language Link to assist foreign language job seekers as needed. The "Point to your Language" poster is prominently displayed at the**

**front desk and throughout the office. The State cost-shares any costs incurred when regions use this service. The Region will use desk-aids for this service when available.**

**This area will analyze language barriers by utilizing the Language Line reports provided by the State Equal Opportunity Officer.**

**Pursuant to DWD Issuance 06-2014, the local board will ensure awareness among the workforce system by implementing and enforcing the region's Limited English Proficiency Plan. This plan calls for equal access to services by providing effective communications with customers. Customers are informed of their right to free interpreter services through signage and other notices in the lobby, waiting areas, intake desks, etc.**

**Job seekers with limited English proficiency are referred to English as a Second Language classes at the local Community College when appropriate.**

- H. **NEXT GENERATION CAREER CENTER MODEL (NGCC)—*Describe how the Board promotes integration of services through co-enrollment processes, beyond the automatic co-enrollment of the NGCC model.***

**Individuals who request re-employment services, and are eligible for or become eligible for funds available through a Dislocated Worker Grant (DWG), and/or Trade Act, will also be enrolled in the WIOA Dislocated Worker Program. By enrolling in the WIOA Dislocated Worker Program, career center staff can begin the assessment process and the development of the IEP prior to the approval of a DWG or Trade Act Petition, including joint case management and a full range of re-employment services.**

**Individual Employment Plans (IEP) will be written to accommodate the additional funding sources available through the DWG and/or the Trade Act. Collaboration between the different funding sources will be obtained between staff to insure all services available to the participant are utilized.**

**Other enrollment in services provided by partner agencies that have staff located in the One Stop will occur as needed on a case by case basis. Staff have the opportunity to introduce job seekers to partner staff in the building and provide joint service strategies. Staff are encouraged to do this as much as possible when partner staff are in the building. Appointments are suggested when both the One Stop staff and partner staff are available to do a group meeting with the job seeker to better coordinate service strategies.**

**Partners not physically located in the building are contacted through the referral system developed by the Partners/Special Populations Committee. Phone, email and in person referrals and follow-up contact is encouraged.**

- I. *TRAINING EXPENDITURE RATE / LOCAL CRITERIA FOR TRAINING RECIPIENTS—Provide your Board’s proposed training expenditure rates for both the Adult and Dislocated Worker regular formula fund allocations. In addition, describe the local process for determining who will receive training under the NGCC initiative.*

**Adult:                    Slightly less than 5%**  
**DWP:                     Slightly more than 23%**

**Both of these percentages may be enhanced by other sources. (e.g. DWG, etc.) The formula used to determine funding levels for local areas includes the local unemployment rate and areas of contiguous unemployment. The unemployment rate has continued to drop for the St. Charles area and there are now zero areas of Contiguous Unemployment. Additionally, many individuals that are eligible for Dislocated Workers Services live in St. Charles but are laid off from companies located in St. Louis City or County. These factors results in reduced formula levels to the St. Charles Region. Therefore, the St. Charles Region relies heavily on other sources of training funds to extend our service levels. The region makes use of TAACT grant training, NDW training, MWA training, Pell Grants, etc. Many job seekers receive training from sources outside the WIOA system. The Region feels this is within the intent of the law and benefits jobseekers.**

**This does not include the cost of providing in-house workshops.**

**Those who receive training are either self-identified or their need for training becomes apparent after working with staff in the development of their Individual Employment Plan. Either way the individual meets with a team member to insure the understanding of their occupational choice. The skills required versus the skills they possess are assessed. This may be done through an objective assessment instrument or through an examination of past training and work experience. The individual’s ability to benefit from training is also assessed. This may include an objective assessment of foundation skills/ knowledge needed to benefit from further training and/or any other barrier the individual may encounter. This could include the ability to support themselves while in training, transportation, childcare, etc. Team members will work with the individual to address these needs with services available through the workforce system or by referral to other resources.**

**All other sources for training funds will be assessed before WIOA funds are approved.**

**The over-riding process includes the priority of service as listed in this document and the availability of funds.**

- J. TITLE II: ADULT EDUCATION AND LITERACY (AEL)—*Provide a description of how the Board will coordinate workforce development activities with the Missouri Department of Elementary and Secondary Education (DESE) Title II provider(s) of AEL in the LWDA. Include a description of the alignment-review process for DESE Title II applications as required by WIOA section 108(b)(13).*

**St. Charles Community College is the only Title II provider in the LWDA. A representative from the Title II program sits on the local WDB, serves on the Special Populations Committee of the WDB and participates in the WIOA Partner meetings. One of the AEL programs is housed in the Job Center. Job Center staff from the Welcome, Job-Getting and Skills teams refer individuals to the in-house AEL program.**

**Additionally, WIOA staff make presentations regarding Job Center services during a classroom session of each program. WIOA Youth staff attend the orientation session of AEL programs housed on the Community College campus on a regular basis.**

**Adult Education and Literacy staff refers participants in AEL programs to the Job Center for career and employment assistance. Teachers in the AEL program also disseminate employer recruitment events hosted by the Job Center.**

**The alignment-review process for Title II applications shall include the WDB reviewing DESE Title II applications for the provision of adult education and literacy activities under title II to determine whether the proposed activities in the applications are consistent with this local plan and make recommendation to promote such alignment. The review will only be applicable to those Title II activities to be provided in the St. Charles LWDA.**

- K. TITLE IV: VOCATIONAL REHABILITATION/REHABILITATIVE SERVICES FOR THE BLIND (VR/RSB)—Title IV of the Rehabilitation Act includes both VR/RSB programs. *Describe how the Board will coordinate workforce development activities with these programs. Boards are encouraged to develop a subcommittee on disability services. Describe the partnership with these agencies as this subcommittee is developed.*

**A representative from Vocational Rehabilitation is a member of the local WDB and currently serves as Chair of the Special Populations sub-committee of the Board. This representative also attends local Partner meetings.**

**Additionally, a staff member of the local Vocational Rehabilitation office has regularly scheduled hours at the Job Center to meet with participants of Vocational Rehabilitation and with job seekers referred from the Job Center for enrollment. Vocational Rehabilitation also provides a monthly workshop in the Job Center titled Disclosing Your Disability.**

**Staffs from Vocational Rehabilitation and the Job Center give presentations at each other's staff meetings to answer process and program questions so staff will have a better understanding of appropriate referrals and expectations.**

**A representative from RSB has been assigned to the St. Charles LWDA and is a member of the Special Populations Committee of the WDB.**

- L. APPRENTICESHIPS—*Describe the Board's policy on providing apprenticeships.*

**The St. Charles WDB will promote apprenticeship sponsorship and collaboration, by working with representatives from the U.S. Department of Labor Bureau of Apprenticeship and Training. The representatives will be invited to WDB meetings, Missouri Job Center Job Fairs and be suggested to speak at local Chamber of Commerce. Staff, including the business representatives, will be encouraged to work directly with representatives of the Bureau of Apprenticeship and Training to advance apprenticeship opportunities.**

- IX. Integration of One-Stop Service Delivery

*Describe the One-Stop Delivery System in the LWDA, including:*

- A. ASSESSMENT OF ONE-STOP PROGRAM AND PARTNERS—*A description of how the Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;*

**The Board will ensure and monitor the ongoing continuous improvement of eligible providers using reports of actual performance against the performance levels negotiated with the State for the appropriate time frame. Additionally, sub-state monitoring will be conducted and reported to the WDB and all partners in the LWDA.**

**The Skills team of the Region's NGCC model monitors the skill training needs of job seekers and reports gaps that are found in training that is available within a reasonable distance.**

**The Business Services team continually surveys the talent/skill needs when talking with local employers. The team reports finding back to the WDB.**

**Additionally, as part of its sector strategies, the WDB is doing SWOT analysis of the skills, knowledge and abilities of the local workforce for each of the five identified sectors. Part of this analysis focuses on the training programs in the local area as compared local employment needs of local employers and job seekers. The results of this analysis will be reported back to the WDB.**

B. ALIGNMENT AND DATA INTEGRATION—*Describe how all partner agencies will strengthen their integration of services so that it provides a more seamless system; and include:*

- **Memorandums of Understanding**

**A Memorandum of Understanding between partners of the local system is attached to this document. (See Attachment 3)**

**The State Division of Workforce Development is working on an umbrella MOU between Job Centers, UMOS and the State Department of Labor and Industrial Relations. The WDB agrees to recognize these Memorandums of Understanding.**

- **Migrant and Seasonal Farm Workers/Agricultural Employment Services**

**The State Division of Workforce Development is working on an umbrella MOU between Job Centers and UMOS. The Grantee of Section 167.**

**The LWDA agrees to cooperate with UMOS and the State Agricultural Employment Services office to provide employment and training services to this population.**

**A representative from the program has made presentations to Job Center staff regarding their services and to develop a referral system between Job Center programs and State Agricultural Employment Services.**

**A representative from the program is invited to participate in Partner meetings to further the coordination between partner agencies.**

- **Cost-Sharing Agreement**

**The LWDA is waiting on further guidance to develop a cost sharing agreement. The WDB intends to fully cooperate in this process.**

C. PLANNING PROCESS AND PARTNERS—*The expectation is that the Board will involve business, organized labor, local public officials, community-based organizations, WIOA service providers, and other stakeholders in the development and review of this Plan. Describe the plan-development process, including how input for the Plan was obtained by all the partners involved in the MOU.*

**Development of this document coincides with the WDB's broader strategic plan and the development of its sector strategies. This broader effort has engaged representatives of all WIOA partners, organized labor, local elected**

officials, community based organization, business organizations and employers.

Employer focus groups, partner meetings and meetings of the Special Populations Committee have met to discuss and produce:

- **Resource mapping**
- **Several SWOT analysis of issues addressing the local workforce system**
- **Focus group discussions**
- **Task Forces to address issues of the local workforce system**
- **A Memorandum of Understanding between WIOA partners**

**This Plan was developed using the outcomes listed above.**

**Final input was obtained from Partners through their participation in the WDB and/or in the Partner meetings. The opportunity to comment and call for discussion any issues found with the plan was also available via the public comment process.**

**This initiative will continue to solicit and engage both the end users (businesses) and those involved in the delivery of service (e.g., education, WIOA, Wagner-Peyser, organized labor, et al) for continued updates and improvements as we move forward.**

X. Administration and Oversight of the Local Workforce Development System

- A. *Identify the One-Stop Operator(s) for the comprehensive One-Stop Centers and affiliates in the LWDA, and state the method used to designate and certify the One-Stop Operator(s).*

**In the past, the WDB, with the agreement of the Chief Elected Official, and in agreement with the one-stop partners, designated the St. Charles County Government's Department of Workforce & Business Development as the One-Stop Operator of the comprehensive One-Stop in the Region.**

**Due to changes required by the enactment of the WIOA, the WDB intends to competitively bid the One Stop Operator by January 1, 2017 in conjunction with the new staffing contract.**

- B. *Identify the members of the Board, the organization or business they represent, and the category (i.e., business ,labor, adult education and literacy, vocational rehabilitation, Wagner-Peyser DWD, higher education, economic development, TANF, Other) in Attachment*

5 to the Plan. The certification/recertification form submitted for the certification process may be used.

**See Attachment 5**

- C. The Board must review its by-laws annually and complete the “Local Workforce Development Board’s ATTESTATION FOR REVIEW OF BY-LAWS” form included near the end of this document. *Include the Board’s current by-laws and the completed attestation form (copy is included in this guidance) as **Attachment 6** to the Plan.*

**See Attachment 6**

- D. *If the LWDA includes more than one unit of local government, the Chief Elected Officials (CEO) may develop a CEO agreement; however, it is not mandatory under WIOA law. If the LWDA is including a CEO agreement, please specify the respective roles of the individual CEOs and include the agreement as **Attachment 7**. Also, include any CEO by-laws that are in effect. (The CEO membership should be reviewed after each county and/or municipal election, as applicable, for any changes. If there are changes in the CEO membership, or leadership, a new CEO agreement will need to be signed and submitted to DWD by the first day of June following the election.)*
- E. *Include as **Attachment 8** to the Plan, the Conflict of Interest Policy for Board members, staff, and contracted staff to follow (reference DWD Issuance 15-2011, “Transparency and Integrity in Local Workforce Investment Board Decisions” or successive issuances).*

**See Attachment 8**

- F. *Include the sub-state monitoring plan, as defined in DWD Issuance 15-2010, as **Attachment 9** to the Plan.*

**See Attachment 9 for the sub-state monitoring plan for the St. Charles LWDA.**

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**PROGRAM ACTIVITIES**

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**The core programs partners in Missouri are:**

- Adult program (Title I of WIOA);
- Dislocated Worker program (Title I);
- Youth program (Title I);
- Adult Education and Family Literacy Act program (Title II);
- Wagner-Peyser Act program (Wagner-Peyser Act, as amended by Title III);
- Vocational Rehabilitation (VR) program (Title I of the Rehabilitation Act of 1973, as amended by Title IV); and Missouri Vocational Rehabilitation—General Rehabilitation Services for the Blind;
- Temporary Assistance for Needy Families (TANF) program (42 U.S.C. 601 et seq.);

**In addition to the above, the Combined State Plan partners include:**

- Employment and Training Programs under the Supplemental Nutrition Assistance Program (SNAP; Programs authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 [7 U.S.C. 2015(d)(4)];
- Community Services Block Grant (Employment and training activities carried out under the Community Services Block Grant Act [42 U.S.C. 9901 et seq.]); and

XI. Service Delivery

A. One-Stop Service Delivery Strategies

*Describe how the LWDA is assisting customers in making informed choices based on quality workforce information and accessing quality training providers. In particular, identify those resources that are available in the Board's Products & Services Box to assist in the provision of these services.*

**The local system is customer-focused and provides customers access to the information they need to make a sound career choice. Information is made available on both a national and local level.**

**Local one-stop staff believe customers should be empowered to make informed decisions. To this end, information on the labor market is provided through State resources such as MERIC and [www.jobs.mo.gov](http://www.jobs.mo.gov) and national resources such as census data and the ONET website. Customers can access this information through self-service activities or with staff assistance. Information on individual training providers' performance is also made available through the local one-stop using the State approved provider list and via staff of the Skills Team teaching job seekers how to evaluate training providers.**

**Job seekers are also taught how to research career fields and specific employers. This is taught one on one and in groups through regularly scheduled workshops. Guidance is provided on appropriate methods of informational interviewing and why it is important to career decision making.**

**Following is a complete list of the region's product box offerings that provide these and other job search services:**

**Workshops  
(Currently on the schedule)**

- **Job Seekers Group:** This workshop offers an interactive, support group in which job seekers can share job search experiences; discuss job search questions, share frustrations and successes. In addition, this workshop provides strategies and fundamentals of the job search process.
- **Job Seekers with Criminal Records:** A criminal record can be a barrier to obtaining employment. This workshop gives you the strategies and techniques to successfully deal with this barrier in your job search.
- **Disclosing Your Disability:** This workshop teaches effective ways of addressing and dealing with a disability in your job search and interviewing process so it is not a barrier to obtaining employment.

- **Surviving Job Loss:** Let us help you understand the emotional and psychological responses to a job loss and show you how to move beyond them with a positive approach to life and your job search.
- **Identifying Your Transferable Skills:** Transferable skills are universal skills that can be used in any occupation. This workshop teaches how to identify transferable skills and how to showcase them to potential employers in your job search.
- **Financial Management:** This workshop provides information on various topics, presented by financial authorities on 401(k) plans, managing retirement plans, managing credit and other financial topics.
- **Job Search Strategies and How to Research a Company:** This workshop provides general job search strategies and how to research a company to determine if it is a potential employer for you and get the information necessary to be effective during an interview.
- **Computer Training Classes:** The Missouri Job Center offers the following computer workshops:
  - Introduction to Personal Computers
  - Microsoft Word, parts 1 and 2
  - Microsoft Excel, parts 1 and 2
- **Career Exploration Inventory.** Given in a group setting
- **How to Make a Career Change**
- **Interview Skills**
- **Mock Interviewing Networking to Assist in Your Job Search**
- **Online Job Search using LinkedIn**
- **Resume Tips**
- **Intro to Skills in Manufacturing and Welding**
- **WorkKeys Assessment in a group setting**

**Workshops**  
(Developed and offered as needed)

- **First Impressions:** Judgments are made and opinions are formed in the first 30 seconds of a meeting. This workshop teaches how to present one's self effectively and positively immediately
- **How to Apply for a Job On-Line:** This workshop gives directions on how to effectively produce and complete applications for electronic submissions. Workshop attendees must be able to type.
- **How to Work a Job Fair:** Job Fairs are effective ways of networking with employers, exploring employment opportunities, and obtaining interviews. This workshop teaches you how to get the best results from attending a job fair.
- **Introduction to the Internet:** This workshop presents basic concepts of using the internet and explores the many used and many different techniques of accessing information on the internet.

- **Job Search Over 40:** This workshop provides the experienced, older job seeker with helpful tips on how to compete in today's job market. Receive help with resumes, cover letters, interviewing, developing skills and understanding generational differences.
- **Salary Negotiations:** Learn how to effectively negotiate salary during an interview. This workshop will help you explore the negotiating process and the factors in gaining a better employment package.
- **Stretching your dollars:** This workshop will teach you effective budgeting and money management strategies for those whose income has been radically reduced.
- **You're Fired. Now What?:** Being fired from a job can become a barrier to future employment. This workshop will show you how to handle the situation in a job search and interviewing.
- **Generational Interviewing:** Interviewing with an individual much younger or older than yourself can be difficult. This workshop will help you understand generational differences and how to bridge them effectively in an interview.
- **Ask the Experts:** This workshop is your opportunity to ask questions of hiring managers/employers on what works to get an interview, what is expected during an interviews, effective resumes and what they look for in job candidates.
- **How to Complete FAFSA:** FAFSA forms can be complicated. This workshop provides basic instruction on how to complete the forms accurately and effectively.
- **Writing Job Search Communications:** Writing cover letters, thank-you notes and follow up letters effectively are critical components of the job search process. This workshop will provide you with the direction and strategies on how to write effective communication and ensure success.
- **Microsoft PowerPoint**
- **Researching Schools – Criteria to use when deciding which training program would be most appropriate for you.**
- **LEAP – Layoff Employment Action Planner**
- **Talify – How to use this behavioral assessment in your job search**

#### **Available Objective Assessments**

- **Tests of Adult Basic Education (TABE):** TABE measures an individuals' achievement of basic skills commonly found in adult basic education, including reading, language and math skills.
- **WorkKeys:** A job skills assessment system. Testing is administered in areas of Applied math, Locating information, and Reading for information
- **Talify:** A behavioral assessment that some employers use to match applicant's behavioral strengths against their job openings to
- **Myers-Briggs Type Indicator (MBTI):** MBTI assists in understanding one's unique personality and the way one related to others, including preferences and characteristics. In addition, MBTI identifies an individual's optimum career choices.
- **Self-Directed Search (SDS):** SDS is self-assessment tool that matches one's skills and interests to specific jobs, careers, occupations, college majors and fields of

**study. The SDS can help you make the best career decisions wherever you are in your life.**

**In the current economy, the LWDA is finding that much of the information provided in workshops can be provided one on one during an appointment between the job seeker and Job Center staff.**

**B. Adults and Dislocated Workers**

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

**The type and availability of employment and training activities are provided according to the Individual's Individual Employment Plan and the availability of funds.**

**Following is a list of available Adult and Dislocated Worker employment and training activities:**

- **Eligibility determination to receive assistance under WIOA**
- **Outreach, intake and orientation to the services available through the One-Stop**
- **Initial assessment of skills, aptitudes, abilities and supportive service needs**
- **Job search and placement assistance and career counseling when appropriate**
- **Labor Market Information**
- **Provision of training providers performance information and costs**
- **Information on the performance of the local area and the One-Stop delivery system**
- **Information on the availability of supportive services in the local area, including child care, transportation and referral to such services as needed**
- **Assistance in establishing eligibility for financial aid assistance from other training and education programs available in the local area**
- **Follow-up services (including workplace counseling) as needed**
- **Self-directed Resource room for those wanting to access resources without staff involvement**
- **Self-help group sessions (e.g. resume writing)**
- **Job referrals**
- **Screened referrals (e.g. testing and background checks done before referrals or when operating as the employer's agent)**

- **Job clubs**
- **Internet access for job search**
- **Workshops as listed above**
- **Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers. This may include the objective assessments listed above or in-depth interviewing and evaluation to identify employment barriers**
- **Development of an individual employment plan to identify the employment goals, objectives and appropriate combination of services.**
- **Individual employment counseling and career planning**
- **Case Management for participants seeking training services**
- **Short-term prevocational services including development of learning skills, communication skills and employability skills to prepare individuals for unsubsidized employment or training.**
- **Training: For those individuals who meet the eligibility requirements and who are unable to obtain or retain appropriate employment and who after an interview, evaluation or assessment, have been determined to be in need of training services and to have the skills and qualifications to successfully participate in the selected training services and who are determined to be eligible in accordance with the priority system when in affect and who meet the following requirements:**
  - 1) **Unable to obtain other grant assistance for such training, such as Federal Pell Grants or are in need of assistance beyond the assistance of such grants/assistance and**
  - 2) **Select an approved training provider**

**Training services may include occupational skills training provided through an Individual Training Account, including training for nontraditional employment; On The Job Training; Work Experience; programs that combine workplace training with related instruction, which may include cooperative education programs; skill upgrading and retraining; entrepreneurial training; job readiness training; adult education and literacy activities provided in combination with services described above; or incumbent worker training**

### **OTHER SERVICES**

**The following services may also be provided locally through the one-stop:**

- **Customized screening and referral of qualified participants in training**
- **Customized employment-related services to employers on a fee-for-services basis**

- **Supportive services for individuals participating in core, intensive or training activities who are unable to obtain such services through other agencies/sources**
- **Needs-Related Payments to individuals who are unemployed and do not qualify for or have ceased to qualify for unemployment compensation for the purpose of enabling participation in training services, as long as all other conditions of the regulations are met and funding allows**

**Activities will be coordinated with Partner activities during the development of the Individual Service Strategy.**

**The Region offers the full array of products to all customers on their first visit to the Job Center via the Welcome team. After initial assessment and registration a Welcome Team member provides the customer with written documents listing the products and services listed above. They also encourage the customer to sit down and discuss how the products and services could assist them in their job search.**

**Those customers that leave without accessing further services are offered them again upon their subsequent return visits. Greeters notice the length of unemployment recorded in their Toolbox registration and suggest they either refer themselves to a workshop or meet with one of the Teams on an individual basis.**

**During the one on one meeting, staff discuss the customer's employment goals and how the Job Center services could be of assistance.**

**Jobseeker skills products, such as Optimal Resume and assessment products (listed above) are used throughout the process listed above to engage customers and assist with their re-employment efforts.**

2. *Include a description of the local ITA system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified.*

**Individuals determined to be in need of and appropriate for classroom occupational training and eligible for WIOA programs will work with a Career Consultant to research their chosen career field in the local labor market. Not only does this give the customer a realistic view of their career choice, it also reveals the skills needed to enter the occupation.**

**The DWD list of approved training providers is used for statistical and cost data analysis. Participants are encouraged to do additional research through informational interviewing with area employers of the chosen occupation and site visits to training providers. This is often an**

**enlightening experience to the customer. Although information is available through published data, it is often not particular to the local labor market. For example, jobs in an occupation may be listed as strong in the St. Louis Metropolitan Statistical Area (SMSA) but reality shows that none of these jobs are within a reasonable driving distance of the Region, even though the Region is in the SMSA. The Region also believes this teaches the job seeker to be an informed consumer of the career services available to them. Often they discover that skills they thought they needed to go to school for can be obtained through on the job training.**

**Individuals approved for training will be asked to apply for tuition assistance, such as those offered under Title IV of the Higher Education Act.**

**Once the career consultant and job seeker come to agreement as to the appropriate training and provider, a training plan will be outlined in the Individual's Employment Plan (IEP).**

**A voucher will be issued to the participant for training services. The voucher will list the maximum amount available for tuition, books, the expiration date of the voucher, the course of study approved and the name of the individual approved for training.**

**Although the State administers the State training provider eligibility process for WIA funds, the local region will retain the authority to require higher levels of local performance. The WBD may also exclude courses of study based on the local labor market and the WBD's sector strategy initiative to use training funds for occupations in the five identified sectors.**

**All training amounts approved through the ITA system will be based on reasonable and/or best cost for training in a particular field.**

**All ITA payments are processed through the Region's financial process.**

**Exceptions to ITAs are not planned but if the need arises a waiver will be obtained by the Director of the St. Charles County Department of Workforce & Business Development.**

- 3. Provide a description of how Unemployment Insurance claimants will be provided reemployment services, including how Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly basis between the DWD and partner staff.*

**Worker Profiling Reemployment Services (Worker Profiling) are required of UI Claimants that have been selected by the Division of**

**Employment Security as likely to exhaust their Unemployment Insurance (UI) benefits before becoming reemployed.**

**These individuals receive letters telling them to visit the local Job Center on a specific date. However, staff will see them anytime within a week of the date.**

**Profilers are sent to the Welcome team (made up of partner staff) to register in the system, complete an automatic enrollment into the WIOA Adult program and received an orientation to services that are available to all job seekers.**

**The Profiled Claimant is then referred to the Jobs Team for enrollment into the Profiling program. They are given an orientation specific to Profiling and a job search assessment. Staff ensure the job seeker understands how their UI benefits will be impacted if they do not participate in re-employment services.**

**Profiled Claimants receive all job search assistance that is offered to non-profiled job seekers**

**Initially, Profiled Claimants are seen by WIOA staff in Welcome, then referred to Wagner-Peyser staff for enrollment and orientation into the Profiling program.**

**The Profiled Claimant will work with all staff in the Job Center on subsequent visits, depending on the service they seek and who is providing it on the day of their visit.**

4. *Describe the Board's strategies for promoting and increasing the number of participants in work-based learning and On-the-Job Training (OJT).*

**The LWDA participated in the MO-40 National Emergency Grant(NEG) which provided funding for OJT/Work Experience and for staff to operate the OJT/Work Experience programs. These funds are currently set to continue through September, 2016. As of October, 2016 the LWDA will use Formula Funds to continue the OJT/Work Experience programs. The OJT Coordinator is dedicated to increasing the number of On the Job Training slots accessed in the Region.**

**The LWDA believes the best practice is to appoint the OJT Coordinator as a member of the Business Team. All members of the Business Team include OJT in the list of services available through the Job Center when meeting with employers. When an employer is interested in OJT the OJT Coordinator will meet with them to explain the program, it's benefits and ease of use. The OJT Coordinator offers to recruit applicants for their positions, screen for OJT eligibility and employer mandated**

**qualifications. The OJT Coordinator stays in close contact with the employer throughout the screening, hiring and training of the new employee. The OJT Coordinator handles all aspects of OJT with the employer and the job seeker to insure they are first to hear of issues that may arise on either side and offer solutions to insure program success.**

**The OJT coordinator uses a variety of outreach efforts such as speaking engagements to employer groups and meeting with job seekers who are interested in learning a new skill through the OJT program. The job seekers are taught how to promote OJT to prospective employers who may be interested in hiring them if they were bettered trained.**

**All staff in the Job Center promote OJT to job seekers and employers alike.**

**Additionally, the LWDA is entering into discussions with entities outside the WIOA workforce system to develop apprenticeships and other work based learning opportunities for individuals wanting to enter or advance in a career using hands-on training. The first two sectors that is the focus of such development is manufacturing and information technology.**

5. *Explain the Board's strategies for increasing the attainment of credentials, degrees, and certificates by participants in your LWDA and any accommodations you have made to make attainment easier (i.e., collocation of AEL centers, extended hours, etc.). In addition, please describe the Board's approach to ensuring every Missouri Job Center customer has the opportunity to take the WorkKeys assessments and obtain a NCRC. This should include how the Board collaborates with the local community college(s) in the LWDA to provide space and/or proctoring services for WorkKeys assessments on an as-needed basis.*

**To accommodate those seeking Job Center services outside of regular business hours the Job Center stays open 10 hours Monday thru Thursday and 7.5 hours on Fridays. The Region also has installed and trained staff on how to use Skype as a way to meet with job seekers that cannot physically make it into the Job Center but still need to meet with a staff person.**

**The local AEL provider has named the Job Center as one of their HiSET preparation sites. This co-location proves to encourage individuals into seeking their HiSET as they are already familiar and comfortable with attending the Job Center.**

**The Region has developed a Skills Team that focuses on increasing the skill level of job seekers through the attainment of credentials, degrees and certificates. They maintain awareness of sources of training other than WIOA formula funds. This allows more job seekers to access classroom skills training and obtain a credential.**

**As described above, all customers receive information about the availability of services upon their first visit to the Career Center and are encouraged to participate. This includes the availability of the WorkKeys assessment and obtaining a National Career Readiness Certificate.**

**The WorkKeys assessment is available as a regularly scheduled workshop so customers can self-refer or staff members can register individuals. This workshop is now offered at least twice a month and more if requested by a job seeker or employer.**

**The Region has entered into an agreement with the local Community College to provide proctoring services for Work Keys on as a needed basis. Both community college staff and LWDA staff talk with employer groups (e.g. area Chambers of Commerce, employer focus groups, Industrial Summit Day, Manufacturing Day, etc.) to encourage acknowledgement of the WorkKeys credential in their hiring process. It is the LWDA believe that the more employers seek the NCRC credential the more job seekers will want to take the assessment.**

C. Employment Transition Team

*Describe how the Board coordinates with the LWDA's Employment Transition Team Coordinators to ensure that information and services are delivered in a seamless fashion, including how pre-layoff services are coordinated and provided. In addition, please provide a description of the proactive measures that are taken to identify potential layoffs in the LWDA, how information is shared with LWDA's Employment Transition Team Coordinators and how layoff aversion strategies are coordinated. See DWD Issuance 07-2015, "Statewide Employment Transition Team Policy," Oct. 21, 2015.*

**The Missouri Division of Workforce Development (DWD) has opted to operate the Employment Transition Team (ETT) program at the state level in coordination with local Workforce Development Boards. DWD has dedicated Workforce Coordinators who take the lead role in responding to layoff events and who are responsible for coordinating, providing, and overseeing ETT services in their assigned areas. The St. Charles County Workforce Development Board coordinates with the LWDA's Employment Transition Team Coordinator by assigning the business services team to be available to attend ETT events. One or more members of the business services team attend ETT events to discuss Missouri Job Center programs and services.**

**The assigned business services team members coordinate with the Local Workforce Coordinator to provide the following ETT activities:**

- **Immediate and on-site contact with affected employers, worker representatives, and local community representatives;**
- **Assessment and planning to address**

- The layoff schedule;
  - Assistance needs of the affected workers;
  - Reemployment prospects; and
  - Available resources to meet the needs of the affected workers.
- Providing information and access to unemployment compensation benefits and programs, comprehensive one-stop system services, and employment and training activities, including Trade Act, Pell Grants, GI Bill, and other resources;
  - Delivering necessary services and resources, such as workshops, mobile career centers, resource fairs, and job fairs to support reemployment efforts;
  - Partnership with LWDBs and communities to ensure a coordinated response;
  - Emergency assistance adapted to a particular layoff or disaster event;
  - Developing systems and processes for identifying and gathering information of early warning of potential layoffs or opportunities for layoff aversion, analyzing and acting on dislocation data, and tracking outcome and performance data related to the ETT program;
  - Developing and maintaining partnerships with appropriate agencies, employer groups, labor organizations and other organizations in order to conduct strategic planning to address dislocations, gathering and sharing information and data related to dislocations, available resources and the customization of services

Efforts to be proactive include building and maintaining relationships with the business community by the business services team. It is through these relationships that the business services team may become aware of an upcoming layoff. In the event of a potential layoff, the business services team will provide information and facilitate an introduction to the local Workforce Coordinator. The business services team will immediately notify the local Workforce Coordinator upon learning of a potential layoff in the area. Staff from the business services team will also participate in local business organizations and will review business news and media for any issues that may adversely affect business in the area. In addition, the business services team will share information on a regular basis with the local Workforce Coordinator.

D. Youth

WIA Youth Councils are not continued under WIOA. WIOA allows for redesignation of an existing Youth Council as a Youth Standing Committees if its membership and expertise meets the WIOA requirements [(WIOA sec. 107(b)(4)(C)]. Please document whether the Board will designate a Youth Standing Committee. If a Youth Standing Committee is not designated, then the Plan needs to state that the Board is not using a Standing Youth Committee. Whether the Board retains responsibility and oversight of Youth services or a Standing Committee is established, the Board should describe how the Board or Youth Standing Committee will meet the requirements of 20 CFR 681.100–681.120, as proposed.

1. *Describe the composition of the Youth Standing Committee (if designated) and its participation in the design of Youth services in the LWDA; the development of the Plan relating to Youth services; its role in the procurement of Youth service providers and recommending eligible Youth providers to the Board, ensuring the 14 elements are a part of the services planned and conducting oversight with respect to eligible Youth providers of Youth activities and the procurement of Youth service providers.*

*(See DWD Issuance 16-2014, "WIOA Standing Youth Committees Requirements," July 1, 2015.) Also, provide information regarding the Youth Standing Committee meetings, such as any core agenda items that would be included, and the planned meeting schedule (i.e., the first Tuesday of every quarter, etc.).*

**The Board will not designate or use a Youth Standing Committee. The Board will retain responsibility and oversight of Youth Services under the WIOA sec. 129(c) and identify eligible providers of Youth WIOA services in the local area by awarding grants or contracts on a competitive basis.**

**However, the WDB has designated a Special Populations Committee of the Board. This committee is charged with assessing and addressing barriers that specific populations face in securing a self-sustaining wages and advancing in a career. Many of the populations (e.g., the disabled, youth, offenders, etc) face similar barriers to career advancement. This committee may break into Task Forces to address particular issues as needed. It is anticipated that a Task Force may develop to address youth issues such as advising on providers of Youth Services, etc. These Task Forces are not to continue on permanent bases as a Standing Committee would but to address issues and move on. This provides a more nimble approach and avoids duplication of meetings with similar intents.**

**The Board will meet the requirements of CFR 681.100- 681-120 by means of the Special Populations Committee. It will inform and assist the WDB in developing and overseeing a comprehensive youth program. Details and responsibilities will be assigned by the WDB.**

2. *Provide a description and assessment of the types and availability of Youth activities in the LWDA, including an identification of successful providers of such activities. This description should include:*

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

**Youth activities in the local area are focused around long term services that provide the education, skills, work experience, and support that youth need to successfully transition to careers and self-sufficiency as adults. By partnering with the successful providers of youth services in the local area the region ensures the fourteen program elements are available.**

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

**The actual services provided by the region for youth, the element they represent, and how they fit within DOL’s themes for the emphasis on serving youth within a comprehensive youth development approach are grouped around the four major themes suggested by DOL. The program design framework includes an objective assessment and development of an individual service strategy in order to help determine the program elements that must be provided to youth participants.**

**The services the LWDA provides in the 14 elements and their descriptions:**

<b>14 Elements</b>	<b>Services we provide and their descriptions:</b>
Tutoring, Study Skills & Dropout Prevention	AEL classes for remediation, computer programs for remediation and study skills
Alternative Secondary School Services	Placement in an alternative high school environment where the at-risk youth can be more successful; AEL classes for HiSET classes and exam preparation
Paid & Unpaid Work Experiences	Placement of eligible youth in St. Charles County area businesses for work experience and soft skills training
Occupational Skills Training	Placement in an educational program that will lead to a recognized post-secondary credential; training programs are aligned with St. Charles County’s top 5 sectors: Advanced Manufacturing, Financial, Healthcare, IT, Logistics and Truck Driving
Leadership Development	Pre-employment skills training, opportunities for community service, parenting classes, exposure and research of post-secondary educational opportunities
Supportive Services	Transportation reimbursement, work-related expense reimbursement, housing and/or utility assistance, homeless shelters, food stamps and/or food pantry
Adult Mentoring	Guidance in personal growth and/or business and education
Comprehensive Guidance & Counseling	Assistance with drug & alcohol abuse, mental health issues
Follow-Up Services	Assistance with resume development/modifications, soft skills training, job lead referrals, workshops, job fairs
Education for Workplace Preparation	On-the-Job training opportunities, Pre- Apprenticeship and Apprenticeship programs
Financial Literacy Education	Budgeting skills, student loan information/FAFSA assistance
Entrepreneurial Skills Training	Training on how to start and operate a business
Preparation & Transition to Post-Secondary Education & Training	College Fairs, remediation classes
Labor Market Information	Provide information on occupational outlook in the local area, career exploration and guidance

**The local WIOA youth program is intended to offer participants a range of services, based on their individual needs, from organizations or agencies in the community best suited to provide the services. All 14 program elements are available to all youth participants in the local area. After outreach to eligible youth within the county, intake and eligibility determination of all applicants, and orientation which includes information on the partners, services and activities available within the one-stop, the objective assessment and individual service strategy are used to determine the specific services each youth receives.**

**The four major themes suggested by ETA under which the regions services are provided are:**

- 1. Improving Educational Achievement: Tutoring, study skills training, dropout prevention strategies, and alternative secondary school services**

**Services provided by the region to address this element:**

- The region is working to increase literacy and numeracy gains of out of school, basic skills deficient youth by referral to the local AEL/HiSET program. Yearly testing captures increases in grade level accomplishments.**
- The region works with alternative secondary school programs to engage their students in work experience and shadowing opportunities to increase the connection between school and work and encourage completion of their high school diploma.**
- Comprehensive guidance and counseling to increase credential attainment and to help align credentials earned with jobs in demand.**

- 2. Preparing for and Succeeding in Employment: summer employment opportunities, paid and unpaid work experiences, occupational skills training and On the Job Training**

**Services provided by the region to address this element:**

- Providing youth with meaningful summer and year round work experience opportunities coupled with skill training and developing both work readiness and occupational skills in order to improve their**

**employability so they can successfully move into permanent employment or postsecondary education.**

**3. Providing Adequate Support in Completing Learning and Employment Goals: supportive services, adult mentoring, appropriate follow-up services, and comprehensive guidance and counseling**

**Services provided by the region to address this element:**

- **Objective assessment of the academic levels, skill levels, and service needs of each participant, including a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for non-traditional jobs), supportive service needs, and developmental needs. Acquiring a recent assessment of the participant, conducted by another education or training program would alleviate the requirement to obtain a new one.**
- **Development of an individual service strategy for each youth participant including identifying a career goal (including, in appropriate circumstances, non-traditional employment), appropriate achievement objectives, and appropriate services for the participant taking into account the objective assessment information. Acquiring a recent service strategy of the participant, conducted by another education or training program alleviates the requirement to obtain a new one.**
- **Strong linkages between academic and occupational learning.**
- **Preparation for unsubsidized employment opportunities, in appropriate cases.**
- **Effective connections to intermediaries with strong linkages to the job market and local and regional employers.**
- **Quality follow-up services are provided based on the individual needs of each youth. The region has integrated the use of social media, primarily Facebook, as a communication tool where it has provided an increase in response from both enrolled participants and those youth receiving follow-up services.**

**4. Developing the Potential of Youth as Citizens and Leaders: leadership development opportunities, which may include community service and peer-centered activities**

**encouraging responsibility and other positive social behaviors during non-school hours.**

**Services provided by the region to address this element:**

- **Preparation for post-secondary educational opportunities, in appropriate cases**
- **Opportunities that encourage responsibility, employability, and other positive social behaviors**
- **Opportunities for youth to serve on boards and committees**

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

**The identification of eligible providers of youth services is based on the recommendation of Partners and members of the WDB's Special Populations Committee and on criteria contained in the state plan. The region implements programs that address the goals and priorities of the local WIOA youth system as established by the WDB.**

An Objective Assessment is done for the participant in which the goals and needs of the youth are identified. Once the Objective Assessment is created, an Individual Service Strategy is developed between the youth and the Career Consultant where it is determined how barriers will be addressed and resolved and how goals will be achieved.

Once the needs of the youth are determined, the youth is referred to other agencies, if necessary, based on the services they provide. Referrals are made to agencies with a Memorandum of Understanding in place with the St. Charles Region's Workforce Development Board (WDB).

Services that cannot be provided through an MOU arrangement will be competitively procure according to County policy. An announcement of the competitive bid will be posted on the County's website and notice will be sent to minority agency that receive notice of Local Plan modifications.

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

**The evaluation of service providers for performance and impact is conducted annually to ensure compliance with program guidelines and to ensure performance guidelines are met.**

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

**The providers of youth services in our region are:**

<b>Elements/Areas Provided</b>	<b>Providers</b>
Tutoring, Study Skills, and Dropout Prevention	Missouri Options, St. Charles Community College, Area Alternative High Schools
Alternative Secondary School Services	Division of Youth Services St. Charles County Juvenile Detention Center & Area Alternative High Schools
Paid and Unpaid Work Experience	St. Charles County DWD, Pre-Apprenticeship programs, local businesses
Occupational Skills Training	St. Charles Community College, City of St. Charles Adult Education, Job Corps, Apprenticeship Programs, Schools & Training Providers on the Approved Provider List
Leadership Development Opportunities	City of St. Charles, St. Peters, O’Fallon, Wentzville, St. Charles Community College, Univ. of Mo Extension Center, Serving on the WDB’s Special Populations Committee
Supportive Services	Family Support Division, NECAC, Youth In Need, Crider Mental Health, Bridgeway Counseling, Voc Rehab, AEL & WDB’s WIOA supportive service as available
Adult Mentoring	Big Brothers Big Sisters, WDB’s Special Population Committee members, School/Business Partnership members
Comprehensive Guidance & Counseling	Crider Mental Health and Bridgeway Counseling, Juvenile Justice Center, St. Charles DWD, Voc Rehab and St. Charles Community College
Follow Up Services	St. Charles County DWD
Education for Workplace Preparation	Worksite supervisor, Classroom Training Provider
Financial Literacy Education	MoneySmart Program(provided by the FDIC), University of MO Extension Center
Entrepreneurial Skills Training	University of MO Extension Center
Preparation & Transition to Post-	AEL Centers, Local School Districts, St.

Secondary Education and Training	Charles Community College
Labor market Information	MERIC, O*Net, Missouri Connections, <a href="http://www.jobs.mo.gov">www.jobs.mo.gov</a> , Job Center Resources

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

**Year round services are provided to youth 14-21 years of age that are still in high school and out of school by enhancing assessment strategies and engaging them in appropriate programs and activities that carry out the objectives of the individual service strategy.**

- g. *An example of the flow of services for a Youth in the LWDA (please include all aspects, including intake, objective assessment process, assessment, coordination of services, follow-up, etc.);*

**An example of the flow of services for a youth in our region is as follows:**

- 1. The youth enters the career center and is greeted at the reception desk.**
- 2. The youth is referred to welcome to complete a jobs.mo.gov registration, the welcome screen, and the Career Ready 101 assessment.**
- 3. Upon completion of step 2 the youth is referred to one of the youth staff for an overview of the career center services. The youth program is also explained and if the youth is interested in the youth program they are given an application to complete.**
- 4. When the completed application is returned, eligibility is completed.**
- 5. If the youth is eligible for the youth program they are scheduled for orientation.**
- 6. Upon completion of the orientation the youth meets individually with a youth counselor to complete an objective assessment.**
- 7. Based on the results of the Objective Assessment and Individual Service Strategy, the appropriate services for the youth are discussed:**

**For Work Experience and On-the-Job Training:**

- 1. Youth is sent for interview for possible placement in the youth program; if hired, they are registered in Toolbox and scheduled for drug screening**

2. **If drug screening results are negative, youth begins work where comprehensive guidance and counseling are provided by counselors on a weekly basis to provide information on work readiness skills and appropriate work behaviors.**
3. **Monthly evaluations by worksite supervisor and youth counselor determine continued appropriateness for the program.**
4. **NOTE – Since youth are required to participate in an educational component concurrently, their progress in this component is closely monitored.**

**For Occupational Skills and Classroom Training, the youth:**

1. **Completes an interest inventory**
  2. **Gathers job leads and Labor Market Information to verify interest is in a growing industry**
  3. **Successfully completes the Work Keys Assessment**
  4. **Research schools and apply for Pell Grant**
  5. **Bi-weekly contacts with youth to ensure continued success**
8. **When a youth leaves the program they are provided with follow-up services for at least 12 months after completion of participation. Follow up activities are conducted to ensure the success of the youth post program**
- h. *The procedures for serving Youth that are most in need (homeless, disabled, offenders, etc.); and*

**The procedures for serving youth who are most in need are:**

**All youth served with local Workforce Investment Act funds have a barrier to self-sufficiency. The barrier may be youth in foster care, those at risk of dropping out of school, those aging out of foster care, youth in the juvenile justice system, children of incarcerated parents, youth with disabilities, homeless youth and pregnant or parenting youth. These youth will be considered most in need of services and receive priority of service.**

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

**To serve youth that are most in need, the region partners with agencies that serve the most in need youth. This includes working**

**closely with partners located in the One-Stop and those not physically located in the One-Stop.**

**Partners physically located in the One-Stop include the St. Charles County Department of Workforce & Business Development; the State Division of Workforce Development, including Veteran's services, and St. Charles Community College as providers of Adult Basic Education. Additionally, a representative from Job Corp makes appointments at the One-Stop to provide information and assist individuals enrolling in Job Corp programs.**

**Partners that are not physically located at the One-Stop but who will potentially provide services to youth and or refer youth for services include the Division of Family Support Services, Family Advocacy & Community Training, Bridgeway Behavioral Health, Crider Center, County Sheriff's Department, Lewis & Clark Career Center, Vocational Rehabilitation, NECAC, The State Division of Youth Services, Juvenile Justice Center, Probation and Parole, the Dept of Corrections, MERS Goodwill, and the State Dept of Labor and Industrial Relations for Unemployment Insurance benefits.**

**Services are coordinated between our region and these agencies with designated youth staff that maintain ongoing relationships created over years of working together. Many of these agencies serve on our Special Populations Committee and WIOA staff in turn serves on their advisory committees. Youth staff is familiar with how to refer youth when needed and we frequently receive referrals from our partners.**

- 3. Provide a description of any innovative service-delivery projects for OSY currently operating in the LWDA or a project the Board is planning to implement. Describe the Board's involvement in the projects, and the Board's efforts to continue involvement and funding for the continuation of these projects.*

**In an effort to increase OSY, the Board is exploring new methods of recruitment. Examples include, staff attending HiSET orientations monthly to promote WIOA Youth programs and take applications on the spot. (These HiSET orientations are held off-site from the Job Center and occur early in the morning or after regular business hours in the evening); gathering information from local school districts on upcoming or recent graduates so youth in need of transition services can be capture before leaving the system; and conducting pre-employment skills training with other agencies who work with the hard to serve and OSY to market WIOA programs while providing a service for the partner agency.**

**Although the LWDA has placed older youth in OJT through dual enrollment with Adult funds in the past, the LWDA has begun enrolling OSY into OJT using Youth funds.**

**The Board has also partnered with area economic developers and businesses to host a Manufacturing Day to exhibit the breadth of occupations available and the pathway to enter a career in advanced manufacturing.**

**The Board also serves as a host site for the National Hour of Code week to introduce those out of school to coding and the gateway it provides to IT occupations.**

E. Business Services

1. *Describe how the Board coordinates and provides comprehensive and integrated workforce system services to businesses, including the development and delivery of innovative workforce services and strategies to meet the workforce needs of area employers. Explain the collaboration with Missouri Job Center Jobs Teams to facilitate recruitment and meet business demand. In addition, describe how the Board coordinates with economic development.*

**The local Business Team consists of a DWD assigned business services team member, a Veterans Representative, one formula funded Business Liaison and the OJT Coordinator.**

**In order to provide comprehensive workforce services to businesses, the Region provides staff with local formula funds to the Business Services Team in addition to the DWD assigned business services team member and Veteran staff. Although team members provide information about all of the available services when speaking with businesses, each member is assigned specific areas to serve as the topic expert.**

**The locally funded Business Team member will communicate the business climate and needs of local businesses back to the WDB and job center staff. This information is used to help form policy and respond to emerging skill gaps. This staff person serves as the liaison to local economic developers by serving as the Region's representative on economic development standing committees and attending meetings of local economic developers. Participation with local economic developers provides information flow between economic developers and the WDB and Job Center of emerging trends and needs. This also educates the economic developers of the talent acquisition services the Region can provide local business prospects.**

**The work of the Veterans Team member, the locally funded Business Team member and the DWD assigned business services team member requires all to be out of the Job Center much of the time. Having the Business Team members out of the center doing the required outreach requires all team members to work collaboratively on recruitment, job orders, on-site recruitment events, etc.**

**The On the Job Training Coordinator serves as a Business Team member as funding allows. This team member's area of expertise is On the Job Training services from all funding sources.**

**In order to collaborate with the Jobs Team and facilitate recruitments, all Business Team members are to attend the weekly full staff meetings and report the positions they received over the past week that require recruitment assistance. Additionally, they often provide Job Team and Skills Team members with notices of recruitments to post at their desks for job seekers to see during one-on-one consultation.**

**When the Business Team learns of a company expanding or starting up, they make sure to inform the Jobs Team and Skills Team of the positions that will be available. This allows the Region to begin gathering the talent the employer will need when they start their workforce acquisition.**

**Having one Job Center where all Business Team members and Jobs and Skills Team members are physically located greatly improves communication and collaboration to facilitate recruitment and meet the local businesses skill needs.**

- 2. Describe the Board's sector-strategy initiative. Missouri has partnered with the consulting firm Maher & Maher, a specialized change management and workforce development consulting firm, to provide guidance during the launch year and to establish a foundation to achieve transformative system change. Include a summary of the work the Board has conducted with Maher and Maher. Describe how the Board will be collaborating and aligning resources of all partners, public and private, toward developing a talent pipeline. Describe how that alignment will create meaningful career pathways for workers possessing skill levels serving important regional industries. Describe how system services will be framed by industry sectors that are data driven, regionally designed, and guided by employers and how these strategies will be sustained. Include the methods the Board will be using to inform and engage key public and private stakeholders in the development of sector-strategies.*

**The Board has a two tiered approach to sector strategies.**

**The larger approach is to work with the Jefferson/Franklin, the St. Louis City and the St. Louis County WDBs to develop a strong Advanced Manufacturing sector in the St. Louis metropolitan Region.**

**Maher and Maher served as the consultant to this initiative. The Regions, along with Maher and Maher, worked to discover workforce issues affecting the manufacturing sector throughout the Region.**

**Realizing the St. Louis metropolitan area is large and robust, the LWDAs surveyed other initiatives and groups that may already be addressing the Advanced Manufacturing sector.**

**It was soon discovered that St Louis Community College had already begun working on the State of the Workforce survey. It was decided that the LWDAs would use the findings of that document, along with data from MERIC as a foundation for the initiative.**

**Additionally, the St. Louis Economic Partnership had already begun an initiative to focus on local manufacturing in the aerospace defense industry. This initiative is referred to as RAMP.**

**The work RAMP was doing mirrored the sector strategy required in the WIOA. The LWDAs, therefore, requested RAMP expand their focus to include all advanced manufacturing in the Region. This would avoid duplication of effort. RAMP agreed and collected and analyzed the data regarding Advanced Manufacturing across industries. RAMP, along with the LWDAs that make up the St. Louis Region, presented their findings in May, 2016.**

**The LWDAs will take the information collected and develop a plan to move forward in their initiative to strengthen the local advanced manufacturing sector throughout the region.**

**The LWDAs plan to hold a Sector kick-off at St. Louis Community College in July, 2016.**

**The LWDB of St. Charles will continue to develop cooperative strategies for the development and implementation of sector initiatives in the St. Louis Metropolitan Statistical Area (SLMSA) with the three local Workforce Development Boards on the Missouri side of the SLMSA and the two local Workforce Development Boards on the Illinois side of the SLMSA. The work to develop this coordinated approach will continue through the Regional Directors group. This will be a long term project that has begun but will continue to evolve.**

**The St. Charles LWDB has attached an identical Regional Plan as those of the other LWDB in our area. DWD Issuance 21-2015 states this as an allowable approach to Regional Planning.**

**The second tier to the St. Charles WDB's sector strategy is a local approach. The local efforts can move quickly as there are fewer players and communication is shared on a regular basis.**

**The Board selected five sectors for development. They are Manufacturing, Information Technology, Logistics, Healthcare and Financial Services. However, the WDB decided to start by focusing on only two sectors. Those are the Manufacturing and Information Technology (IT) sectors.**

**The first step was to hold focus groups to discuss each sector separately. Those invited included employers, community college staff, Adult Education/Customized Training staff, local economic developers, the local elected official, interested WDB members and a private training institution that is highly regarded by local employers as one of the best in trade skills education.**

**Future meetings included a SWOT analysis regarding the local workforce in the sector.**

**From this, it is anticipated that career pathways into the sectors can be developed and verified by employers of the sectors. There are currently national career pathways available for both manufacturing and IT through the respective associations and registered apprenticeships. These will be used whenever possible to reduce duplication of effort. However, local employers will have to agree with career pathway recommendations.**

**Findings from the SWOT analysis will be re-visited in future meetings. Then possible solutions will be developed. From those suggested solutions, action steps will be developed.**

**One possible solution has already jumped to a next step in that the focus group and the WDB will expand their participation in the next Manufacturing Day. Money is being raised to pay for transportation to bring middle and high school students in to experience modern manufacturing facilities. Parents are being invited as well.**

**Half of Manufacturing Day will be devoted to developing students' interest in manufacturing occupations with hands-on exhibits and activities. The second portion of Manufacturing Day will be for adults looking to enter or advance in manufacturing occupations. They will tour manufacturing facilities, talk to hiring managers and can even walk**

**through a manufacturing specific job fair to learn about current openings and the skills needed to advance.**

**The WDB is finding the Manufacturing strategies are developing at a faster pace than the IT sector as there is a wider range of skills, knowledge and abilities encompassed in the IT field. Although two focus groups have been held for the IT sector, there has not yet been an analysis performed. Future steps will include an analysis and solution development phase.**

**The Board has found that having the local elected official invite individuals to participate in this initiative has resulted in a great response from key public and private stakeholders. This is especially true when the elected official is seeking the stakeholders opinion on what is needed to strengthen the industry.**

- 3. Describe how the Board will identify and reach out to the Registered Apprenticeship training program sponsors within its LWDA. Boards must verify that the program is a Registered Apprenticeship sponsor with the DOL Office of Apprenticeship. Eligible Training Provider System guidance requires that Registered Apprenticeship training programs be contained in the state's system.*

**The St. Charles WDB will promote apprenticeship sponsorship and collaboration, by working with representatives from the U.S. Department of Labor Bureau of Apprenticeship and Training.**

**The WDB is currently collaborating with the UAW Labor Employment & Training Corporation and Ranken Technical school to increase the number of individuals enrolled in apprenticeship training programs.**

**The WDB is currently exploring the possibility of partnering with local service providers in the development or expansion of apprenticeship programs available in the local area. These would be occupations that traditionally use apprenticeships as a gateway to a career path, as well as, occupations that have not traditionally used apprenticeships, such as occupations in the IT field.**

**The LWDA will verify that involvement is only with programs that are registered apprenticeship training programs contained in the state's system.**

- 4. Boards shall maintain a Business Services Plan, outlining team members, including WIOA core partners, and the marketing and outreach roles and expectations of team members. The Business Services Plan also should outline the team's purpose, goals, and policies and procedures to ensure seamless delivery of services, avoid*

*duplication, and ensure feedback to the Board's Job centers. Include the Business Services Plan as Attachment 10.*

**See Attachment 10.**

F. Innovative Service Delivery Strategies

1. *Describe how the Board will support the Missouri Re-entry Process ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.*

**The Region supports the ex-offender initiative. However, WIOA funds in the area are limited so no dedicated funds will be available.**

**Each offender referred from Missouri Department of Corrections (DOC) will be provided an initial appointment with a Job Center staff upon receipt of such referral or by request of the ex-offender job seeker. The initial appointment will consist of an assessment and referral to appropriate services and/or programs.**

**Business service staff will inquire into area business' willingness to hire ex-offenders during routine business development activities. However, employers will be encouraged not to ask questions regarding convictions at the application phase of recruitment.**

**Most importantly, the Job Center will provide a job search workshop specifically for ex-offenders. This workshop often serves as the first step to engage the ex-offender in services and activities available at the Job Center. Upon completion of the workshop the ex-offender is referred to all other workshops and Job Center services that is offered to the general population.**

**The Board purchased staff training through NAWDP webinars titled, "Breaking Barriers: From Incarceration to Employment". This training will better equip Job Center staff to assist ex-offender job seekers make the transition to a self-sustaining career.**

**The local Disabled Veterans Outreach Program (DVOP) specialist will provide intensive services to meet the needs of disabled veterans and other eligible veterans, with the maximum emphasis directed toward serving those who are economically or educationally disadvantaged, including homeless veterans, and veterans with barriers including veterans with a criminal background, to employment. This will be accomplished by the DVOP attending veterans court sessions held at the St. Charles County Circuit Court. The DVOP will offer services such as resume preparation, interview preparation, a plan to obtain suitable employment and referrals to any agency/school/LVER that would assist**

**the veteran in obtaining the goal. Outreach efforts by the local DVOP will also include attending local One Eighty Group meetings, Community Council Meetings, visits to the St. Patrick Center, participation in the Veterans Best Practices Working Group and daily visits to area service agencies.**

- 2. Describe the Board's strategies for promoting and increasing enrollments in the work-based learning programs, such as WorkReadyMissouri and Transitional Jobs, including processes to target and encourage employer participation.*

**During one on one consultation with Job Center staff, job seekers are told of all programs that could help them not only find employment but to enter or advance in a career. Work Ready Missouri is one of these programs. Although the Board is not currently aware of Work Ready Missouri funds being available at the moment, it will start enrollments into the program upon notification that such funds are available. The Board's Work Experience program is similar and will use local formula funds as needed to meet the need.**

**All job seekers are encouraged to seek transitional jobs while they pursue career positions or skill attainment to advance their position. Job seekers are advised that transitional jobs affect unemployment benefits and advice the individual to contact DOLIR to understand the impact on their benefits.**

**All of the Region's Business Team members market all programs as part of the service package available to businesses. One Business Team member serves as the Work Ready Missouri/Work Experience program expert and follows up with any business that may be interested in participating. When funds allow, the OJT coordinator couples the Missouri Work Ready program with the OJT program.**

- 3. Describe the Board's strategies for promoting Show-me Heroes and the OJT component for participating employers.*

**Members of the Business Service Team include Show Me Heroes (SMH) as one of the services available in the Region as part of their business services package.**

**The Region has developed a flyer marketing the SMH OJT component for Business Team members to use while visiting with employers.**

**The Veterans Representative, the LWDA Director and/or the OJT Coordinator will promote the programs by speaking at business organizations and meetings such as Chambers and SHRM.**

**The OJT/SMH flyer is also used by the Jobs Team while working with job seekers. Team members use the three eligibility questions to determine a job seeker's appropriateness for SMH. If eligible and interested, the individual's profile is referred to the OJT coordinator for possible placement into the SMH OJT program. Some eligible job seekers use the flyers to promote themselves during their job search.**

4. *Describe the Board's strategies for participating in the Certified Work Ready Communities initiative. Please include, if applicable, any counties in your LWDA that plan to apply for certification and what role the Board will play in the development and implementation of the plan.*

**Staff in LWDA has worked with St. Charles Community College and the Economic Development Center to explain the initiative to WBD members, local elected officials, economic developers, school districts and most importantly area employers and job seekers.**

**Although the Board will continue to market the initiative and submit names of employers who have signed on and to recognize the Work Keys assessment, it will not be the lead entity to apply for an extension to be Certified as a Work Ready Community. This is due to the fact that employers are not participating and job seekers are not interested in the assessment unless they see it recognized by area employers. Additionally, the numbers set by ACT to attain certification was based on employment demographics in a much weaker economy. The LWDB recognizes there is no way to attain the number of job seekers in transition due to the low number of unemployed individuals.**

**The One-Stop will continue to offer the WorkKeys Assessment on it's monthly calendar and will either provide the assessment one on one when needed or refer the job seeker to our Community College partner if a conflict arises.**

**Business team members of the One-Stop will continue to inform employers of the advantages of using the WorkKeys Assessment as one of the resources available through the workforce system.**

5. *Describe how the Board will coordinate with the local community colleges. This should include any coordination of training services for all customers, the participation in the Trade Adjustment Assistance Community College and Career Training (TAACCCT) grants, Certified Work Ready Communities initiatives and any*

*other local activities. The TAACCCT grants target Trade Act-eligible workers and includes a no-wrong-door approach. Please describe in depth the referral process of participants between the Community Colleges and Job Centers, including participation in the NGCC eligibility process, and, for Trade Act-eligible participants, timely referral to the Skills Team for program requirements. Please include the MOU indicating the collaborations listed above between the Board and Community Colleges as **Attachment 11** to the Plan.*

**At a minimum, the following services will be provided by each party as described below:**

**The St. Charles Community College will market the training programs and deliver the basic and technical skill training to the grant participants as outlined in the grant's scope of work.**

**The St. Charles Community College will accept referrals from the public workforce system as a recruitment tool for grant-related training and other programs. This will enhance outreach to targeted populations whose skills will be increased by TAACCCT and other training programs and service offerings such as WorkKeys assessments.**

**The St. Charles WBD and the St. Charles Community College will jointly set up and serve on regional advisory committees, along with representatives from other state agencies and industry leaders, to ensure the timely execution of deliverables and to support curriculum design that uses identified best practices and improvements outlined in the TAACCCT grant initiative.**

**The St. Charles WBD and the St. Charles Community College will partner on education and outreach materials and efforts.**

**The St. Charles WBD will determine eligibility, assess, and refer TAA recipients, as well as other unemployed, dislocated, or low-skilled workers that come to the Job Center seeking training provided by this grant.**

**The St. Charles WBD and the St. Charles Community College collaborated to develop a regional referral process to ensure placement performance.**

**Both the St. Charles WBD and Community College will identify and initiate intake into the programs to insure more than one method of entry into the program.**

**The St. Charles Community College will include the training programs of the grant in their regular marketing materials. Those participants who come to the Community College for enrollment will be screened for eligibility and assessed at the Community College. They will be referred**

**to the local Job Center if other services are needed as a result of an individual assessment. Those individuals who may be Trade eligible will also be referred to the Job Center for eligibility assessment and documentation and Trade enrollment. The Job Center will serve these participants as regular Trade Act participants and follow Trade Act policy and procedures.**

**Those participants identified in the Job Center as an interested and eligible participant for training programs at the Community College will be referred to the following the same local policy and procedures for all WIOA training participants. The St. Charles WBD and the St. Charles Community College will provide and share results of current assessment services for participants and other targeted populations, including interest and aptitude assessments, skill assessments (e.g. WorkKeys®, TABE), sector specific assessments, and academic credit for prior learning, as appropriate. The WBD and Community College will continue to coordinate the marketing and provision of assessment services.**

**Individuals originating from the Job Center will have been identified as in need of training and will have completed WIOA eligibility. They will then be referred to the Community College for enrollment into training, if appropriate. Additionally, the Job Center will not provide case management or file retention for those enrolled in a TAACCCT training program.**

**St. Charles Community College will insure TAACCCT eligibility, documentation and maintain files for the participants of this grant. Job Center staff will provide eligibility, documentation and maintain files and provide case management to participants for all other local WIOA training funds.**

**Participants originating at St. Charles Community College can/will be enrolled in [www.jobs.mo.gov](http://www.jobs.mo.gov) for self-enrollment into core level services. If college staff believes an individual may be Trade eligible they will refer the individual to the Job Center for Trade Act eligibility, assessment, orientation, enrollment and documentation. The Job Center will serve these participants as regular Trade Act participant and follow Trade Act policy and procedures.**

**The St. Charles WBD will only enroll participants originating from the Career Center and those referred for Trade eligibility into Toolbox.**

**For TAACCCT training, St. Charles Community College will coordinate participant reports and record this collection of information into**

**Toolbox2.0. The Community College will perform the quarterly reports required by the grant.**

**The College will refer WIOA and TAACCCT training participants that complete the program to the Job Center for job search assistance. The St. Charles WBD's Business Service team will inform appropriate employers of the programs' graduates and seek job postings. The team will report any feedback regarding the program to the Community College for follow-up.**

**See Attachment 11 for the complete MOU between the region and Community College.**

G. Strategies for Faith-based and Community-based Organizations

*Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop Delivery System; and (2) expand the access of faith-based and community-based organizations' customers to the services offered by the One-Stops in the LWDA. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce development system. Indicate how these resources can be strategically and effectively leveraged in the LWDA to help meet the objectives of WIOA. (For more information, reference DOL's tool, *Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.*)*

**The St. Charles WDB continues to reach out to the local community to increase opportunities and expand access.**

**The WDB is engaged with the Community Council and other social service agencies which include a broad array of both faith-based and community-based programs. Through these affiliations we strive to increase the opportunities for their participation as active partners in the Job Center and to expand access for their clientele to services of the Job Center.**

**The Region responds to Faith-based and community-based organizations requests for speakers and materials as appropriate and allowable. Staff attends meetings of faith based and community organizations to learn what services can be leveraged to help meet the objectives of WIOA and to offer the services of the Job Center to the organization.**

**The Region partners closely with one of the largest organizations, MERS Goodwill, and coordinates service provision as the Job Center and MERS often share clientele. The CEO of the organization serves on the Region's WDB.**

**Management of the Job Center serve on boards of other community service agencies.**

**Faith-based and community service organizations often bring their clientele into the career center to attend workshops with other job seekers or for dedicated workshops.**

XII. Regional Planning Guidance

*Describe the Regional Plan.*

**Although the St. Louis Region is only required to plan with the four LWDA's on the eastern side of Missouri, the affected Boards agrees two Boards from the western edge of Illinois that administers WIOA programs in counties included in the St. Louis Metropolitan Statistical Area need to be included to promote a true regional approach.**

**The following is the St. Louis Regional Plan:**

The Greater St. Louis Metropolitan  
Program Delivery Coordination Plan

**Program Years 2016-2020**

The Workforce Innovation and Opportunity Act (WIOA) of 2014 requires local WIOA areas that make up an economic region to include a Program Delivery Coordination Plan on how services and programs will be delivered within the Region. The intent is to describe a coordination of resources across local areas.

The St. Louis Metropolitan Economic Region is comprised of the following Missouri Local Areas: St. Louis City, St. Louis County, St. Charles County and Jefferson/Franklin Counties. The St. Louis Planning Region also includes the Illinois Counties of Madison and St. Clair.

Section 106 (c) of the Act states that local boards and chief elected officials in each planning region shall engage in a regional planning process that results in:

- A) The preparation of a regional plan
- B) The establishment of regional service strategies, including use of cooperative service delivery agreements
- C) The development and implementation of sector initiatives for in-demand industry sectors or occupations for the region
- D) The collection and analysis of regional labor market data (in conjunction with the State)
- E) The establishment of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region

- F) The coordination of transportation and other supportive services, as appropriate, for the region
- G) The coordination of services with regional economic development services and providers
- H) The establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for and report on the performance accountability measures described in Section 116(c) for the local areas **or** the planning region

#### **A) The preparation of the Plan**

The Directors of the WIOA Regions that make up the Greater St. Louis Metropolitan Area met to begin the development of a coordinated program delivery plan.

After deciding the scope and details of the Plan, each Director assigned a staff writer to draft one shared document to be added to each Region's local Plan. This document is written to stand alone as the Region's Plan and to be added to each Region's Local Plan.

The Directors met again to approve the Program Delivery Coordination Plan on February 26, 2016.

#### **B) The Establishment of Regional Service Strategies, including use of Cooperative Agreements**

##### 1. The St. Louis Regional Workforce Development Board Directors' Consortium

The Directors of the St Louis Metropolitan Statistical Area (SLMSA) formed a group that consist of themselves and their key staff for the purpose of regional planning prior to the requirements mandated in the Workforce Innovation and Opportunity Act (WIOA).

The group is called the St. Louis Regional Workforce Development Board (WDB) Directors' Consortium.

#### **Background**

The St. Louis Regional WDB Directors Consortium was designed to create a forum of workforce development professionals to collaborate and focus on issues related to the economic development and the workforce system that impact the greater St. Louis Metropolitan Service Area (MSA), including the Illinois counties of St. Clair and Madison.

The St. Louis Regional WDB Directors Consortium was created in February 2012 comprised of the WDB Directors for St. Louis City, St. Louis County, St. Charles County, Jefferson / Franklin Counties in Missouri and Illinois counties of Madison

and St. Clair. Other participants include; Deputy Directors, Regional Managers and Functional Leaders. The consortium schedules quarterly meetings and are hosted by each region on a rotational basis.

### **The vision of the consortium:**

- Create a forum designed to promote proactive and effective collaborations and communications among the Workforce Development professionals and other stakeholders in the greater St. Louis MSA.
- To collaborate and develop partnerships for the implementation of regional projects/initiatives which would allow for joint applications for Federal grants.
- To ensure the workforce development activities/services meet the needs of employers and support economic growth in the region by; enhancing communication, coordination, and collaboration among employers, economic development entities and service providers.
- To develop and implement strategies for meeting the employment and skill needs of workers and employers such as; establishing industry and sector partnerships. To fully engage businesses in this endeavor.
- To promote ‘value-added’ training of the workforce that meets the demand and expectation of businesses, significantly enhancing the skills and abilities of job seekers, and ultimately strengthening the regions’ economy.

The Directors Consortium has established many regional service strategies over the years. These strategies are continually monitored for effectiveness and updated as appropriate. An example would be:

#### **Past Partnership-BJC Medical Billing and Coding Program**

In 2013, BJC’s Center for Lifelong Learning and St. Louis Community College (SLCC) started a partnership with the Workforce Boards of St. Louis and Madison County to offer employees a customized and comprehensive clinical coding program, the first American Health Information Management Association (AHIMA) – approved program in Missouri. Twenty five (25) unemployed eligible adults and dislocated workers from St. Louis and Madison County in Illinois began their path to employment through a unique partnership among BJC, SLCC and the Workforce Investment Boards (WIBs) of St. Louis and Madison County. Those 25 unemployed customers attended the AHIMA-approved clinical coding program full time. The goal was to help people who are qualified and out of work, as well as returning veterans, along a new career pathway and back into the workforce. The program fulfilled a growing need in the health care industry and provided a much-needed entre in the workforce for citizens who were willing to learn a new career and work hard. The services of the WIBs were the key to helping those out of work make the connection to potential education and work based on existing skills and interest. Both WIBs screened potential candidates before recommending them to BJC and SLCC for program consideration. Relying on the expertise of the WIBs was key to ensuring that the program was

filled with qualified candidates. The Medical Billing and Coding program took place at SLCC's Forest Park campus. The program was a 45-credit-hour course that prepared students for entry-level positions as Medical Billing Specialists, Medical Coders, Claims Examiners, Healthcare Reimbursement Specialists and Health Insurance Specialists. Students learned Diagnosis and Procedure coding standards and processes and prepared for the American Health Information Management Association's CCS (Certified Coding Specialist) and CCA (Certified Coding Associate) certifications and the HRS (Healthcare Reimbursement Specialist) credential offered by the National Electronic Billers Alliance (NEBA). The group of 25 students started the program in the fall of 2013 and graduated in spring 2014. Some graduates were hired by BJC, and many of the remaining graduates found employment at other local hospitals in the St. Louis Metro Area.

## 2. Business Service Strategy

The Business Teams from each area meet regularly to coordinate processes to employers that seek services across local areas.

Each area uses email blasts to send notice of upcoming recruitment events to others in the St. Louis Region. These notices may then be shared on CIC monitors in local Job Centers, local area's web sites and social media posts.

The Business Teams in the Region also work with the State's Employment Transition Team to coordinate with State Business services as well as local services.

## 3. Serving those with Disabilities

The six WDBs of the region coordinated a regional disability initiative called, Accommodations for Success, in August 2015. The intent of this committee was to engage companies to understand the requirements of the new American with Disabilities Act and how public workforce agencies around the region could work with them to fulfill their obligations.

A follow-up event, Accommodations for Success – Next Level is scheduled for August 2016.

## 4. Referrals of Jobseekers between areas

In the past the Workforce Regions shared a formal referral process including referral forms. However, technology and a shared data system no longer require paper forms. Staff record the services provided to each jobseeker into a shared database (Currently called Toolbox). If the individual visits a Job Center in a different area, staff in the new area can see what has already occurred and coordinate services to ensure no duplication of service occurs.

The Region has developed a Cooperative Service Delivery Agreement to serve as an umbrella agreement to all of these initiatives. See Attachment 1.

## 5. Sector Strategies

The Region has begun developing strategies to serve specific sectors that are shared amongst all Local Areas in the Region. The first two sectors chosen for Regional development are Advanced Manufacturing and Healthcare. All services developed in these strategies will fall under the Cooperative Service Delivery Agreement. (See the next section for more detail.)

### C) The Development and Implementation of Sector Initiatives for In-Demand Industry sectors or Occupations for the Region

The development of sector strategies for the St. Louis Region began in meetings of the Directors' Consortium. Strategy development continued at the Sector Strategy Kickoff hosted by the State Division of Workforce Development (DWD) and facilitated by Maher & Maher consultants. The Region is working with the consultants to learn their recommended methodology for Sector Strategy development. The two sectors to be developed under the guidance of the consultants will be Advanced Manufacturing and Healthcare.

The plan is to learn the methodology while working with the consultant then continue with other sectors in the future.

A formal Regional Sector Strategy will be developed and submitted to DWD as required.

Other sector initiatives from the St. Louis region include:

There is a long history of collaboration between the workforce development entities on both sides of the Mississippi. The regional labor market and economy have presented opportunities going back the CETA and the Title VII/Private Sector Initiative Program. By working together to address workforce needs in the region, we have often found that there are economies of scale and efficiencies that come with coordination and collaboration.

Recently SLATE (St. Louis Agency on Training and Employment) and MCETD (Madison County Employment and Training) partnered with the BJC Hospital Group, to train medical coders to satisfy the increased demand for that skill. We were able to get BJC to pay for the training at the local community college, as well as provide facilities and personnel to assist with training. This partnership allowed for increased participation at a much reduced cost.

Recently we are working together to assist two (2) different entities to prepare a proposal in response to a solicitation by US DOL to address the need for the IT workforce. Funding from the H-1B visas will fund several training designs across the nation, and we in the region hope to be one of those to receive the "Tech Hire Grant".

On another front, the eastside workforce areas are collaborating on a campaign to develop interest in careers in manufacturing and the trades. This has taken form in the campaigns of “Craft Your Future” and “Manufacture Your Future”. A long term strategy of elevating the perception of these career tracks, and showing the promising future of the occupations. By incorporating the way the STEM Programs also prepare students for these jobs is a benefit as well. As this campaign moves forward there are already preliminary talks on bring this to the entire region, thus addressing the regional need for skilled labor moving forward. In the past, when the McDonnell Douglas Company downsized, all of the areas workforce agencies shared an onsite facility to address the needs of workers subject to lay off. When there was a downsizing at the Defense Mapping agency, here again we shared space and had staff from all of the area to assist workers losing their jobs.

In addition all of the area’s six (6) Workforce Areas are working with the regional effort spearheaded by the St. Louis Partnership (an Economic Development agency) to address the needs of advanced manufacturing. In addition there are other realities as to our local economy and how it is tied to defense contracts. To better serve the industries that need workers or to those that have to downsize based on the defense industry’s ebbs and flows, we work as a region to provide services.

The past is always a good predictor of the future, and knowing this our past demonstrates our commitment to regional approaches to both increased demand for workers and the unfortunate opposite event ... downsizing and closings. The St. Louis region is a strong and diverse economy, that demands a regional approach to workforce services.

- D) The collection and analysis of regional labor market data in conjunction with the State  
See Section 4, Item B Labor Market Analysis of the Local Plan.
- E) The establishment of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region  
At this time the establishment of administrative cost arrangements, including the pooling of funds for administrative costs is not appropriate or needed for the St. Louis Region.
- F) The coordination of transportation and other supportive services, as appropriate, for the region  
Supportive service awards, whether for an adult, dislocated worker, or youth are intended to enable an individual to participate in workforce-funded programs and activities to secure and retain employment. Based on individual assessment and availability of funds, supportive services such as transportation, childcare, dependent care, and needs-related payments, may be awarded to eligible participants on an as-needed basis.

G) The coordination of services with regional economic development services and providers

All six WDB's are collaborating with the following to coordinate services with regional economic development services and providers:

The St. Louis Regional Chamber, East-West Gateway, St. Charles Chambers, St. Louis Economic Development Partnerships, the Southwest Illinois Leadership Council, St. Charles County Economic Development Center, St. Louis Economic Development Corporation, Member of St. Charles County Economic Development Regional Roundtable

H) The establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for and report on the performance accountability measures described in Section 116(c) for the local areas or the planning region

The St. Louis Region understands a regression model of performance will be used as a measure of accountability. The Region will wait for further guidance from the State to develop performance measure.

### **The St. Louis Metropolitan Regional Program Delivery Coordination Strategy**

The six individual WIOA local regions that make up the St. Louis Metropolitan Region agree to the following service strategies:

- 1) Maintain a regional steering committee made up of at least the Local Area WIOA Directors.
  - The Committee will meet on a regular basis to share information on new initiatives, as well as, challenges found in the Region.
  - This committee will provide a forum for local areas to solve problems of common concern, develop and implement joint strategies and/or policies.
- 2) Build consensus around broad goals and strategies.
  - Shared goals to be discussed may be to increase the proportion of households in the region earning a family-supporting wage, decreased long-term reliance on income subsidies or to address the specific skill and talent needs of local industries/sectors
  - The Region has currently selected manufacturing and healthcare as the first sectors in our joint sector strategy initiative as required by WIOA. Strategies will be developed to address the workforce needs of these two sectors. Other sectors will be addressed in the future.

- The regional collaboration will provide a clearinghouse for labor market information by linking existing resources, researching information gaps and marketing local assets.
  - The Region has begun to accomplish this by sharing workforce events in a calendar format, through the CICs, email blasts and through social media.
  - The Region conducts meetings of business team representatives across the Region to coordinate services to employers and avoid duplication of effort.
  - The Region also has a Disability committee that crosses several local areas and invites all areas to participate, as appropriate, in service to this population.
  - Build closer alliances with local, regional and state economic development agencies to create more integration between business recruitment/retention efforts and workforce issues.
- 3) Develop a shared understanding of the region's customer base.
- Work together to collect industry sector analysis throughout the Region
  - Each area will report how local businesses are meeting their workforce needs
  - Identify skills, talents and aptitudes of the local workforce areas
  - Identify skill gaps as well as gaps in local systems to address the training needs
  - Collect information on common barriers to skill attainment and employment
- 4) Forge linkages between workforce development and other work-related systems
- Identify resources outside the workforce system that can address individuals' barriers to employment
  - Identify resources outside the workforce system that can affect the growth or decline of local industries
  - Invite outside entities to collaborate on initiatives across the Region.
  - Work to influence and align educational curriculum and career preparation between K-12, college, and vocational institutions with the workforce needs of growing business sectors in our region.

The St. Louis Metropolitan  
Program Delivery Coordination Plan  
Attestation Page

By signature hereto, we agree to the evolving regional service strategies listed above:

Madison County Employment & Training  
Agency  
David Aballe Executive Director  
Authorized Representative Title  
5/9/2014  
Signature Date

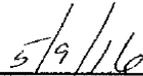
## Signature Sheet

The following Local WIOA Region of the Workforce Innovation and Opportunity Act agree to the evolving St. Louis Metropolitan Program Delivery Coordination Plan and regional service strategies listed above:



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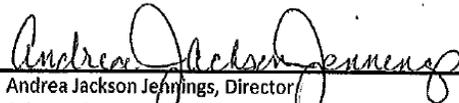
Rick Stubblefield, Coordinator  
St. Clair County IGD Workforce Development Group  
Mid America Workforce Investment Board



Date

### Signature Sheet

The following Local WIOA Region of the Workforce Innovation and Opportunity Act agree to the evolving St. Louis Metropolitan Program Delivery Coordination Plan and regional service strategies listed above:

  
Andrea Jackson Jennings, Director  
Saint Louis County Department of Human Services

5/16/16  
Date

**Signature Sheet**

The following Local WIOA Region of the Workforce Innovation and Opportunity Act agree to the evolving St. Louis Metropolitan Program Delivery Coordination Plan and regional service strategies listed above:

  
Michael Ravenscraft, Executive Director  
Jefferson/Franklin, MO

5/5/2016  
Date

## Signature Sheet

The following Local WIOA Region of the Workforce Innovation and Opportunity Act agree to the evolving St. Louis Metropolitan Program Delivery Coordination Plan and regional service strategies listed above:



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Michael Holmes, Executive Director  
St. Louis Agency on Training & Employment

May 5, 2016  
Date

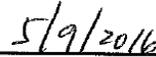
## Signature Sheet

The following Local WIOA Region of the Workforce Innovation and Opportunity Act agree to the evolving St. Louis Metropolitan Program Delivery Coordination Plan and regional service strategies listed above:



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Scott Drachnik, Executive Director  
St. Charles County Department of Workforce & Business  
Development



Date

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**PERFORMANCE MANAGEMENT / CONTRACTS / BUDGET**

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XIII. Local Administration

- A. *Identify the local levels of performance negotiated with the Governor and CEO to be used to measure the performance of the Board and to be used by the Board for measuring the performance of the Local Fiscal Agent (where appropriate), eligible providers, and the One-Stop Delivery System in the LWDA. (Instructions for this planning item will be sent after the PY 2016 locally negotiated performance goals are finalized.)*

**The LWDA is currently using the previous year’s performance levels until negotiation regarding performance between the Board and the Missouri Division of Workforce Development is finalized. This section of the LWDA’s Plan will be updated accordingly.**

St Charles		
2015	State Plan	Local WIB Plan
Adult Entered Employment	65.0%	65.0%
Adult Retention	85.0%	85.0%
Adult Avg Earnings	11,750	15,000
DW Entered Employment	70.0%	70.0%
DW Retention	90.0%	88.0%
DW Avg Earnings	14,000	17,000
Youth Placement	70.0%	70.0%
Youth Attain Degree	69.0%	67.0%
Youth Lit Num	60.0%	60.0%

- B. *Identify the Local Fiscal Agent, if one is designated by the CEO.*

**The CEO designated St. Charles County as the Local Fiscal Agent.**

- C. *Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under subtitle I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include as **Attachment 12**, the information on the following processes: advertisement/notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation, and award/non-award notification. This may include those pages from the Board’s procurement guidelines that describe the competitive-procurement process and the process to procure Youth training providers.*

**The St. Charles County Purchasing Policy will be followed for awarding grants, contracts and sub-contracts. The County's policy is more restrictive than the State guidelines or Federal requirements. However, the Region will ensure the State of Missouri's procurement guidelines will be followed for awarding grants, contracts and/or sub-contracts.**

**In addition to the applicable procurement requirements of St. Charles County's Purchasing Policy, the following criteria will be used when awarding services and sub-contracts to carry out activities under this WIOA, including services for Youth and for any exceptions to the ITA process:**

- A. Any RFP for program services will provide a minimum of 30 days for response**
- B. The following criteria will be used to evaluate proposals.**
  - The demonstrated performance of the respondent in the delivery of comparable services'**
  - The respondent's financial resources or their ability to obtain them. Acceptable evidence to be reviewed shall consist of commitments that exist at the time of the contract award to rent, purchase or acquire the needed facilities, equipment, other resources and personnel positions identified in any proposal. Additional information to be acquired and assessed is the organization-wide budget with assured commitment from other funding sources to ensure the agency's ability to fully perform and remain a viable organization during the full program year**
  - The ability to meet program design specifications at a reasonable cost**
  - A satisfactory record of integrity, business ethics and fiscal accountability**
  - The necessary organization, experience, accounting and operational controls. This shall include acquisitions, review and assessment of an organizational chart including proposed inclusion of staff to perform the program; narrative description of fiscal and operational systems to assess internal and operational controls.**
  - The technical skills to perform the work**
  - Those entities having been assessed with other than minor deficiencies in the above area shall be considered "high-risk" and shall invoke proper special funding restrictions.**
  - Additional criteria may be added according to meet or exceed the funding requirements.**
  - Once a bid is awarded, all bidders will be notified in writing of the results.**

**Youth services:**

**The grant recipient will provide framework services such as intake, objective assessment and the development of individual service strategy for Youth**

**without following the stated competitive procurement process as allowed in section 664.405(a)(4). This will ensure continuity of WIOA youth programming as youth service providers change.**

**Additionally, the LWDA will make all 14 program elements available to youth, but does not anticipate that all services will be funded with WIOA youth funds. As stated in section 681.470, the local program may leverage partner resources to provide program elements available in the local area. When activities are provided in such a way, an agreement will be reached between WIOA Youth staff and the partner agency to ensure the activity is closely coordinated with the WIOA Youth program. In these cases, the youth case manager will contact and monitor the provider of the non-WIOA-funded activity to ensure the activity is of high quality and beneficial to the youth participant.**

**See Attachment 12 for the County's Procurement Process.**

- D. Describe how the Board is working toward eliminating duplicative administrative costs to enable increased training investments.*

**The fiscal agent provides all administrative services rather than passing these activities on to WIOA sub-contractors. This insures there is no duplicative overhead costs (e.g. duplicative equipment, positions, etc.)**

**Cost sharing between partners is also used to eliminate duplicative costs.**

**No WIOA funds are used toward the Executive Director position. This position is funded with County revenue.**

**The WDB, together with the fiscal agent, regularly reviews processes to limit administrative costs.**

- E. Identify how the Board ensures that services are not duplicated. In particular, explain how the NGCC model affects this process.*

**The St. Charles WDB utilizes resource mapping and formal Memorandums of Understanding to delineate service provision and the limitations of services offered by each partner.**

**The NGCC service delivery model insures staff of all organizations located in the One Stop are cross trained and allowed access to the data management in Toolbox. This allows staff to build off services already provided to the job seeker by partner staff. This also ensures all services provided are leading to appropriate goals identified in the individual employment plan. The result is true integration of staff, not just co-location of staff.**

- F. *Include the Planning Budget Summaries for Program Year 2016 and Fiscal Year 2017 in **Attachment 13** to the Plan.*

**See Attachment 13 for appropriate Planning Budget Summaries**

- G. *Complete and sign the “Statement of Assurances Certification” form located in this guidance and include this as **Attachment 14** to the Plan.*

**See Attachment 14 for the signed Statement of Assurances Certification**

- H. *Establish and define the local policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA. Both policies should be incorporated into the MOU and disseminated throughout the LWDA for all workforce development professionals to understand and implement. This should adhere to federal and state complaint and grievance guidance and policy (new DWD issuance is due out soon called, WIOA Grievance and Complaint Resolution Policy) –Include either a statement that the Board will follow the state policy or develop a local policy and include a copy as **Attachment 15** to the Plan.*

**The St. Charles County Region is currently following the State policy as written in DWD Issuance 09-2012 Workforce Investment Act Complaint Resolution Policies. The State has indicated that a new WIOA Grievance and Complaint Resolution Policy will be issued. As soon as it is finalized and issued, the St. Charles Region will adopt and incorporate this policy.**

**LOCAL FACILITY AND PARTNER INFORMATION**

Partners physically located in the One-Stop:

St. Charles County Department of Workforce Development (WIOA Adult, DWP & Youth)  
State Division of Workforce Development (Wagner-Peyser, Trade & Jobs for Veterans)  
St. Charles County Community College (Adult Education & Literacy)  
Vocational Rehabilitation on a monthly basis (Voc Rehab services)  
TANF through their MWA service provider on a weekly basis (MWA)

Partners available through the One-Stop:

Agricultural Employment Services  
Senior Community Service Program  
Perkins Career and Technical Education  
Northeast Community Action Coalition (Community Service Block Grant & HUD)  
Unemployment Compensation  
Second Chance for Offenders programs

There is one Comprehensive One-Stop

Located at:  
Missouri Career Center  
212 Turner Blvd.  
St. Peters, MO 63376  
Telephone: (636) 255-6060  
Fax: (636) 255-6062

There are currently no affiliate sites

## **SUPPORTIVE SERVICES POLICY**

The St. Charles Region defines Supportive Services as those services necessary to enable an individual to participate in activities authorized under the Workforce Innovation & Opportunity Act (WIOA) and administered through the St. Charles Workforce Development Board. This policy provides guidelines for administering local Supportive Service which can be provided, when funds are available, to enable individuals to participate in WIOA activities.

Supportive Service payments can be requested on an individual basis for specific needs. Because WIOA programs are not an entitlement, Supportive Service payments are made on a case-by-case basis and only when determined necessary and reasonable. Payments will not be made for non-WIOA activities or for items that are not necessary for participation in a WIOA activity.

### **Supportive Services**

When funding permits, the Region may pay the following types of supportive service:

- Transportation
- Needs-related payments
- Work attire
- Work-related tools
- Testing fees
- Emergency aid
- Other assistance approved on a case by case basis to allow program participation

The extent of Supportive Services provided will vary based on the customer's needs, and the region's availability of funds and resources. All Supportive Services will be approved on a case by case basis.

### **Eligibility**

In order to receive supportive service, an individual must be:

- Participating in a locally administered WIOA activity
- Unable to obtain Supportive Services themselves or via their support network
- Unable to obtain Supportive Services through other programs such as community agencies, religious entities or other resources that may provide such services; and
- Demonstrate a need for assistance to enable him/her to participate.

### **Documentation**

A statement that a customer "needs" a Supportive Service will not justify the payment of these expenses. The determination of financial need will be documented through the case management system's Service Notes.

The 'Financial Needs' tab in the case management system will begin determining customer need. The tab has a 'List of Values' for the types of "Monthly Household Resources" and "Monthly

Household Expenditures”. These resources and expenditures are automatically calculated and the “Net Difference” between the two displayed. This will only determine customer need, the staff and customer must seek all other resources and assistance to fulfill this need before WIOA supportive service can be considered.

Due to funding limitations, WIOA Supportive Service is the last resource to be used. All attempts to find other supportive service funding and the reasons for needing WIOA funding will be documented in the case management system’s Service Notes. The availability of community resources vary. The region will keep a listing of these resources.

Examples of possible community resources:

- Faith-based organizations;
- Non-profit organizations;
- Women’s shelters;
- Clothes closets;
- Pro bono medical, dental, and legal services (may or may not need to be accessed through an organization);
- Government assistance such as: local health departments, WIC, assistive technology reimbursement programs, MO HealthNet, etc.;
- Local transportation programs; and
- Statewide and nationwide organizations such as: United Way, Goodwill, Salvation Army, etc.

All Supportive Service payments will be documented in the case management system. This allows Regions to determine the overall amount of supportive service paid to any one individual participant.

### Employment Plan (EP)

The EP is an ongoing strategy, jointly developed by the customer and staff, that identifies the customer’s employment goals; the appropriate achievement objective(s); and the appropriate combination of services to achieve the employment goals. A supportive service must be necessary for the customer to achieve the goals outlined in the EP. Therefore, it is imperative the goals listed on the EP are consistent with what the customer intends to achieve.

### **Caps**

The Region will cap the following specific supportive services:

#### Transportation – Mileage

If/when the region pays mileage; it will pay a flat rate of \$10 per day for every day the participant is to attend the WIOA activity.

#### Other Transportation costs

The Internal Revenue Service (IRS) mileage reimbursement includes direct and indirect vehicle expenses. Before the region pays other transportation costs when the participant is also receiving mileage, staff will determine if the mileage being paid is equivalent to the IRS mileage reimbursement. If it is, no other direct or indirect transportation costs will be paid to that

participant. If mileage is not equivalent to the IRS mileage reimbursement, other transportation cost may be provided up to the full IRS mileage equivalent. However, the other vehicle expenses will only be paid if it is determined and documented by staff to be reasonable and necessary to participate in the WIOA activity leading to the goals of the EP.

Needs-Related Payments (NRP)

When funding allows, NRPs may be provided to enable participation in training. NRP will be paid at \$25 per day for every day the participant is scheduled to attend training.

**Annual Cap of combined supportive service**

Each supportive service will continue as long as all original eligibility requirements remain in place. (e.g., continued participation in a WIOA activity, continued demonstrated need, etc) However, the Region may stop or reduce supportive service payments due to limited local funds or a change in the participant's need.

The Region will cap the annual dollar amount that can be paid to any individual participant for all supportive services to no more than \$8,500 per year per participant.

In rare instances, this cap may be waived by the Director of the local WIOA Region.

The procedure to pay supportive services beyond the capped amount includes the participant submitting a written statement that would justify such a waiver. The participant must be making progress in the program and maintain regular contact with their designated case manager. Once the written statement is received the director must ensure the availability of funds before approval of the requested waiver. The waiver will be approved for a specific time period or dollar amount.

**Supportive Service paid by other Regions**

Staff will review the customer's Supportive Service payments in the case management system. All Supportive Service payments will be calculated prior to authorizing additional funding, regardless of the Region making the payments. Prior supportive service will be used to determine local funding limits.

**WIOA activities eligible for Supportive Service**

Individuals may receive supportive services when enrolled in the following WIOA training activities:

Classroom Training  
Apprenticeship Training  
AEL testing

On the Job Training  
Work Experience

**Overpayment and Repayment**

In the event of overpayment, said overpayment may be recovered by offsetting any future payments under the WIOA to which the participant may become entitled or repayment will be sought from the participant.

### **Pell Grants**

Pell grants may be issued to the participant to use for living expenses in lieu of Need Related Payments. A need must be documented on the Needs Related Payment Determination Form.

### **Emergency Aid**

Emergency Aid is a one time or rare expense paid to allow a customer to continue participating in WIOA activities such as school, work experience, OJT, etc. If the customer encounters extreme financial difficulty, staff will assist him/her with needed financial information (development of a budget, credit counseling, debt management, etc.). Emergency aid payments will only be paid if funds are available for supportive service and there no other resources are available to the participant. Such aid will be well documented in the case management system. If there is confidential information, Service Notes should refer to the “hard” file.

As with other supportive service, all other options will be sought first. For example, heating and cooling assistance could be pursued through resources such as: Low Income Home Energy Assistance Program (LIHEAP), Salvation Army’s “Heat Share”, local programs (e.g., Ameren UE’s “Dollar More,” Kansas City Power & Light’s “Dollar Aide,” etc.), and faith-based organizations.

### **Coordinating with Trade Act Funding**

If a customer is enrolled in Trade Act, this funding source will be utilized prior to WIOA funding. If the customer needs resources not covered by Trade Act, local policy will be followed to provide these wrap-around services.

### **Coordinating with Dislocated Worker Grants (DWG)**

DWGs provide supplemental dislocated worker funds to respond to the needs of dislocated workers and communities affected by major economic dislocation events which cannot be met with formula allotments. Since DWGs serve a specific layoff or group of related layoffs, only one Supportive Service Policy is allowed per DWG. Therefore, if there are multiple regions within the same DWG, the regions will submit only one Supportive Service Policy that is based upon the combined policies of affected local areas to ensure equitable services.

### **Responsibilities**

It will be the responsibility of staff to provide accurate information to the customer including:

- If supportive services are requested or determined necessary, if he/she is eligible

## ATTACHMENT 2

- If he/she has is no longer eligible to receive the supportive service for any reason (i.e. cap met, no longer has a need, etc.)
- The requirements (e.g., paperwork, attending classes, etc.) to receive the Supportive Service.

### **Continued Eligibility for Supportive Service**

Participants may periodically be asked to submit documentation of need to continue receiving Supportive Service. This will be requested when a case manager has reason to suspect a change in financial circumstance or on an annual basis.

Participants may request and be determined in need of Supportive Service at any point in their training participation should the need arise.

Memorandum of Understanding  
for the St. Charles  
Workforce Development Region  
As defined in the Workforce Innovation & Opportunity Act

**I. Introduction**

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration by the St. Charles Region's Workforce Development Board (WDB) and the One-Stop Delivery System signatory partners, hereafter referred to as the Partners. It describes how various funding streams and resources will be utilized to better serve mutual customers, both jobseekers and employers, through an integrated system of service delivery operated at one comprehensive site, called the Missouri Job Center of St. Charles County. It is understood that the implementation of this MOU will require mutual trust and teamwork among the local workforce system partnering agencies, all working together to accomplish shared goals.

The Partners include: The St. Charles County Department of Workforce & Business Development, the State Division of Workforce Development, St. Charles Community College, Vocational Rehabilitation, MERS Goodwill, Northeast Community Action Coalition, UMOS, Missouri Dept. of Labor and Industrial Relations and the State Family Support Division. These ten partners represent access to the 16 WIOA-required partners that operate programs in the St. Charles Region.

**II. Strategic Vision**

Through collaboration, partnership and education, the partners of the local workforce region will overcome barriers and provide essential services and resources to all job seekers to ensure a talent pipeline for area employers and thereby advancing the economic prosperity of Region. Achieving this will require high quality workforce innovation in training, education and economic development services for jobseekers, incumbent workers and employers.

**III. Design of the One-Stop Delivery System**

There will be one comprehensive One-Stop Center in the St. Charles Workforce Region. Its official name is the Missouri Job Center of St. Charles County.

Required partners in the Region will either have a physical presence in the Center or be accessible through electronic means and referrals. Wagner Peyser, WIOA, Adult Education and Literacy, Trade, and Veterans programs have staff located in the Job Center full time. Vocational Rehabilitation and TANF's MWA programs have staff here on a regularly scheduled itinerant basis. All other partner programs are available electronically or through staff referral.

All service delivery staff located at the Job Center will be trained on each partner's programs so they may provide appropriate referrals. Staff will also be expected to explain each partner's services and provide job seekers assistance in acquiring these services. (The process is further explained in Section VII of this document.)

The One-Stop Operator will arrange for training opportunities on partner services.

There will be no official affiliate sites. However, through collaboration, partner staff will understand services provided at the Job Center and will be able to assist individuals in accessing these services.

In order to assure the needs of all workers are addressed, including those with barriers to employment, the Workforce Development Board had developed a "Special Populations Committee". This committee includes representatives from the mandated partners as well as individuals from other human service agencies in the area that serve specific populations and needs. The populations represented include: out of school youth, youth transitioning out of school with an IEP, offenders, homeless, low income, those with mental health, those with physical disabilities including the blind and more. All human service agencies in the Region are welcome to participate in the committee. The committee's goal is to recognize the Region's strengths, weaknesses, opportunities and threats to employing those with barriers to employment. The committee is also expected to present these findings along with any solutions to address these barriers to the full Board.

#### **IV. Services to be Provided**

##### Services for Job Seekers

Services provided to job seekers either at the One-Stop Job Center or via referral to a partner organizations site include:

Career Consulting; Career Decision-making; Career Exploration; Labor Market Information; Labor exchange services; job search training and assistance; supportive services such as transportation assistance, health screen for employment, housing assistance, etc.; disability resources for job search and job retention; Adult Education and Literacy services; HSet preparation and testing; Basic education remediation; English and a Second language services; Information on starting your own business; Occupational skill training; soft skills training for job retention; re-employment services for ex-offenders; services of the Migrant and Seasonal Farmworker program; financial planning for lump sum distributions; senior employment services; case management; veterans employment services; assistance to secure financial resources for low income individuals; State unemployment compensation activities and employment/training programs targeted to young adults.

These services are offered through the following agencies:

## ATTACHMENT 3

The St. Charles County Department of Workforce & Business Development, State Division of Workforce Development, St. Charles Community College, Job Corp, the Division of Family Services, MERS Goodwill, Vocational Rehabilitation, Northeast Community Action Coalition, and St. Joachim and Ann.

The agencies use various funding streams to provide the services listed above, including: the WIOA Dislocated, Adult, Youth, and National Emergency Grants; Missouri Employment & Training Program (Food Stamp), MWA, TANF, SNAP, Vocational Rehabilitation funds, Adult Education and Literacy, Second Chance Reintegration funds, federal Department of Housing and Urban Development funds, Community Service Block Grants, Jobs for Veterans State grants, Trade Act funds, Carl Perkins Career and Technical Education funds, Wagner-Peyser, WIOA Migrant and Seasonal Farmworker Program funds and WIOA Title I (Job Corp). The agencies also use funding resources other than the 19 WIOA required partners funding streams to provide services in the St. Charles Region that is outside of the One Stop Job Center.

### Services for Business/Employers

Services provided for employers, either from the One Stop Job Center or via referral to a partner agency include: Assistive technology to interview or employ those with physical barriers; labor exchange services; incumbent worker training; on-site customized training; On the Job Training; access to Federal and state labor law information; federal bonding; Rapid Response after WARN notice, re-employment services to employees affected by a company's downsizing, recruitment events including marketing the event, space to interview, job fairs, applicant screening, job postings and objective assessment instruments such as the National Career Readiness assessment; job coaching, labor market information, including wage and commuting pattern information, life skills/soft skills training for employees, veteran specific recruitment, Work Opportunity Tax Credit, connections to economic development professionals for assistance with non-workforce issues (e.g., permits, roads, taxes, etc.) and targeted sector strategies to increase the talent required by industries to prosper now and plan for future growth.

The following agencies are involved in providing the services listed above to employers:

The St. Charles County Department of Workforce & Business Development, State Division of Workforce Development, St. Charles Community College, Job Corp, MERS Goodwill, Vocational Rehabilitation, Northeast Community Action Coalition, Economic Development Council, the O'Fallon Department of Economic Development, area Chambers of Commerce, Rankin Technical College, the UAW Training Center and the St. Charles County Executive office.

The agencies use various funding streams to provide the services listed above, including: the WIOA Dislocated, Adult, Youth, and National Emergency Grants; Missouri Employment & Training Program (Food Stamp), MWA, TANF, Vocational Rehabilitation funds, Adult Education and Literacy, Community Service Block Grants,

Jobs for Veterans State grants, Carl Perkins Career and Technical Education funds, Wagner-Peyser, WIOA Migrant and Seasonal Farmworker Program funds and WIOA Title I (Job Corp). The agencies also use funding resources other than the 19 WIOA required partners funding streams to provide services in the St. Charles Region, which is outside of the One Stop Job Center.

### Sector Strategy

After reviewing local labor market information and holding formal discussions with area economic developers and in consultation with neighboring WIOA Regions, the Workforce Development Board targeted five sectors for focused efforts. The five sectors are Advanced Manufacturing, Financial Services, Logistics, Healthcare and Information Technology.

The Region is bringing together employers, educators, trainers, economic developers, politicians, employer groups and workforce professionals to develop a stronger workforce for each of these sectors.

### **V. Shared Funding of Infrastructure and Services**

Per the United States Department of Labor Employment and Training Administration: “The specific requirements for the local funding agreements, which are related to how the shared and infrastructure costs of the one-stop service delivery system will be paid by the one-stop partners, need not be satisfied in the funding agreements for PY 2016. States and local areas may continue to negotiate local funding agreements as they have been doing under WIA for purposes of PY 2016. However, the local funding agreements must satisfy the requirements of section 121 (h) of WIOA for the purposes of funding the one-stop system in PY 2017.” Source: <https://www.doleta.gov/WIOA/FAQs.cfm>

Formal cost sharing agreements will be in place on June 30, 2017 to identify the costs of the One-Stop Job Center in which DWD, WIOA and partner staff is located. Currently, Job Center costs associated with the integrated service delivery model are shared among the partners based on a ratio of DWD staff to WIOA staff. Other partners located in the One-Stop are shared based on costs per square footage used and the percentage of time the partner occupies that square footage in the Job Center.

### **VI. Systematic Referral Process for Job Center Customers**

It is agreed that the Partners will conduct referral for services in the following manner:

- When both the referring and receiving partner are located within the One-Stop, the referring staff will check to see if a staff member from the other agency is available to meet with the job seeker at that time. If that agency representative is not available, the referring staff will ask the job seeker if they would like to wait for the next availability. If the job seeker agrees to wait, their name will be put on

the queue via Toolbox and notes will be put in the data system immediately explaining the reason for the referral. The staff that receives the job seeker will access those notes and continue to deliver appropriate services, entering their notes upon completion. Staff from the two agencies that served the job seeker can follow up by reading notes or talking to each other since both are located in the Job Center.

- When partners are not co-located in the Job Center, Career Consultants from any partner agency agree to:

Give the job seeker a verbal explanation of the program they are being referred to and ensure they understand the reason for the referral and service expectation. Staff will then email a designated staff person at the agency to provide the job seeker's phone number or email address, depending on which method of contact the job seeker prefers. The receiving agency will attempt to contact the job seeker within a week and return follow-up information to the referring Career Consultant

Partner agencies will provide all partners with the following:

- Name, telephone number and email address of the designated contact person who is to receive the email referrals
  - Information on eligibility criteria and services
  - A written guide of referral criteria to help partners understand when a referral to their agency is appropriate
- Partners with access to Toolbox will record all referral and follow-up information in Toolbox, as appropriate in regard to confidentiality guidelines
  - All staff located in the Job Center/One-Stop will be knowledgeable of each partners' programs in order to provide job seekers assistance with access to partner services.

## **VII. Human Resource Management & Job Center Delivery System Performance Criteria**

We agree that the Partners co-located in the Job Center will develop commonly accepted expectations for customer service and engagement that are compliant with each individual entity's employee policies. Each Job Center partner will consider those expectations when completing their own employee-performance appraisals and agree to seek employee performance information as it relates to these accepted expectations.

The Job Center expectations include but are not limited to:

- Respect and trust of each other as we serve mutual customers
- Customers present in the building (including via real time electronic means) receive priority of staff attention. The intent is to insure customers receive prompt and courteous service from staff.
- In the event of a dispute, the proper chain of command will be followed. Staff should try to resolve the matter between them in a professional manner; if a dispute continues then staff is to talk to their Team Lead, the next step is to speak with their supervisor as assigned by their employer of record. Supervisors will bring the issue to the attention of the Functional Leader who will then take it to the Executive Director if the dispute continues. The formal Complaint/Grievance procedure will be used if resolution is not reached.
- All partners agree to the confidentiality policy set forth by the Division of Workforces Development.
- All partners agree to deliver high-quality service to job seekers, business and other human service agencies. Staff will receive confidentiality training and sign a confidentiality statement.
- Management of the Job Center will work to the best of its ability so employees can expect to work in a safe and professional environment.

All partner agencies co-locating staff in the Job Center will have individual staff approved by the One Stop Operator, in consultation with the employer of record, prior to placing them at the St. Charles Job Center. This will ensure that staff placed in the Job Center by one agency was not a problem of a partner agency at an earlier time.

### **VIII. Governance of the One-Stop Delivery System**

The ultimate accountability and responsibility for the Job Center system's organizational processes, services and accomplishments will rest with the Workforce Development Board, the Local Elected Official (LEO), the One-Stop operator and the Partners.

The Board's responsibilities:

- Convene the required workforce system partners to develop and execute a Memorandum of Understanding (MOU) between the One-Stop Partners that is mutually agreeable to all parties.
- Guide and advice on the disbursement of funds for workforce development activities pursuant to the requirements of the WIOA.
- Develop the Local Plan including policies, standards and operational priorities for the local area.
- Certify the One-Stop Operator(s)
- Conduct oversight of the local workforce system, including funding specified in the WIOA, jointly or on behalf of the LEO.

- Recommend program activities as appropriate
- Coordinate workforce investment activities with economic development strategies and other employer linkages
- Promote the Workforce system as possible.

The One-Stop Operator's responsibilities:

- Determine the best model of service delivery implementation within State guidance, after examining key aspects of process management, customer-focused design of service delivery, resources available from all partners and performance expectations set on the local system
- Promote inclusion of partners into the One-Stop system
- Ensure veterans priority of service
- Ensure the inclusion of all populations in service design and delivery
- Monitor for process improvement, including service to businesses
- Management and oversight of the local One-Stop system

The One-Stop Partners' responsibilities:

- Provide access to their programs and services through the One-Stop system (i.e., the local Job Center) either through in person sessions or via electronic/technical means at the Job Center or through the referral system delineated above.
- Support the development and implementation of One-Stop policies and processes and integrated customer-centered service delivery design
- Will provide their fair share of infrastructure costs as required by WIOA
- Coordinate the delivery of services to individual job seekers with other system partners to reduce duplication of service while insure a complete range of service toward a successful career path and self-sufficiency
- Coordinate employer contact and services to avoid duplicative employer contacts.

### **IX. Duration and Modification**

This Memorandum of Understanding will be reviewed and updated not less than every three years. All Partners retain the right to modify, extend or terminate this Memorandum of Understanding. Such amendments may be made, upon consensus of all parties, at least 30 days prior to the effective date of the change.

The terms of the cost allocations agreed to in section IV will be determined after further guidance from the State Division of Workforce Development and/or the federal Department of Labor and with the agreement of the partners to this MOU. It will remain in effect for three years from the start of the agreement or until such time as any party formally requests to modify, extend or terminate that subpart of this agreement.

## ATTACHMENT 3

Formal requests for modification, extension or termination must be made in writing to the Workforce Development Board.

### **X. Termination**

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 30 days prior to the effective termination date.

The Workforce Development Board reserves the right to immediately terminate the participation of any Partner in this plan with cause.

Signature Page

By signature hereto, the St. Charles Region Workforce Development One-Stop Partners agree to participation in the development of the plan and agree to all terms and conditions of this Memorandum of Understanding as required by the Workforce Innovation and Opportunity Act.

Community Service Block Grant & TANF

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WIOA Partner

Missouri Department of Social Services

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Representative Agency

*See attached*

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Signature

Date

	<p><b>Memorandum of Understanding (MOU)</b>  <b>Disclosure</b>  <b>Missouri Department of Social Services</b></p>
	<p><b>MOU Title:</b> One-Stop Delivery System</p>

1. Department of Social Services (DSS) and Family Support Division (FSD) is signing the Workforce Innovation and Opportunity Act (WIOA) Memorandum of Understanding (MOU) with the understanding that the WIOA regulations from the U.S. Department of Labor are not yet final rules. Until the WIOA regulations become final rules, it is understood that the MOU may need to be amended. Therefore, DSS/FSD is signing each WIOA MOU as it stands now, with revision pending the final rules; seek to clarify the conditions in which it signs them:
  - a. DSS/FSD will not agree to cost-sharing and data sharing unless approved by the Department.
  - b. The MOUs will be updated when the WIOA regulations become final.
  - c. DSS, its affiliates, successors, assignees, and contractors will continue to adhere to its confidentiality and security policies.
  - d. Termination of the MOUs: Any Partner to these MOUs may withdraw, giving written notice of its intent to withdraw as a Partner. All pertinent terms of the MOUs will continue in effect for the remaining Partners. Any party may cancel the MOU at any time for cause or without cause on a 30-day written notice.
  - e. In the event, there is a conflict of language between the MOU and this Disclosure statement, the language in this Disclosure statement shall govern.
  - f. In the event there is a conflict between law, regulations, and policy governing DSS and the WIOA MOU, then DSS law, regulations, and policies govern.

  
 \_\_\_\_\_  
 Julie Gibson  
 Family Support Division (FSD) Director

Temporary Assistance for Needy Families  
 Community Services Block Grant

Signature Page

By signature hereto, the St. Charles Region Workforce Development One-Stop Partners agree to participation in the development of the plan and agree to all terms and conditions of this Memorandum of Understanding as required by the Workforce Innovation and Opportunity Act.

Steve Ehlmann  
Chief Elected Official

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Signature

6/24/16  
Date

Signature Page

By signature hereto, the St. Charles Region Workforce Development One-Stop Partners agree to participation in the development of the plan and agree to all terms and conditions of this Memorandum of Understanding as required by the Workforce Innovation and Opportunity Act.

St. Charles Region Job Center One-Stop Operator

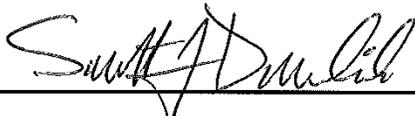
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WIO Partner

St. Charles County Dept of Workforce and Business Development

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Representative Agency



Scott Drachnik, Executive Director



Date

Signature Page

By signature hereto, the St. Charles Region Workforce Development One-Stop Partners agree to participation in the development of the plan and agree to all terms and conditions of this Memorandum of Understanding as required by the Workforce Innovation and Opportunity Act.

WIOA Adult, Dislocated and Youth Programs

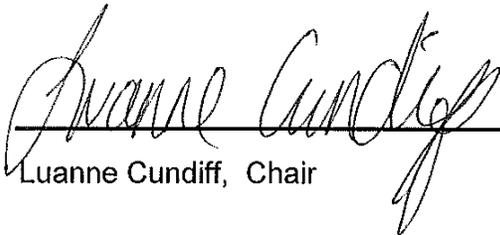
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WIOA Partner

Workforce Development Board

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Representative Agency

  
Luanne Cundiff, Chair

  
Date

Signature Page

By signature hereto, the St. Charles Region Workforce Development One-Stop Partners agree to participation in the development of the plan and agree to all terms and conditions of this Memorandum of Understanding as required by the Workforce Innovation and Opportunity Act.

Wagner-Peyser, Trade & Veterans State Grants

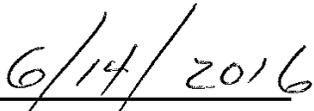
WIOA Partner

DWD's Wagner-Peyser Local WDB Member

Representative Agency



Mike Gavura

  
Date

Signature Page

By signature hereto, the St. Charles Region Workforce Development One-Stop Partners agree to participation in the development of the plan and agree to all terms and conditions of this Memorandum of Understanding as required by the Workforce Innovation and Opportunity Act.

Vocational Rehabilitation

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WIOA Partner

Office of Adult Learning and Rehabilitation Services

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Representative Agency



6-1-2016

Janis Miller, District Supervisor St. Charles

Date

Signature Page

By signature hereto, the St. Charles Region Workforce Development One-Stop Partners agree to participation in the development of the plan and agree to all terms and conditions of this Memorandum of Understanding as required by the Workforce Innovation and Opportunity Act.

Adult Education & Literacy Title II and Perkins Career & Technical Education Funds

WIOA Partner

St. Charles Community College

Representative Agency



\_\_\_\_\_  
Todd Galbierz, Interim President

5/19/16

\_\_\_\_\_  
Date

Signature Page

By signature hereto, the St. Charles Region Workforce Development One-Stop Partners agree to participation in the development of the plan and agree to all terms and conditions of this Memorandum of Understanding as required by the Workforce Innovation and Opportunity Act.

Local Community Service Block Grant and HUD Employment & Training Activities

WIOA Partner

North East Community Action Corporation

Representative Agency



*1,000,000 #CFE*

*05/24/2014*

Signature

Date

Signature Page

By signature hereto, the St. Charles Region Workforce Development One-Stop Partners agree to participation in the development of the plan and agree to all terms and conditions of this Memorandum of Understanding as required by the Workforce Innovation and Opportunity Act.

Senior Community Service Employment Program

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WIOA Partner

MERS Goodwill

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Representative Agency



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Don Vaisvil, Director of SCSEP

5/19/16

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Date

**Cost-Sharing Agreement**

Job Center Cost Share

St Charles

Cost Sharing

Report For: July 2016

The current report month is closed.

Percentages for July to September 2016

DWD: 42.00% WDB: 58.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Office Supplies-NGCC	\$12,000.00	\$0.00	\$0.00	\$12,000.00	\$ 0.00	\$ 0.00
Telecommunication	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Charge						
Postage	\$0.00	\$0.74	\$0.00	(\$0.74)	\$ 0.74	\$ 0.00
Postage Meter Machine-	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Furn & Equip						
Rental						
Copier-Office Furniture & Equip R&M	\$4,500.00	\$175.44	\$0.00	\$4,324.56	\$ 175.44	\$ 0.00
Rent/Utilities	\$190,000.00	\$2,958.33	\$0.00	\$187,041.67	\$ 2,958.33	\$ 0.00
Printing	\$1,000.00	\$0.00	\$0.00	\$1,000.00	\$ 0.00	\$ 0.00
Organization	\$2,100.00	\$0.00	\$0.00	\$2,100.00	\$ 0.00	\$ 0.00
Memberships						
Publications & Subscriptions	\$950.00	\$0.00	\$0.00	\$950.00	\$ 0.00	\$ 0.00
Record Destruction-	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Other Business Services						
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Interpretation Services-	\$150.00	\$0.00	\$0.00	\$150.00	\$ 0.00	\$ 0.00
Other Professional Services						
Functional Leader	\$74,963.00	\$0.00	\$0.00	\$74,963.00	\$ 0.00	\$ 0.00
<b>TOTALS</b>	<b>\$285,663.00</b>	<b>\$3,134.51</b>	<b>\$0.00</b>	<b>\$282,528.49</b>	<b>\$3,134.51</b>	<b>\$0.00</b>
<b>NON-Job Center Cost Share</b>						
		<b>DWD Paid</b>		<b>WIB PAID</b>		
Adjustment	\$	0.00	\$	0.00		
Copier-GAMM	\$	0.00	\$	0.00		
Copier-MERS	\$	0.00	\$	0.00		

**ATTACHMENT 4**

Copier-Office Furniture & Equip	\$	0.00	\$	0.00
R&M				
Copier-Youth	\$	0.00	\$	0.00
Personal Services	\$	0.00	\$	0.00
Postage-Admin	\$	0.00	\$	0.00
Postage-GAMM	\$	0.00	\$	0.00
Postage-MWA	\$	0.00	\$	0.00
Postage-NEG	\$	0.00	\$	0.00
Postage-Trade	\$	0.00	\$	0.00
Postage-Vets	\$	0.00	\$	0.00
Postage-WDB	\$	0.00	\$	0.00
Postage-Youth	\$	0.00	\$	0.00
Supplies-Vets	\$	0.00	\$	0.00
Telephone-Monett	\$	0.00	\$	0.00
Telephone-WDB	\$	0.00	\$	0.00
Trade Reimbursement	\$	0.00	\$	0.00
TOTALS		\$0.00		\$0.00
DWD			WDB	
Amount DWD owes of Cost	\$0.00	Amount WDB owes of Cost	\$1,818.02	
Share expenditures:		Share expenditures:		
Amount DWD owes of Non-Cost	\$0.00	Amount WDB owes of Non-Cost	\$0.00	
Share expenditures:		Share expenditures:		
DWD Reimbursement to WDB	\$0.00	WDB Reimbursement to DWD	\$1,818.02	
Amount:		Amount:		
Running Total of Available Cash	\$0.00	Cumulative Amount WDB Owes to DWD:	\$1,818.02	
Requests:				

## ATTACHMENT 5

**ST. CHARLES COUNTY WORKFORCE DEVELOPMENT BOARD 2015-2017**

Name	Title	Business/Organization	Phone #	Fax #	Email
<b>Business Sector</b>					
Luanne Cundiff	President	First State Bank of St. Charles, MO 208 N. Fifth St. St. Charles, MO 63301	636-940-5555	636-940-5506	<a href="mailto:lcundiff@fbsfinancial.com">lcundiff@fbsfinancial.com</a>
Tanya Davies	Director of Human Resources	Geeding Construction, Inc. 800 Highway H Thy, MO 63379	636-402-9154		<a href="mailto:tdavies@geedingconstruction.com">tdavies@geedingconstruction.com</a>
Steven Edens	Director of Global Human Resources	SunEdison 501 Pearl Drive St. Peters, MO 63376	636-474-5807	636-229-5175	<a href="mailto:sedens@sunedison.com">sedens@sunedison.com</a>
Linda Gerhardt	Controller	Seyer Industries 88 Patmos Court St. Peters, MO 63376	636-928-1190 ext. 4121		<a href="mailto:lgerhardt@seyerind.com">lgerhardt@seyerind.com</a>
Kim Grothaus	HR Advisor	Cligroup 1000 Technology Dr. O'Fallon, MO 63368	636-281-5031		<a href="mailto:kim.grothaus@cligroup.com">kim.grothaus@cligroup.com</a>
Linda Habersbroh	President	Phoenix Textile Corporation 21 Commerce Dr. O'Fallon, MO 63368	314-291-2151 ext. 5780		<a href="mailto:lhhabersbroh@phoenixtextile.com">lhhabersbroh@phoenixtextile.com</a>
Don Kalicak	Vice President- Regional Development	Mercy 300 Winding Woods Dr., Ste. 210 O'Fallon, MO 63368	636-614-3271		<a href="mailto:dokalicak@mercy.net">dokalicak@mercy.net</a>
Lauren Kolbe	President	KolbeCo Marketing Resources 1676 Bryan Rd., Ste. 113 Dardenne Prairie, MO 63368	636-379-3895 ext. 12		<a href="mailto:laura@kolbeco.net">laura@kolbeco.net</a>
Tim Lewin	General Manager	Embassy Suites St. Charles Two Convention Center Plaza St. Charles MO 63303	636-948-5544		<a href="mailto:tim.lewin@ihb.com">tim.lewin@ihb.com</a>
Mike Sommer	CPA	Sommer & Associates, CPAs, LLC 901 Boone's Lick Road St. Charles, MO 63301	636-948-2727		<a href="mailto:mikesommercpa@aol.com">mikesommercpa@aol.com</a>
Erin Williams	President & CEO	O'Fallon Chamber of Commerce 2145 Bryan Valley Commercial Dr. O'Fallon, MO 63366	636-940-1818 ext. 3		<a href="mailto:erin@ofallonchamber.org">erin@ofallonchamber.org</a>
<b>Labor Sector</b>					
Mark Dalton	Representative	Carpenter's District Council of Greater St. Louis 1401 Hampton Ave. St. Louis, MO 63139	314-644-4800 ext. 5263		<a href="mailto:mdalton@carndc.org">mdalton@carndc.org</a>
Mark Staffue	Business Representative	IBEW 1439 2121 50th Street St. Louis, MO 63110	314-644-8111		<a href="mailto:mark_staffue@IBEW1439.com">mark_staffue@IBEW1439.com</a>
<b>Adult Education &amp; Literacy</b>					
Amanda Rose	Associate Dean of AEL	St. Charles Community College 4801 Mid Rivers Mall Drive - LRC 209 Cottleville, MO 63476	636-922-9409		<a href="mailto:arose@stchas.edu">arose@stchas.edu</a>
<b>Vocational Rehab/Employee Workforce</b>					
Janis Miller	District Supervisor	Missouri Division of Voc. Rehab. 3737 Harry S. Truman Blvd. St. Charles, MO 63301	636-940-3300		<a href="mailto:janis.miller@vr.dese.mo.gov">janis.miller@vr.dese.mo.gov</a>
<b>Wagner Poyser</b>					
Mike Gavura	Manager Field Operations	Division of Workforce Development 212 Turner Blvd. St. Peters, MO 63376	636-255-0060	636-255-0061	<a href="mailto:mike.gavura@dwd.mo.gov">mike.gavura@dwd.mo.gov</a>
<b>Higher Education</b>					
Chris Breitmeyer	Vice President Academic Affairs	St. Charles Community College 4801 Mid Rivers Mall Drive St. Peters MO 63376	636-922-8356	636-922-8582	<a href="mailto:cbreitmeyer@stchas.edu">cbreitmeyer@stchas.edu</a>
<b>Economic Development</b>					
Michael Hurbert	Economic Development Director	City of O'Fallon 100 North Main Street O'Fallon, MO 63368	636-379-5510		<a href="mailto:mhurbert@ofallon.mo.us">mhurbert@ofallon.mo.us</a>
<b>Employee Workforce</b>					
Jeff Carnal	Vice President Program Development	MERB/Goodwill 1727 Locust St. St. Louis, MO 63103	314-241-3484 ext. 8609		<a href="mailto:jcarnal@mersgoodwill.org">jcarnal@mersgoodwill.org</a>
<b>Temporary Assistance for Needy Families</b>					
Lynn Wehmeier	Missouri Work Assistance PDS	Family Support Division 148 Rodeo Road Camden, MO 65020	573-346-3363 ext. 201	573-346-0382	<a href="mailto:lynn.m.wehmeier@ssa.mo.gov">lynn.m.wehmeier@ssa.mo.gov</a>

**BYLAWS**

*ST. CHARLES COUNTY WORKFORCE DEVELOPMENT BOARD*

**PREAMBLE**

The Grant Recipient for the Workforce Development Board is St. Charles County Government. The St. Charles County Department of Workforce & Business Development is the Administrative Entity. All Board members are appointed by the County Executive of St. Charles County. The Board at a minimum will be represented by 51% private sector businesses and others representing the following: organized labor, education, community-based organizations, economic development, and one-stop partner agencies, in accordance with the Workforce Innovation & Opportunity Act (WIOA). The Board itself is certified for two years, then at the end of that time the members may be reappointed if in good standing. The County Government will indemnify and save harmless the appointed board members under a continuous liability policy.

**DEFINITION OF TERMS**

**ADMINISTRATIVE ENTITY:** The entity designated to administer programs under local designated area, also referred to as the program administrator. The Chief Elected Official determines the Administrative Entity, and has selected the St. Charles County Department of Workforce & Business Development to serve in this capacity.

**BOARD:** Refers to the Workforce Development Board of St. Charles County. The two terms are synonymous as used in this document.

**CHIEF ELECTED OFFICIAL:** Officer of a unit of local government in a local area, County Executive of St. Charles County.

**COMMUNITY-BASED ORGANIZATION:** Private nonprofit organizations which are representative of communities or significant segments of communities and which provide programs and services.

**ECONOMIC DEVELOPMENT AGENCIES:** Local planning and zoning commissions or boards, community development agencies, and other local agencies and institutions responsible for regulating, promoting, or assisting in local economic development.

**EXCUSED ABSENCE:** Absence from either a Board, Task Force, or Committee meeting due to illness, business, or employment related responsibilities. In order for an absence to be excuse, notification must be given to the Board Chairperson, in the case of a Board meeting, Task Force Chairperson, in case of a Task Force meeting, or Committee Chair, in the case of a committee meeting, at least twenty-four hours prior to the scheduled meeting. Emergency situations will be reviewed on a case-by-case basis by the Executive Committee.

**LABOR MARKET AREA:** An economically integrated geographic area as defined by the U.S. Department of Labor or the Governor.

**LOCAL AREA:** A workforce investment area designated by the Governor, after consideration of the geographic areas within the State.

## ATTACHMENT 6

**LOCAL AREA BUSINESS REPRESENTATIVE:** Persons who are owners, chief executives or chief operating officers of private for-profit employers and major nongovernmental employers, such as health and educational institutions or other executives of such employers who have optimum policy-making responsibility or hiring authority.

**LOCAL BOARD:** A group of individuals representing local businesses, local educational entities, labor organizations, community-based organizations, economic development agencies, representatives of one-stop partners, or others as deemed appropriate by the County Executive. This group comprises the Workforce Development Board for the local area. It was certified by the Governor to set policy for the portion of the statewide workforce investment system within the local area.

**LOCAL EDUCATION AGENCY:** Any certified secondary or post-secondary school or school board in the local area.

**LOCAL PLAN:** The local board shall develop and submit to the Governor a comprehensive four year local plan in partnership with the Chief Elected Official. The plan shall be consistent with State and Regional Plans, and the requirements of the Workforce Innovation & Opportunity Act.

**LOW INCOME:** To qualify for low income status it must be an individual or a member of a family who receives cash welfare payments, or has received a total family income (for the six-month period prior to application) which, in relation to family size, was not in excess of the poverty level or 70% of the lower living standard income level, or is receiving food stamps, or is a foster child, or, an individual with a disability whose own income qualifies as economically disadvantaged, but is a member of a family that may not meet such requirements.

**MEMORANDUM OF UNDERSTANDING:** An agreement between the one stop partners and the Workforce Development Board, which identifies the function, responsibility, role, accountability, and infrastructure cost-allocation requirements they have in the one stop system.

**ONE STOP OPERATOR:** One or more entities designated or certified to operate a one stop system. This may be a public or private entity or consortium of entities of demonstrated effectiveness located in the local area such as a post secondary educational institution, an employment service agency established under Wagner-Peyser Act, a private nonprofit organization, a private for profit entity, a government agency, and/or another interested organization or entity like a local chamber of commerce or business organization.

**ONE STOP PARTNER:** An entity that carries out programs or activities under Title I of the Workforce Innovation & Opportunity Act, Carl Perkins Vocational & Applied Technology Education Act, Housing & Urban Development employment & training programs, adult education, unemployment insurance, Wagner-Peyser Act & Trade Act, Vocational Rehabilitation, Temporary Assistance to Needy Families & Food Stamps, Title V of the Older Americans Act, or an entity that is participating with the approval of the local board and chief elected official, in the operation of a one-stop delivery system.

**PROGRAM YEAR:** A one year period of program operation beginning July 1 of every year and ending June 30 of the following year.

**QUORUM:** The members at any regular meeting shall constitute a quorum for the transaction of all organization business except the election of Officers and to amend these Bylaws. For the

election of Officers and amending the Bylaws, a simple majority of the membership shall constitute a quorum.

STATE BOARD: A state workforce development board established by the Governor which assists in the development of the state plan, development and continuous improvement of statewide system, designation of local areas, development of allocation formulas, development and continuous improvement of state performance measures, comment annually on measures taken of the Carl Perkins Vocational & Applied Technology Education Act, preparation to the annual report to the Secretary, development of the statewide statistics system, and development of an incentive grant.

WORKFORCE DEVELOPMENT BOARD - LOCAL DELIVERY AREA MEMORANDUM OF UNDERSTANDING AGREEMENT: An agreement between the Board and County Executive of St. Charles County. This agreement identifies the relationships, functions, responsibilities, and accountability between the Board and Chief Elected Official in the operation of WIOA programs in a given local area.

WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA): Public Law 113-128 otherwise known as Workforce Innovation & Opportunity Act of 2014. The intent of the Act is to consolidate job training programs under the Workforce Investment Act of 1998 (WIA) into a single funding stream. It amends the Wagner-Peyser Act reauthorizing adult-education programs and programs under the Rehabilitation Act of 1973. WIOA is now the authority for the establishment and operation of the state and national One-Stop Delivery system.

**ARTICLE I**  
**SCOPE AND PURPOSE OF THE WORKFOCE DEVELOPMENT BOARD**

**Section I - General**

The County Executive is authorized to appoint the members of the Workforce Development Board in accordance with criteria established by the Governor and the State Council. The County Executive is to be in partnership with the St. Charles County Workforce Development Board.

**Section II - Mission Statement**

The St. Charles County Workforce Development System is an alliance of public and private leaders dedicated to moving careers, companies, and communities forward through workforce development that impacts local wages, economic development that impacts local business investment and community development that impacts the local tax base.

**ARTICLE II**  
**FUNCTIONS & RESPONSIBILITIES**

**Section I - Responsibility of the Board**

The Board's responsibility is to convene to discuss workforce and business development issues in St. Charles County and exercise oversight with respect to activities under the Plan in partnership with the County Executive. The intent of the Workforce Innovation & Opportunity Act (WIOA) is to charge the Board with the responsibility of consolidating, coordinating and

improving employment, training, literacy and vocational rehabilitation programs in the St. Charles area. In order to carry out its functions, the board will utilize the Administrative Entity's staff.

**Section II - Functions of the Board**

The Board's specific functions and responsibilities are identified as follows:

1. Shall develop the four-year, local WIOA Plan and conduct oversight of the one-stop system, and employment and training activities for adults, dislocated workers, and youth under Title I of WIOA, in partnership with the County Executive;
2. Shall select the one-stop operator with the agreement of the County Executive;
3. Shall establish any committees and task forces as needed with appropriate categories of membership in accordance with the Act;
4. Shall develop and enter into Memorandums of Understanding (MOU) with each One-Stop Partner within the Local Workforce Development Area (LWDA) who are involved in workforce programs and activities required to be available at the Comprehensive One-Stop Center, in accordance with the Act;
5. Shall recommend the policies, goals, and objectives for the workforce development system within the St. Charles County Labor Market Area in accordance with identified needs;
6. Shall recommend a budget and review, monitor and approve financial statements for the purpose of carrying out and adequately funding the programs and activities of WIOA;
7. Shall negotiate and reach agreement on local performance measures with the County Executive and the Governor;
8. Shall review performance related data for the purpose of evaluating the effectiveness of the programs provided by the one-stop operator;
9. Shall promote the coordination of workforce development activities through the Sector Strategies Plan adopted at a local, regional, and state level;
10. Shall develop and conduct outreach efforts and public awareness for the workforce development system;
11. Shall carry out regional planning responsibilities required by the State in accordance with the Act.
12. Shall assist with efforts to raise sponsorships, outside underwriting, and grants to help with the expansion, promotion, and effectiveness of workforce and business development outreach and programs.

**Section III - Conflict of Interest**

A member of the Workforce Development Board may not vote or participate in debate on any matter which has a direct bearing on services to be provided by that member or any organization that such members represent, or by which the member is employed, or that would provide direct financial benefit to such members, or the immediate family of such members. Abstentions should be reflected in the minutes.

**Section IV – Expectation of Board Members**

Each board member is expected to attend all full board meetings and participate in at least one task force. Poor attendance due to unexcused absences will be reviewed by the Executive Committee, and could be a cause for suspension or expulsion.

**ARTICLE III**  
**MEETINGS & PROCEDURES**

**Section I - Full Board Meetings**

The regular Board meetings will be held on the first Wednesday of the third month of each quarter (March, June, September and December). The day, time and location can be changed at the discretion of the Board members. Notification of meetings will be by written notice at least seven days preceding the scheduled meeting. The Administrative Secretary will notify the Board and have the responsibility for making the notice public in accordance with the Missouri Sunshine Law. Meetings are open to the public.

Board meetings may be facilitated by electronic means (interactive video transmission, teleconference, etc. as long as all members participating can hear each other at the same time.

As allowed under Missouri Revised Statutes, Chapter 355 Nonprofit Corporation Law, Section 355.291.1 (28 August 2015), a member may appoint a proxy to vote or otherwise act for the member by signing an appointment form either personally or by an attorney-in-fact. An appointment of a proxy is revocable by the member. Appointment of a proxy is revoked by the person appointing the proxy attending any meeting and voting in person, or signing and delivering to the secretary or other officer or agent authorized to tabulate proxy votes either a written statement that the appointment of the proxy is revoked or a subsequent appointment form. To satisfy WIOA board intentions, a proxy should be another employee of the same organization in a position with policymaking or hiring authority.

The members present (physically, by electronic means, or by proxy) at any regular meeting shall constitute a quorum for the transaction of all organization business except the election of Officers and to amend these Bylaws.

For the election of Officers and amending the Bylaws, a simple majority of the membership shall constitute a quorum. At any regular Board, Task Force, or Committee meeting, all those members who are present shall be considered a quorum.

Attendance is of utmost importance and the County Executive may replace a member for poor attendance. Poor attendance shall be defined as attending less than half of the full board meetings.

A member not in good standing may be suspended or expelled by a majority vote of the Executive Committee, with agreement from the County Executive. When resigning, a letter of resignation should be sent to the Chairperson. The County Executive would then appoint someone to continue that individual's term.

**Section II - Committee Meetings & Special Meetings**

Special meetings may be called at any time by the Chairperson or by a majority of the Board.

**Section III - Board Agenda**

The agenda deadline will be seven days before the scheduled Board meeting. All requests for agenda items are to be communicated to the Chairperson or Administrative Secretary before

the deadline. The Board agenda will provide for members to request from the floor for items to be added.

**Section IV – Proceedings for Meetings**

Meeting proceedings will be governed by Robert’s Rules of Order, Revised.

**ARTICLE IV**  
**COMPOSITION & GOVERNANCE**

**Section I - Board Officers**

The Officers of the Board consist of the Chairperson, Vice Chairperson, Treasurer, Secretary, Parliamentarian and other Officers-at-Large, all serving two-year terms, unless otherwise decided by the Board.

The Chairperson shall be elected from among the private sector members on the Board. The Chairperson will in general supervise and control all of the business of the Board membership and appoint task force and/or committee chairpersons and members as required. The Chairperson will conduct all regular Board meetings. There will be an annual reaffirmation of the Chairperson. The Chairperson will nominate the members and their positions on the Executive Committee, which shall be ratified by the Board.

The Vice Chairperson shall be elected from the private sector members on the Board. In the absence of the Chairperson, or in the event of the Chairperson’s inability to act, the Vice Chairperson will perform the duties of the Chairperson. If the Chairperson resigns, the Vice Chairperson assumes the role of Chairperson until such time as an election for Chairperson can take place. The Vice Chairperson will assist the Chairperson as needed and/or when requested by the Chairperson.

The Treasurer will be responsible for reviewing and monitoring all financial statements to ensure compliance with the intent of WIOA, and performing other duties as assigned by the Chairperson, Executive Committee, and/or Board.

The Secretary will be responsible for recording attendance at the meetings and determining if a quorum is present. The Secretary is responsible for ensuring that the meeting is recorded and minutes are prepared.

The Parliamentarian shall provide guidance to the Chairperson and Board regarding procedures and conduct of meetings and assist the Board and officers in the interpretation and enforcement of the Bylaws. The Parliamentarian, as may be requested and be appropriate, provide general guidance to the Board and officers regarding specified contractual or other matters having procedural or structural implication for the Board and its affairs.

There is reaffirmation of the Executive Board members in the Odd numbered years at the December full Board meeting. Each reaffirmation must be voted on by a quorum of the full board.

Any officer elected or appointed by the Board may be removed by the membership, whenever in its judgment and the best interest of the Board would be served thereby. Removal will be by majority vote of members attending a meeting where a quorum is present.

**Section II – Committees & Task Forces**

The Executive Committee may exercise the authority of the full Board with the exception of the limitations to Committee powers. The minimum membership will be five with no maximum limit; a majority of the Executive Committee members must represent the private sector. If unable to fill the majority of Executive Committee positions from the private sector, the Chairperson has discretion to appoint members from the community based organization sector, the education sector, the labor sector, or the economic development sector. The Chairperson of the Board will serve as Chairperson of the Executive Committee. Any action taken by the Executive Committee on behalf of the Board will require full disclosure to the Board at the regularly scheduled meeting, following the action taken. The Executive Committee's duties are acting on behalf of the Board as may be required, making recommendations to the Board, which meet the needs of both the area's employers and job seekers, reviewing and upgrading recommendations to the Board for its bylaws, and setting the board agenda.

All oversight and recommendation duties involving youth programs, evaluation and quality improvement, finances, and public awareness will be carried out by the Executive Committee, assisted by the staff and service partners of the Missouri Job Center of St. Charles County.

In addition to the Executive Committee, the Board shall establish task forces as needed which will be charged with specific duties. The Chairperson is charged with providing those duties to the task forces.

An Ad Hoc Committee may be formed when necessary to discuss, plan, review, or evaluate specific matters as they occur. Such committee may be formed by the Chair at the request of the Executive Committee or of the Board as a whole.

The Executive Committee shall not fail to meet a minimum of four times each calendar year.

**ARTICLE V**  
**BYLAWS AMENDMENTS**

Bylaw amendments may be made whenever necessary for the Board's best interest. The amendments will be proposed in writing and sent with the agenda announcements prior to all meetings. The motion for such amendments will be made to the Executive Committee for the first reading following the draft of the amendment. A vote will be taken at the meeting following the first reading of the proposed bylaws. A simple majority of the membership will be required to amend the Bylaws.

LOCAL WORKFORCE DEVELOPMENT BOARD  
 ATTESTATION FOR REVIEW OF BY-LAWS

The following form must be completed and submitted to the Division of Workforce Development annually. The purpose of the form is to assure that all certified members of the Local Workforce Development Board have reviewed and understand their current by-laws. The form must be signed and dated by at least a quorum of the membership. Please include the printed name of the member on the line below their signature. If additional signature/date lines are needed, please add them accordingly.

Name of Local Workforce Development Board: St. Charles County Workforce Development Board

The following local board members attest by their signatures that they have reviewed and understand the board's current by-laws:

<u>Luanne Cundiff</u> Luanne Cundiff	<u>6-1-15</u> Date	<u>Michael Hurlbert</u> Michael Hurlbert	<u>6/2/16</u> Date
<u>Resigned</u>		<u>Don Kalicak</u> Don Kalicak	<u>6/1/16</u> Date
<u>Chris Breitmeyer</u> Chris Breitmeyer	<u>Date</u>	<u>Lauren Kolbe</u> Lauren Kolbe	<u>9/8/16</u> Date
<u>Jeff Carnal</u> Jeff Carnal	<u>6/1/2015</u> Date	<u>Tim Lewin</u> Tim Lewin	<u>6/1/16</u> Date
<u>Mark Dalton</u> Mark Dalton	<u>6/1/2016</u> Date	<u>Janis Miller</u> Janis Miller	<u>6-1-2016</u> Date
<u>Tanya Davies</u> Tanya Davies	<u>6/1/2016</u> Date	<u>Amanda Rose</u> Amanda Rose	<u>6/1/16</u> Date
<u>Steven Edens</u> Steven Edens	<u>6-1-2016</u> Date	<u>Mike Sommer</u> Mike Sommer	<u>6/2/16</u> Date
<u>Mike Gavura</u> Mike Gavura	<u>6/14/2016</u> Date	<u>Mark Staffne</u> Mark Staffne	<u>6/1/16</u> Date
<u>Linda Gerhardt</u> Linda Gerhardt	<u>6/1/16</u> Date	<u>Lynn Wehmeier</u> Lynn Wehmeier	<u>6-1-2016</u> Date
<u>Resigned</u>		<u>Erin Williams</u> Erin Williams	<u>6/15/16</u> Date
<u>Kim Grothaus</u> Kim Grothaus	<u>Date</u>		
<u>Linda Haberstroh</u> Linda Haberstroh	<u>6/1/16</u> Date		

**Chief Elected Officials' Agreement**

**Not applicable.**

## **Conflict of Interest Policy for WDB Staff and Contracted Staff**

### **Conflict of Interest Policy**

The Region covers Conflict of Interest in three different policies. Employees of the grant recipient and the local elected official sign a conflict of interest agreement in their employer handbook. The sub-contract is covered in the contract and the WDB members' conflict of interest is governed in the WDB's By-Laws. Excerpts regarding Conflict of Interest from each document are cited below.

**The following Conflict of Interest Policy is in the Employee Handbook which is given to each employee. Employees sign an attestation sheet that they have read and understood the policies in the employee handbook. This applies to staff and elected officials:**

**No. 10-009, 1-27-10)**

#### **SECTION 115.150: CONFLICTS OF INTERESTS PROHIBITED**

**A. No elected official or employee shall:**

- 1. In any manner whatsoever be interested in or receive any benefit from the profits or emoluments of any contract, job, work, activity, function, or service for the County.**
- 2. Act or refrain from acting in any capacity in which he is lawfully empowered to act by reason of any payment, offer to pay, promise to pay, or receipt of anything of actual pecuniary value, other than compensation to be paid by the County.**
- 3. Accept any service or thing of value, directly or indirectly, from any person, firm or corporation having dealings with the County, upon more favorable terms than those granted to the public generally.**
- 4. Receive, directly or indirectly, any part of any fee, commission or other compensation:**
  - a. Paid by or payable to the County;**
  - b. Paid by any person in connection with any dealings with the County; or**
  - c. Paid by any person in connection with any dealings with or proceedings before any office, officer, department, board, commission or other agency of the County.**
- 5. Directly or indirectly, be the broker or agent who procures or receives any compensation in connection with the procurement of any type of bonds for County elected officials or employees or firms doing business with the County guaranteeing the performance of any contract with the County.**

**B. No elected official or employee shall use confidential information obtained in the course of or by reason of his employment or official capacity in any manner with intent to result in financial gain for himself, his spouse, his dependent child in his custody, or any business with which he is associated. No elected official or employee shall disclose confidential information obtained in the course of or by reason of his employment or official capacity in any manner with intent to result in financial gain for himself or any other person.**

**C. The provisions of this Section shall be broadly construed and strictly enforced for the purpose of preventing County elected officials and employees from securing any pecuniary advantages, however indirect, from their public affiliations, other than their County compensation.**

**D. Any elected official or employee of the County who willfully conceals any such interest or violates any of the provisions of this Section shall forfeit his office. Any contract made in violation of this Section may be declared void by the County Executive or by resolution of the County Council.**

**E. The County Council may enact ordinances to guard against injustices and to supplement these provisions and extend these prohibitions against conflicts of interest not inconsistent herewith.**

**F. All elected officials and employees of the County shall be bound by all applicable laws that pertain to conflicts of interest such as those contained in the Missouri Constitution and the Revised Statutes of Missouri.**

**G. Use of County equipment, personnel, facilities or resources to promote or help promote any civic, social, business or not-for-profit interest except according to policies established by the Director of Administration shall be considered a conflict of interest. (Ord. No. 96-13 Ch. 3 §M, 2-6-96; Ord. No. 10-009, 1-27-10)**

**The following policy is in the contract for service provision of sub-contractors:**

**A. Conflict of Interest**

**Each recipient and subrecipient shall avoid organizational conflict of interest, and their personnel shall avoid personal conflict of interest in awarding financial assistance, and in the conduct of procurement activities involving funds under the Act in accordance with code of conduct requirements for financial assistance programs set forth in 41 CFR 29-70.216-4 (§ 123 (g)).**

The following applies to WDB members and is in the WDB By-Laws”

Section III - Conflict of Interest

**A member of the Workforce Development Board may not vote or participate in debate on any matter which has a direct bearing on services to be provided by that member or any organization that such members represent, or by which the member is employed, or that would provide direct financial benefit to such members, or the immediate family of such members. Abstentions should be reflected in the minutes.**

**SUBSTATE MONITORING PLAN  
Region 14  
2016**

**Responsible Representative and Accountability**

The Executive Director of the St. Charles County Department of Workforce & Business Development is responsible for oversight functions. The Department of Workforce & Business Development will perform monitoring activities.

The Executive Director was designated to monitor oversight as the position is not funded by WIOA grants. This position is employed by County government and reports to the local elected official. However, this position is also accountable to the Workforce Development Board (WDB).

Though staff to the Executive Director may perform monitoring functions, it is the Executive Director that will submit an annual report each Program Year so the WDB and the local elected official can make appropriate judgments.

**Compliance and Performance**

The local WDB and local elected official will receive annual monitoring reports regarding compliance with the terms and conditions of each contractual scope of work. The monitor will provide subcontractor and Local Workforce Development Area performance reviews to the WDB and local elected official on an annual basis.

Other areas monitored and reported are the adequacy of assessment, planning of activities and services, coordination with One Stop System partners to meet the comprehensive needs of customers and outcomes. When problems are identified, prompt and appropriate corrective action will be taken.

**Compatibility**

The area's monitoring policies and procedures will mirror the State's monitoring policy and procedures of programmatic and operational oversight to ensure an effective measure of compliance is compatible with WIOA regulations and DWD policies.

### Quality Assurance and Methodology & Target Universes

#### Program Monitoring Plan

WIOA Adult and DW files registered into individualized career level services are submitted by staff to monitor for review. Both the TB2 registration and the hard copy file are reviewed. The TB2 registration is reviewed for documentation of participant eligibility and/or priority for the programs and services received, orientation to services, orientation of the participant to his/her rights under complaint and grievance procedures, justification for the provision of individualized career services or training services, method of assessment, Individual Training Accounts, employment planning, the appropriateness and accuracy of participant payments (when applicable), appropriate data entry, and the posting of outcomes (including degree or certificate attainment and any supplemental employment data).

WIOA Adult and DW files registered into training level services (Classroom training and OJT) are submitted by staff to monitor for review. In addition to the above listed issues, files are further reviewed for justification of training service level, documentation of assessment leading to training choice, correct completion of Individual Training Accounts( for Classroom Training), documentation to show that training is likely to lead to employment and correct completion of the appropriateness tab in TB2. For classroom training, hard copy file is examined for signed paperwork indicating completion of training request and ITA referral to school and appropriate documentation of school in the ETPS. For OJT participants, file is examined for appropriate completion of OJT paperwork including signatures of participant and employee representative.

WIOA Youth files enrolled into program services are submitted by staff to monitor for review. Both the TB2 registration and the hard copy files are reviewed. The TB2 registration is reviewed for appropriate eligibility documentation, dual enrollment into WIOA Adult program when appropriate, orientation to services, creation of an Employment Plan, and appropriateness of activity codes. Hard copy file is examined for objective assessment, individual service strategy, worksite agreement, signed complaint/grievance forms, and appropriate documentation of general eligibility criteria (e.g. DL, BC, SSC). Youth monitoring procedures include a review of the out-of-school youth 75% expenditure requirement, 20% work-based learning with educational component requirement, 5% limit on In-School Youth enrolled with the “requires additional assistance” barrier, 5% over income exception, and all new youth eligibility barriers and criteria.

All WIOA program files are submitted to monitor for review again at time of exit. Files are reviewed to make sure activities and programs have all been closed appropriately and exit snapshot has been completed correctly with outcome information including education specific documentation of credential received. Appropriate data entry and posting of outcomes, including the attainment of a credential and any supplemental employment data, are also reviewed.

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OJT agreements are reviewed again by monitor once during the term of the agreement using a random sampling technique to select an appropriate sample size. Due to the size of the area, this usually results in 100% of the files being monitored. An on-site visit is conducted to each subsidized employer worksite in which a questionnaire is used to interview both the individual participant and a representative of the company to determine compliance with the terms of the OJT agreement and progress towards accomplishing the goals set out therein. OJT files are further reviewed to make sure that reimbursements do not exceed 50% of the extraordinary costs of training a participant, appropriateness of length of training, and for accuracy of payments.

Youth work experience assignments are monitored once during the term of the agreement using a random sampling technique to select an appropriate sample size. Due to the size of the area, this usually results in 100% of the files being monitored. An on-site visit is conducted to each subsidized employer worksite in which a questionnaire is used to interview both the individual participant and a representative of the company to determine compliance with the terms of the youth work assignment worksite agreement and progress towards accomplishing the goals set out therein.

Sub-state monitoring for all WIOA programs (Adult, DW, and Youth) is done on a quarterly basis in order to catch any issues promptly and provide timely feedback to counselors so they can correct errors and/or make changes to procedures in accordance with continuous improvement philosophy.

When quarterly sub-state monitoring is done for WIOA Adult and DW (participants from all active WIOA DWGs are included in the universe for WIOA DW) participant records are combined and sampled by service (classroom training, OJT, Work experience/internship, supportive services/needs-related payments, and any other services that result in a direct payment being made to, or on behalf of, a participant). A random sampling technique is used to select a subset from the available population based on the available pool for the quarter. Due to the size of the area, this usually results in 100% of the files being monitored. At the end of the program year, if the samples from the first 3 quarters have provided an inadequate sample of the program year's population, an adjustment is made to allow enough additional participant files to be selected to make up the difference and provide an adequate sample for the whole year.

WIOA Career-level-only enrollments (membership) are also monitored on a quarterly basis. A random sample is created and the TB2 files are examined for DOB verification, assessment delivery and documentation, completion of boxes on the "other" tab in TB2, issuance of grievance/complaint, and referral to Job Getting or Skills team.

Daily samples of core level enrollments are spot checked frequently for the same criteria.

All regional monitoring procedures include a review of program quality with attention given to continuous improvement efforts as well as an ongoing examination of

## ATTACHMENT 9

compliance issues cited in prior federal, state and region reviews and a determination of how well staff is following through with any corrective measures undertaken to address issues. Steps are regularly taken to determine whether previous efforts at continuous improvement are proving effective.

Timely individual feedback is provided to staff members who err so they can take corrective action. Ongoing or repeated issues are addressed with individuals, teams and/or with entire staff at weekly meetings.

**Financial Monitoring**

The Board will ensure that Youth monitoring procedures include WIOA changes such as:

- Out of School Youth 75% expenditure requirement
- 20% work-based learning with educational component requirement
- 5% limit on In School Youth enrolled with the “Requires additional assistance” barrier
- 5% over-income exception
- New eligibility criteria and barriers

The Board will conduct an annual on-site financial monitoring review (FMR) of sub recipients to ensure fiscal integrity. Additional reviews may be warranted based on evaluations of risk of noncompliance. The FMR will be performed to comply with 2 CFR Part 200 and Part 2900, WIOA section 184(a)(4)[29USC 3244(a)(4)] and annual DWD agreements. As needed, this review will ensure the adequacy of internal controls and the reliability of the sub recipient’s financial management system as they relate to the administrative sub award. This Review will ensure that the sub recipient meets the terms and conditions of the sub award and the fiscal goal or requirements and that amounts reported are accurate, allowable, supported by documentation and properly allocated. The Review will result in a written report to the WDB identifying areas of noncompliance and recommendations to remedy. The FMR will include, but is not limited to, reviews of the following processes:

- Audit Resolution/Management Decision
- Financial Reports
- Internal Controls
- Source Documentation
- Cost Allocation
- Cash Management
- Procurement

The Board will incorporate additional financial and programmatic monitoring policies to ensure funds intended to support stand-alone summer youth programs or other special initiatives are administered in accordance with contractual scopes of work. These policies will supplement existing monitoring duties and will be conducted during program operation to assure accountability and transparency of expenditures.

## Business Services Plan – St. Charles County

### *EXECUTIVE SUMMARY*

The purpose of this plan is to outline how workforce and business development services will be provided to business customers of all sizes in the St. Charles County region. The services in this plan will be targeted to specific business sectors chosen by the Local Workforce Development Board. These sectors include advanced manufacturing, financial services, health services, information technology and logistics/transportation/warehousing.

### *Business Services Team*

The local Business Services Team includes a formula-funded Business Liaison, the DWD assigned business services team member, a Veterans Representative and the OJT Coordinator. Although team members provide information about all of the available services when speaking with businesses, each member is assigned specific areas to serve as the topic expert.

The locally funded Business Team member will communicate the business climate and needs of local businesses back to the WDB and Job Center staff. This information is used to help form policy and respond to emerging skill gaps. This staff person serves as the liaison to local economic developers by serving as the Region's representative on economic development standing committees and attending meetings of local economic developers. Participation with local economic developers provides information flow between economic developers and the WDB and Job Center of emerging trends and needs. This also educates the economic developers of the talent acquisition services the Region can provide local business prospects.

The work of the Veterans Team member, the locally funded Business Team member and the DWD assigned business services team member requires all to be out of the Job Center much of the time. Having the Business Team members out of the center doing the required outreach involves all team members to work collaboratively on recruitment, job orders, on-site recruitment events, etc.

The On the Job Training Coordinator serves as a Business Team member as funding allows. This team member's area of expertise is On the Job Training services from all funding sources. In an effort to better coordinate services and avoid duplication of effort, the Business Services Team will continue to communicate and collaborate with partner agencies to include WIOA, Wagner-Peyser, St. Charles Community College, Vocational Rehabilitation, Trade, TANF, Adult Education/Perkins and Veterans. These efforts shall include regular meetings, sharing information, and desk-aids for partner programs on eligibility.

### *Marketing and Outreach*

Members of the Business Services Team will coordinate their efforts to outreach and market workforce investment services by utilizing the following methods:

- Attendance and participation in local chamber meetings, economic development meetings and various industry-related meetings.
- Attend scheduled sector visits with local employers to learn about their company, recruitment challenges and to offer business services.

- Reach out to all employers in the St. Charles County region who acquire new employer access to the jobs.mo.gov website by providing an introduction and explanation of business services.
- Utilize the Internet and social media options to promote Job Center services.
- Maintain and develop flyers/brochures promoting Job Center services.
- Attend monthly SHRM meetings to network and stay abreast of local human resource issues.
- Utilize business surveys to learn about workforce skill gaps and needs.
- Monitor new business licenses in the St. Charles County region to outreach and offer services.

### *Expectations of Team Members*

To ensure services are designed appropriately and delivered without duplication, the following responsibilities shall be assigned to the local Business Services Team:

- Provide customized screening and referral of qualified participants.
- Coordinate recruitment events and job fairs.
- Remain abreast of current local labor market and wage information.
- Proactively seek out businesses to continuously offer a full array of products, services, and information with a focus on growth industries using a single point of contact model.
- Build long-term relationships with decision makers in targeted industry clusters.
- Respond to and follow-up with businesses in a timely manner to fulfill their requirements and emerging issues.
- Listen and understand business' unique requirements, assess their needs, and recommend appropriate solutions.
- Coordinate efforts and collaborate with partners to offer a full array of services.
- Share information with partners to enable them to understand and respond to businesses needs and requirements.
- Know and understand partner services so that we can effectively and efficiently provide services to businesses.
- Monitor and follow-up with businesses to ensure customer satisfaction and/or identify additional needs.
- Educate businesses on how to retrieve occupational information such as labor market and wage information.

### *Business Services Team Purpose*

The purpose of the Business Services Team is to provide business services and strategies that meet the workforce investment needs of area employers, as determined by the local board. In delivering these business services, the Business Services Team strives to be the preferred single-point-of-contact for business services. The single point of contact system is one where any partner of the workforce investment system represents the services of all partners of the

workforce investment system. To do this, agencies must coordinate their efforts to provide an integrated menu of services to the business customer and processes must be established to connect businesses to appropriate services via a seamless referral system. The local system believes in the on-going collaboration of effort, a team approach to service delivery, innovation beyond past and current practices, and a belief that our customer is an integral part to succeeding in our mission.

### *Business Services Team Goals*

1. Enhance and/or develop marketing and outreach tools for the local system to be used by all partners for the promotion of workforce investment services to the businesses in the region.
2. Continue to utilize and expand use of social media to promote Missouri Job Center services and to assist local businesses in spreading the word about their job opportunities.
3. Conduct regular meetings with partners to discuss workforce investment issues and to establish a communication link between partners.
4. Develop and implement industry sector strategies.
5. Develop and deliver innovative workforce investment services and strategies for area employers.
6. Assist area employers in managing reductions in workforce through coordination of rapid response activities provided by the local Workforce Coordinator.
7. Improve coordination between workforce investment activities and economic development activities carried out within the local area.
8. Promote entrepreneurial skills training and microenterprise services.
9. Improve services and linkages between the local workforce investment system and employers, including small employers, in the local area to support employer utilization of the local workforce investment system and to support local workforce investment activities.
10. Ensure that workforce investment activities meet the needs of employers and support economic growth in the region, by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers.
11. Develop and implement proven or promising strategies for meeting the employment and skills needs of workers and employers.

### *Coordination of Services*

In order to collaborate with the Jobs Team to facilitate recruitments, all Business Team members are to attend the weekly full staff meetings and report the positions they received over the past week that require recruitment assistance. Additionally, they often provide Jobs Team and Skills Team members with notices of recruitments to post at their desks for job seekers to see during one-on-one consultations.

When the Business Team learns of a company expanding or starting up, they make sure to inform the Jobs Team and Skills Team of the positions that will be available. This allows the region to begin gathering the talent the employer will need when they start their workforce acquisition.

## **ATTACHMENT 10**

To avoid duplication of effort, partners will be committed to the single point of contact model, use a common data system or other communication tools, and convene at scheduled partner meetings for on-going integration and continuous coordination.

CONSORTIUM PARTNER MEMORANDUM OF UNDERSTANDING

between

St. Charles Community College and

The St. Charles County Workforce Investment Board

St. Charles Community College, as a sub-grant recipient for the MoHealthWINS consortium among 13 colleges in the state of Missouri, has been awarded federal funds from the *Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grants Program* (CFDA # 17.282) under the authority of the Health Care and Education Reconciliation Act of 2010 through:

MoHealthWINS

Grant Agreement #TC-22499-11-60-A-29

The federal awarding agency is the Department of Labor, Employment and Training Administration.

The Period of Performance is October 1, 2011 through September 30, 2014.

St. Charles Community College, as a sub-grant recipient for the MoManufacturingWINS consortium among 9 colleges in the state of Missouri and the United Auto Workers Labor and Employment and Training Council, has been awarded federal funds from the *Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grants Program* (CFDA # 17.282) under the authority of the Health Care and Education Reconciliation Act of 2010 through:

MoManufacturingWins

Grant Agreement #TC-23785-12-60-A-29

The federal awarding agency is the Department of Labor, Employment and Training Administration.

The Period of Performance is October 1, 2012 through September 30, 2016.

This consortium partner memorandum of understanding is by and between the undersigned Executive Director of the St. Charles County Workforce Investment Board (St. Charles County WIB) and the chief executive of St. Charles Community College, whereas both parties have developed this agreement in continued support of the Missouri Health (MoHealthWINS) and the Missouri Manufacturing (MoManufacturingWins) grant initiatives. This MOU will serve as the regional workforce network which both parties agree to provide integrated workforce services

for the MoHealthWINS grant target population to include Trade Act Assistance participants, unemployed participants, underemployed participants and low-skilled participants.

## Purpose of the MOU

In support of this statewide grant initiative the LWIBs, Missouri's fourteen Local Workforce Investment Boards, and the public 2 year institutions, a consortium of Missouri's public community colleges, entered into a consortium Memorandum of Agreement (MOA) to jointly enhance support for the career training and job placement of workers eligible under the TAACCCT Grant MoHealthWINS and MoManufacturingWINS Programs as well as other disadvantaged job seekers that may benefit from the grant efforts. This MOU will serve to describe each party's role of services provided to the grant target population within each of their service areas.

## Goal and Priorities

MoHealthWINS and MoManufacturingWINS Programs support the development of innovative approaches to address current and future workforce needs in the health services/sciences industry. As a consortium, Missouri's community colleges will serve the diverse workforce needs of the state and its citizens. Consortium colleges will work together by:

### MoHealthWINS:

focusing on the following four MHW Grant priorities, as well as the related strategies as those are defined by the MHW Grant, MHW members will introduce significant changes in the way they support adult students to become successful in school and in the workplace.

- Priority 1: Accelerate Progress for Low-Skilled and Other Workers.
- Priority 2: Improve Retention and Achievement Rate and/or Reduce Time to Completion.
- Priority 3: Build Programs that Meet Industry Needs.
- Priority 4: Strengthen Online and Technology-Enabled Learning.

### MoManufacturingWINS:

focusing on the following four MMW Grant strategies, MMW members will introduce significant changes in the way they support adult students to become successful in school and in the workplace.

- Strategy 1: Build Programs that Meet Industry Needs.
- Strategy 2: Strengthen Online and Technology-Enabled Learning.
- Strategy 3: Enhance Career Pathway Options for Learners and Workers.
- Strategy 4: Accelerate and Improve Certification and Employment Attainment.

**Services Supported by the MOU**

At a minimum, the following services will be provided by each party as described below:

St. Charles Community College will deliver basic and technical skill training to the grant participants as approved by grant.

St. Charles Community College will accept referrals from the public workforce system as a recruitment tool for grant-related training and other programs so that the St. Charles County WIB can better utilize the revised curriculum provided through the efforts of the MoHealthWINS and MoManufacturingWINS grants. This will enhance outreach to targeted populations whose skills will be increased by these offerings.

The St. Charles County WIB and St. Charles Community College will jointly set up and serve on a regional advisory committee(s), along with representatives from other state agencies and industry leaders, to ensure the timely execution of deliverables and to support curriculum design that uses identified best practices and improvements outlined in the MoHealthWINS grant initiative.

The St. Charles County WIB and St. Charles Community College will partner on education and outreach materials and efforts.

The St. Charles County WIB will determine eligibility, assess, and refer TAA recipients, as well as other unemployed, dislocated, or low-skilled participants that come into the Career Center seeking training provided by this grant.

The St. Charles County WIB and St. Charles Community College collaborated to develop a regional referral process to ensure placement performance.

Both the St. Charles County WIB and Community College will identify and initiate intake into the programs to insure more than one method of entry into the program.

St. Charles Community College will include the training programs of this grant in outreach/educational materials. Those participants who come to the Community College for enrollment will be screened for eligibility and assessed at the Community College. They will be referred to the local Career Center if other services are needed. Those individual who may be Trade eligible will also be referred to the Career Center for eligibility assessment and documentation. The Career Center will serve these participants as regular Trade Act participant and follow Trade Act policy and procedures.

Those participants identified in the Career Center as an interested and eligible participant for the grant's training programs will be referred to the Community College following the same local policy and procedures for all WIA/Trade training participants.

The St. Charles County WIB and St. Charles Community College will provide and share results of current assessment services for participants and other targeted populations, including interest and aptitude assessments, skill assessments (e.g. WorkKeys®, TABE), sector specific

assessments, and academic credit for prior learning, as appropriate for meeting grant deliverables.

Individuals originating from the Career Center will have completed eligibility to at least the Core level. Those assessed as in need of further assistance will be assessed for Intensive and Training level WIA services and referred to the Community College for enrollment into the grant, if appropriate. The Career Center will also complete Trade Act eligibility, orientation and documentation.

However, the Career Center will not complete further grant specific eligibility (i.e. college admissions, program admissions, etc.) to receive services from this grant. Additionally, the Career Center will not provide case management or file retention for the purpose of this grant. The Career Center will treat participants of this grant no differently than they do any individual seeking services through the Center.

The Career Center has not been financial able to provide supportive services for several years and does not anticipate being able to in the upcoming year. If such services become available in the future, this MOU will be modified to detail the mutually agreed upon referral process.

St. Charles Community College will insure grant eligibility, documentation and maintain files for the participants of this grant.

Participants originating at St. Charles Community College will be enrolled in [www.jobs.mo.gov](http://www.jobs.mo.gov) through self-enrollment into core level services. If College staff believes an individual may be Trade eligible they will refer the individual to the Career Center for Trade Act eligibility, assessment, orientation and documentation. The Career Center will serve these participants as regular Trade Act participant and follow Trade Act policy and procedures.

The Community College will perform the quarterly reports required by the grant.

The St. Charles County WIB will leverage the portfolio of business services, job placement, and training assistance, such as OJT, WOTC tax credits, job orders, etc., through Career Centers for the benefit of the training participants and targeted economic development industry sectors that include Health Services & Sciences and Information Technology, among others.

The St. Charles County WIB will provide formal and informal workforce intelligence through Career Center business service team on the workforce needs of the respective industry sectors.

The St. Charles County WIB will assist in ensuring employer engagement for validation of curricula, hiring needs, and participant placement.

St. Charles Community College will coordinate participant employment placement and the reporting of these outcomes; such as wage data, time of placement, and name of employer.

The College, in conjunction with educational partner (as appropriate) will also be responsible for reporting exits from the grant program.

The College will refer participants to the Career Center for job search assistance. The St. Charles County WIB's Business Service team will inform appropriate employers of the programs' graduates and seek job postings. The WIB team will report any feedback regarding the program to the Community College for follow-up.

St. Charles Community College will coordinate with educational partner, institutions and grant staff to maintain participant records; security of social security numbers; and performance tracking.

**Miscellaneous Provisions and Exhibits:**

**Mutual Respect of Organizational Practices**

All partners agree to respect each other's organizational practices and management structures in the provisions of services under this memorandum of understanding.

**Indemnification and Liability**

By executing this MOU, each party agrees to work together to deliver workforce services for employer partners and the MoHealthWIN and MoManufacturingWINs target population. However, the entities are not legally "partners" to the extent that term encompasses joint and several liabilities. Each legal entity under the MOU is responsible for its own employees, representatives, agents and subcontractors.

**Exhibits**

Both parties may agree to develop standardized forms and applications and/or technology supported systems specific to meet the services described above.

**Modification Process**

This Memorandum of Understanding, together with the exhibits identified above, constitutes the entire agreement between MoHealthWIN/MoManufacturingWINs Consortium Community or Technical College and Regional WIB and supersedes all prior written or oral understandings. This agreement and said exhibits may only be amended, supplemented, modified, or canceled by a duly executed written instrument. Both parties to this agreement will comply with all applicable requirements of Federal, State, and Local laws, executive orders, regulations and policies governing this program.

**Exit from Agreement & Termination Clause**

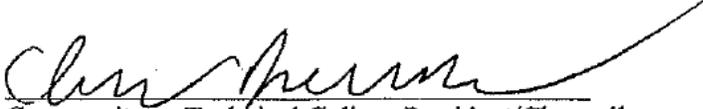
Each Party shall have the right to terminate the previously set forth and signed Consortium Partner Memorandum of Understanding by giving 90 days written notice in writing to the other Party at any time. If the Memorandum of Understanding is terminated by either Party, steps shall be taken to ensure that the termination does not affect any prior obligation, project or activity already in progress."

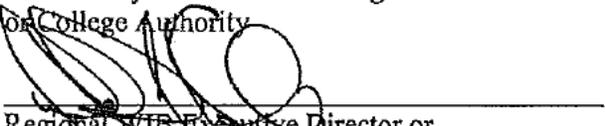
ATTACHMENT 11

Any notice to be given shall be deemed validly given if delivered personally, sent by express delivery service, registered or certified mail, postage prepaid, return receipt requested shall be provided to both parties.

Any notice to be given to any party, shall be deemed given on the date of actual receipt by the addressee if delivered personally, on the date of deposit with express delivery service or the postal authorities if sent in either such manner.

This is an agreement made as of April 19, 2013, between St. Charles Community College and the St. Charles County Workforce Investment Board.

  
\_\_\_\_\_  
Community or Technical College President/Chancellor  
of College Authority

  
\_\_\_\_\_  
Regional WIB Executive Director or  
WIB Chairman

**Substitute Bill No. 4338** Ordinance No. \_\_\_\_\_ Requested by: Mike Klinghammer and Steve Ehlmann

Sponsored by: Mike Klinghammer

AN ORDINANCE REPEALING CHAPTER 135, PURCHASING POLICY, AND ENACTING A NEW CHAPTER 135, PURCHASING POLICY, ORDINANCES OF ST. CHARLES COUNTY, MISSOURI (“OSCCMO”)

WHEREAS, the County Council finds it is in the public interest to amend Chapter 135, Purchasing Policy, as provided herein to reorganize the chapter to clarify policy and process instructions to County departments; and

WHEREAS, the County Council finds it is in the public interest to update competitive procurement and purchasing approval thresholds to reflect inflation in prices since the original establishment of the purchasing ordinances and to bring said thresholds in line with jurisdictions within St. Charles County and other charter counties in the State of Missouri.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNTY COUNCIL OF ST. CHARLES COUNTY, MISSOURI, AS FOLLOWS:

Section 1. Chapter 135, Purchasing Policy, OSCCMo, is hereby deleted in its entirety.

Section 2. Chapter 135, Purchasing Policy, OSCCMo, is hereby enacted as follows:

Article I. Delegation of Purchasing Function

Section 135.010. Scope and Purpose.

- A. The primary objective of this policy is to ensure that the procurement of all materials, supplies, equipment, and services for St. Charles County shall be in accordance with applicable statutes of the State of Missouri and shall be accomplished in such a manner that the maximum value will be obtained for the money expended. This policy also provides guidance for grant programs, donations, and reimbursement and other contracts in which the County serves as a pass-through to provide funding to other agencies for the benefit of County residents. Procedures outlined herein shall apply to all expenditures of County funds.
- B. The term “*purchase*” refers to the procurement of any and all supplies, materials, equipment, and contractual services or articles and shall include the rental or leasing of any equipment or articles, and any cost of financing the lease/purchase of equipment, articles, or services. A purchase is one (1) transaction, regardless of the

number or type of items acquired or ordered in that transaction. This definition should be used when applying the purchasing procedures contained herein.

Section 135.020. Source and Extent of Purchasing Responsibility.

- A. The Department of Finance shall have responsibility for the purchase, acquisition, leasing and rental of goods and services for the County and for the sale, disposition, leasing, and rental of County surplus goods or services.
- B. The Director of Finance is responsible for training a staff of people (the “purchasing staff”) and for centralizing purchasing transactions so that the utmost in efficiency and monetary savings can be secured for the County. The Director of Finance may employ [a] Purchasing Managers[~~s~~] who [~~is~~] **are** authorized, under the supervision of the Director of Finance and in cooperation with the departments, to award contracts and execute purchase orders when County funds are available to pay such obligations and the purchase is in accordance with County ordinances.

Article II. Purchasing Generally

Section 135.025. State Law Application.

Except as provided in this Chapter, all relevant statutes of the State of Missouri apply to the procurement of any materials; supplies; equipment; articles; services, including architectural, engineering, land surveying, construction, management, consulting, maintenance and other similar professional services; banking; and insurance. This Chapter shall be construed in a manner consistent with the contracting requirements set forth in Sections 50.660 and 432.070, RSMo., and the Charter and Ordinances of St. Charles County, as may be amended from time to time.

Section 135.030. Establishment of Procedures.

The Department of Finance will establish and administer purchasing procedures in accordance with this policy and coordinate purchasing procedures with the departments.

Section 135.040. Standardization of Procedures.

Purchasing procedures and administrative practices developed from this policy shall be uniformly standardized, but sufficiently flexible to account for isolated unique conditions. Items commonly used in the various departments or units thereof shall be standardized whenever consistent with County goals and in the interest of efficiency and economy.

Section 135.050. Contracts Shall Be in Writing.

All contracts for purchases shall be in writing. Verbal contracts are void and unenforceable against the County. Vendors are hereby given notice that the County cannot be held liable under any theory of ratification, estoppel, implied contract or quantum meruit.

### Section 135.060. Vendor Registration.

Any vendor that may wish to conduct business with the County may register to receive notifications via the County's website. Registration provides a means of receiving bid, qualification and proposal solicitations and updates to open bid, qualification and proposal solicitations. The Director of Finance has the authority to declare as irresponsible bidders those vendors who default on their quotations, and to disqualify them from receiving any business from the County for a period of time to be imposed by the Director of Finance. Said declaration may be appealed by a vendor to the Director of Administration or designee who shall issue a decision within 30 days of receipt.

### Section 135.070. Conflict of Interest.

- A. No officer or employee of the County, whether elected or appointed, shall in any manner whatsoever be interested in or receive any benefit from the profits or emoluments of any contract, job, work, activity, function, or service for the County. No officer or employee shall act or refrain from acting in any capacity in which he is lawfully empowered to act as such an official or employee by reason of any payment, offer to pay, promise to pay, or receipt of anything of actual pecuniary value, other than compensation to be paid by the County. No officer or employee shall **knowingly** accept any service or thing of value, directly or indirectly, from any person, firm or corporation having dealings with the County, upon more favorable terms than those granted to the public generally. No officer or employee shall **knowingly** other compensation paid by or payable to the County, or by any person in connection with any dealings with the County, or by any person in connection with any dealings with or proceedings before any office, officer, department, board, commission or other agency of the County. No such officer or employee shall directly or indirectly be the broker or agent who procures or receives any compensation in connection with the procurement of any type of bonds for County officers, employees or persons or firms doing business with the County guaranteeing the performance of any contract with the County.
- B. No officer or employee shall use confidential information obtained in the course of or by reason of his employment or official capacity in any manner with intent to result in financial gain for himself, his spouse, his dependent child in his custody, or any business with which he is associated. No officer or employee shall disclose confidential information obtained in the course of or by reason of his employment or official capacity in any manner with intent to result in financial gain for himself or any other person.

- C. The provisions of Article X, Section 10.400 of the St. Charles County Charter shall be broadly construed and strictly enforced for the purpose of preventing County officers and employees from securing any pecuniary advantages, however indirect, from their public affiliations, other than their County compensation.
- D. Any officer or employee of the County who willfully conceals any such interest or violates any of the provisions of Article X, Section 10.400 of the St. Charles County Charter shall forfeit his office. Any contract made in violation of Article X, Section 10.400 of the St. Charles County Charter may be declared void by the County Executive or by resolution of the County Council.
- E. All officers and employees of the County shall be bound by all applicable laws that pertain to conflicts of interest of such officers and employees such as those contained in the Revised Statutes of Missouri (RSMo.).
- F. Acceptance of gifts other than advertising novelties for use at work is prohibited at all times. No officer or employee of the County shall become obligated to any vendor and shall not participate in any transaction from which they may personally benefit.
- G. Officers and employees of the County shall be cautious to avoid situations in dealing with vendors or potential vendors that may be construed as bribery. Open bribery is seldom attempted; usually it consists of an attempt to secure favoritism by gifts or entertainment. County officers and employees should be cautious to avoid situations that may give rise to suspicion of their ethics.

**Section 135.080. Personal Purchases for Employees Prohibited.**

Personal purchases for officers and employees by purchasing staff are prohibited unless said purchases have been approved by the Director of Administration and the order is prepaid by the officer or employee. County officers and employees are also prohibited from using the County's name or the employee's position to obtain special price or service consideration in personal purchases unless the vendor includes County employees in a type of promotional or discount program that is available on similar terms to other government or corporate customers.

**Section 135.090. Unauthorized Purchases.**

No individual has the authority to enter into purchase contracts, or in any way to obligate the County for a procurement indebtedness, unless specifically authorized to do so by the Charter, ordinance, or by the Director of Finance pursuant to his powers under this Chapter. Any such purchase is an unauthorized purchase and the obligation is classified as a personal expense. Vendors doing business with the County are hereby advised that all purchases chargeable to the County

must be authorized by an official County purchase order or duly approved contract, signed by an authorized individual pursuant to Section 135.410.C. The County will not reimburse officers or employees for the cost of any such purchases on behalf of the County, unless previous arrangements to that end have been made.

Section 135.100. Endorsement of Commodities or Vendors.

It is County policy not to endorse or in any way permit the employees' name, position, or the County's name to be used and advertised as supporting any product or vendor. This does not restrict the issuance of letters to vendors noting satisfactory or exceptional service or products, however, the correspondence must clearly indicate that the letter is not for reprinting.

Article III. Quality, Quantity and Price Considerations

Section 135.150. Buying Appropriate Quality.

- A. Quality and service are just as important as price, and it is the duty of the Purchasing Manager to secure the appropriate quality for the purpose intended. Quality buying requires buying materials, goods or services that will fulfill but not necessarily exceed the requirements for which the goods or services are intended.
- B. Buying appropriate quality requires:
  - 1. Having proper specifications;
  - 2. Checking materials or services to be purchased against specifications;  
and
  - 3. Checking materials or services received against specifications.

Section 135.160. Pre-requisites of Good Specifications.

- A. Specifications should, when possible, describe a good or product already on the market. Special goods are expensive.
- B. Specifications should be capable of being checked. The specifications should describe the method of checking, which will govern acceptance or rejection.
- C. Specifications should, when possible, be capable of being met by several vendors for the sake of competition.
- D. Specifications should be flexible where possible and further, where possible, invite vendors to suggest cost-saving alternates or substitutes.

Section 135.170. Forms of Specifications.

- A. A “*specification*” is defined as an accurate, non-restrictive description of the products or services to be purchased. Acceptable forms of specifications are set out below. Department directors/elected officials or staff should consult the Purchasing Manager or the Director of Finance if the form of specification does not conform to one (1) of those set out below.
  - 1. *State/County specifications.* State/County specifications are developed by the Missouri Division of Purchasing or St. Charles County Department of Finance or by technical personnel, chemists, engineers, or other qualified agency representatives in the various state or County departments. They provide for the purchase of standard products rather than special manufacture. The National Association of State Purchasing Officials and the National Institute of Governmental Purchasing also provide information that assists in writing specifications.
  - 2. *Specification by brand or trade name.* An acceptable brands list is developed only where it is not possible to write specifications adequate to describe the quality and performance required of the item, or where the tests necessary to determine compliance with the specification are lengthy, costly, require complicated technical equipment, and/or where currently existing County products, technical equipment or other circumstances, in the opinion of the Director of Finance, require certain acceptable brands for continuity and effective operation.

Specification by brand or trade name is used in lieu of the preparation of detailed specifications in instances where the latter is neither possible nor practical. Among the considerations that favor specification by brand or trade name are the following:

- a. The difficulty of developing detailed specifications when the construction, manufacture or type of service is proprietary, unknown or patented.
  - b. The difficulty of developing detailed specifications in such manner as to eliminate inferior products.
  - c. The variability of designs, features, or compositions of products acceptable for a common end use purpose.
  - d. The absence of adequate facilities, or extreme costs, or time involved in developing, testing, and confirming against a detailed specification for compliance.
3. *Specifications by plan or dimension sheet.* This type of specification is advisable for the purchase of custom built cabinets, special furniture, machines, construction of new facilities, etc. Plan sheets are useful in that they provide specifications against which the material and/or services provided can be checked for compliance.
  4. *Specifications by chemical analysis or physical properties.* This type of specification is ideal for many materials since such specifications can be checked accurately by laboratory tests and other methods.
  5. *Specifications by description of material and methods of manufacture.* This type of specification should be used rarely. Ordinarily, the vendor, if the vendor knows the use for which the goods are intended, is in a better position to determine the proper materials and method of manufacture than the County. It should be used only for very special requirements.
  6. *Specifications by performance, purpose or use.* This type of specification is excellent as it places the responsibility on the vendor to meet the County's requirements. It is always advisable to obtain substantial competition when using this type of specification since only one (1) vendor, being responsible for results, may suggest a better but more expensive article than is justified or required.
  7. *Specifications by sample.* This type of specification is sometimes a good way to make requirements known. For example: "Print 1000 cards per the attached sample", or "See attached sample".

### B. Maintenance Agreements.

1. If the need for a maintenance agreement is anticipated at the time of purchase, the

services should be included in the original specifications and the cost considered in the original purchase.

2. If the need for a maintenance agreement was not anticipated at the time of purchase, or the original maintenance agreement has expired, normal competitive purchasing requirements apply unless the Director of Finance determines the original warranty would be voided as a result of the award to a vendor other than the authorized maintenance vendor providing the service.

**Section 135.180. Inspection as a Check On Specifications.**

All specifications must be reasonably checked by inspection of goods and services received. Inspection is a responsibility of the user department of the County, but the Purchasing Manager or designee should be informed of inspection results to track vendors who supply the most satisfactory goods and services.

**Section 135.190. Optimum Ordering Quantity.**

- A. The Director of Finance shall determine optimal-ordering quantity for standard goods based on the following factors:
  1. The quantity needed during a given period.
  2. The reserve stock necessary for emergencies.
  3. The unit purchase price.
  4. The availability and cost of suitable storage.
  5. The advantage of eliminating frequent and costly orders for small value items.
  6. The grouping of requisitions and combining those to the same vendor on one (1) order to obtain price advantages.
- B. Small orders are discouraged in that such orders can be costly to the County and to vendors.

**Section 135.200. Transportation Costs.**

- A. Continuing increases in transportation costs have become an important factor

in evaluating vendor quotations/bids. Higher transportation costs plus time lost in transit could negate a lower price from a distant vendor in favor of a higher price from a closer vendor. The cost of freight to destination must be included in any tabulation of prices if a fair comparison is to be made.

- B. The County will allow both Freight on Board (FOB) terms, origin and destination, although destination is preferred. There are two (2) allowable methods for the County to reimburse the vendor for freight:
  - 1. *Prepaid and added.* This indicates that the vendor will prepay the transportation charges, but will add the charges to the invoice for reimbursement from the County.
  - 2. *Prepaid and allowed.* This means that the vendor will prepay the transportation charges and that they are already included in the contract price.
- C. Nothing herein shall prevent the County from **separately arranging and paying for transportation of a purchased item.**

Section 135.210. Annual/Consolidated Purchasing. A.

Annual Assessment of Requirements.

- 1. *Commonly Purchased Data, Communications, and Technology Infrastructure Requirements.* The Department of Finance shall perform an annual assessment of the annual or consolidated requirements of data transmission, communications and technology infrastructure needs for all County offices, departments, and agencies and, in conjunction with the Department of Information Systems, shall procure such data, communications and technology infrastructure by lease or purchase on the most advantageous terms available to the County. The cost of such infrastructure shall be billed to, and paid by, the end user office or department of the County.
- 2. *All Other Requirements.* The Department of Finance and department directors/elected officials shall perform an annual assessment of all other annual or consolidated requirements of all County offices, departments, and agencies. This consolidated procurement of goods and services shall conform to the competitive purchasing requirements, as outlined herein; shall be done annually based on anticipated requirements for the ensuing fiscal year; and shall be accomplished, if practical, on a timetable to facilitate firm cost figures to be incorporated into the budget for the ensuing fiscal year, or, in the case of consolidations, shall be done one (1) time based on the consolidated requirements in a timetable to satisfy the requirements of the consolidation. Unless specifically exempt from annual consolidated purchasing by the County Council on the recommendation of the Director of Finance, the following shall be procured pursuant to this Section and

shall include the consumption requirements of all County offices, departments, and agencies:

- a. Office supplies, equipment, and data processing and printing supplies, such as continuous forms, paper, printer ribbons, media, etc.
  - b. Motor fuels and lubricants.
  - c. Food and staples.
  - d. Janitorial supplies and/or services.
  - e. Vehicles, machinery, and road repair equipment.
  - f. Highway, road, and bridge repair and maintenance materials.
  - g. Vehicle and equipment repair services.
  - h. Clothing and other merchandise carrying the County logo.
  - i. Other goods and services that may be from time to time added or removed from the list as recommended by the Director of Finance and approved by the Director of Administration.
- B. Market Checks. Market checks may continuously be made by purchasing staff even where bid or negotiation on annual or consolidated requirements has established price. Vendors doing business with the County are hereby advised that a significantly lower market price may result in market purchases or re-bidding of such goods or services. “*Significantly lower market price*” shall mean ten percent (10%) or more below the established price or at least five hundred dollars (\$500.00) less than the established price for the same goods or services.

Section 135.220. Used and Demonstration Equipment.

Requests to purchase used equipment or equipment that has been used by the vendor as demonstration equipment shall be approved by the same method as set out by Section 135.340 on sole source purchases.

Article IV. Competitive Purchasing Requirements; Procedures; Exceptions.

Section 135.310. Competitive Purchasing and Invitations for Formal Bid (IFB).

- A. The Competitive Purchasing and Invitation for Formal Bid (IFB) procedure shall be used for purchases with clearly defined specifications or a scope of work, such as purchases of goods, janitorial services, vehicle/equipment maintenance services, construction services, and other non-professional services, etc. The procedure set forth in Section 135.320 below shall be used for procurement of professional

services.

- B. Competitive bids will be solicited in connection with all purchases whenever required by this Section and/or other applicable law and in other instances where price comparison may be advantageous. Bids will be awarded to the lowest and best [~~responsive~~] **responsible** bidder complying with specifications and with other stipulated bidding conditions.

C. *Purchases of Less Than \$2,500.00.*

1. A purchase of less than two thousand five hundred dollars (\$2,500.00) shall not require a formal bidding process; however, the department director/elected official must exercise due diligence to ensure the best possible price commensurate with the relative value of the product or service to be acquired.
2. The requisitioning department shall document such due diligence in a manner as provided by the Director of Finance. For purchases over one thousand five hundred dollars (\$1,500.00) and less than two thousand five hundred dollars (\$2,500.00), such due diligence shall be documented on a form provided by the Director of Finance to be attached to the requisition and shall include information such as vendor names, oral quotations received and the total quotation including any shipping/delivery and handling charges. All purchases made pursuant to this subsection must still be documented through a purchase order or contract as set forth herein.

D. *Purchases of \$2,500.00 or More and Less Than \$15,000.00— Informal Written Quotations.*

1. A purchase of two thousand five hundred dollars (\$2,500.00) to less than fifteen thousand dollars (\$15,000.00) shall require the department director/elected official or designee to solicit an informal written quotation from at least three (3) vendors to be submitted to the Purchasing Manager prior to issuance of the purchase order.
2. Informal written quotations shall include detailed specifications, vendor name, address, telephone number, representative name, description of item(s) quoted if different than the item(s) specified (including rationale for accepting deviations), and total quotation including any shipping/delivery and handling charges. A "no bid" or "no response" will qualify as a valid quotation, provided that:

- a. All other documentation received by the department

director/elected official or designee is included;

- b. Vendor was given a minimum of three (3) days to provide a valid quotation;  
and
- c. Vendor can obtain specified items.

*E. Purchases of \$15,000.00 or More—Invitation for Formal Bid (IFB).*

1. A purchase of fifteen thousand dollars (\$15,000.00) or more shall require advertisement for sealed bids in an Invitation for Formal Bid (IFB) as set forth in this Section. Timetables for advertising, opening, and awarding of bids in this category shall be the responsibility of the Department of Finance.
2. For purchases in this category, the Director of Finance or designee shall:
  - a. Advertise the IFB in a newspaper of general circulation in the County and may also advertise in such places as are most likely to reach prospective bidders. An IFB shall be posted on the County website at least five (5) days before bids for such purchases are to be opened. Alternatively, other methods of advertisement may be adopted by the Director of Finance when such other methods are deemed more advantageous for the supplies to be purchased.
  - b. Accept bids submitted by prospective bidders by mail, commercial mail service, or hand delivery by the date and time set for the opening of bids.
3. Awarding of bids in this category shall be based on the following pre-established criteria:
  - a. Cost.
  - b. Professional qualifications/certifications (if applicable).
  - c. Bonding (if applicable).
  - d. Compatibility with existing conditions (if applicable).
  - e. Enhancements, warranties, and maintenance or other service offerings included at a reasonable or no additional charge (if applicable).
  - f. Specific requirements, capabilities, and abilities included in the bid specifications.

These pre-established criteria, including the specific requirements approved for an individual bid, shall be assigned relative weight at the time of the issuance of the IFB.

4. The Director of Finance shall have the right to reject any or all bids and advertise for new bids, or purchase the required products and/or services on the open market if they can be so purchased at a better price. When bids received pursuant to this Section are unreasonable or unacceptable as to terms and conditions, non- competitive, or the low bid exceeds available funds, and it is determined in writing by the Director of Finance that time or other circumstances will not permit the delay required to reissue an IFB, a contract may be negotiated pursuant to this Section, provided that each [~~responsive~~] **responsible** bidder who submitted a bid under the original IFB is notified of the determination and is given a reasonable opportunity to modify its bid and submit a best and final bid to the County. In cases where the bids received are non- competitive or the low bid exceeds available funds, the negotiated price shall be lower than the lowest rejected bid of any [~~responsive~~] **responsible** bidder under the original IFB.
  
- F. Any deviation from the requirements of this Section must be justified in writing and submitted to the Director of Finance for approval.

Section 135.320. Professional Services.

- A. *Architectural, Engineering and Land Surveying Services—Request for Qualifications (RFQ)*. It is the policy of the County to negotiate contracts for architectural, engineering, and land surveying services on the basis of demonstrated competence and qualifications for the type of services required and at fair and reasonable prices. For purchases of these services, the following procedure shall be followed.
  1. *Request for Qualifications*. The Director of Finance or designee shall release a Request for Qualifications (RFQ) in whatever manner is deemed most likely to obtain the greatest number of responses from qualified firms.
  2. *Prequalification and prequalified roster*. Each firm that desires to perform the required services shall submit a prequalification packet to the Purchasing Manager that identifies the discipline(s) for which prequalification is requested, demonstrates its areas of professional expertise, and includes all of the information listed in Subsection A.3. below. The Department of Finance shall solicit updated prequalification packets at least once every two (2) years and shall accept updates from prequalified firms, firms requesting consideration for prequalification in additional disciplines, or prequalification packets from new firms at any time.
  3. Each firm shall submit the following documentation with its prequalification packet:
    - a. Proof the firm is duly authorized to conduct business in the State of Missouri in the applicable discipline(s);
    - b. Proof that at least one (1) member of the firm possesses professional

- registration issued by the State of Missouri in the applicable discipline(s);
- c. Provide a statement of intent to assign at least one (1) staff professional to each project awarded; and
  - d. Supporting qualification information demonstrating expertise in each discipline of desired prequalification through:
    1. The specialized experience and technical competence of the firm and its employees with respect to the discipline(s);
    2. A description of the work previously performed by the firm for the County;
    3. Record of the firm's **timely accomplishment of** [accomplishing] work in the area of expertise for which **it** [they] seeks prequalification; [in required timeframes;]
    4. Recent experience showing accuracy of construction project cost estimates;
    5. A description of the firm's approach to project management to assure on-time, on-budget, and properly-scoped projects;
    6. A description of the firm's approach to quality assurance and quality control of projects;
    7. A description of the firm's community relations approach, including evidence of sensitivity to citizen concerns; and
    8. Headquarters and main office location of the firm.

4. Firms that prequalify shall be placed on a prequalified roster maintained by the Department of Finance.
5. *Purchases Less Than \$15,000.00.* If the cost of services is less than fifteen thousand dollars (\$15,000.00), then the Director of Finance or designee may negotiate with a pre-qualified firm to establish a contract that is fair and reasonable.
6. *Purchases of \$15,000.00 or More*
  - a. For purchases in this category, the Purchasing Manager and/or department director/elected official of the requesting department shall select at least three (3) highly qualified firms from the prequalified roster and provide those firms a project scope of work and solicit from them a response. Each firm's response shall include a technical project approach, a work breakdown structure with estimated hours, and a firm workload report that demonstrates capability and capacity to perform the requested services. After receiving the responses, the Purchasing Manager and/or department director/elected official of the requesting department requiring the service shall review and rank the proposals.
  - b. If there are not at least three (3) highly qualified firms on the prequalified roster, or should the Director of Finance believe it to be in the interest of the County to seek additional qualified firms for a particular project, the Director of Finance may issue a combined RFQ and scope of work in accordance with Subsection 135.320.A.1. c.

*Negotiations.*

1. The Purchasing Manager, department director/elected official of the requesting department requiring the service, and the highest ranked firm shall negotiate a professional services contract that includes a detailed scope of work to be provided and the compensation for those services.
2. If, after reasonable efforts, the County determines that it is unable to negotiate a satisfactory contract with the highest ranked firm, then negotiations with that firm shall be terminated. The County shall then undertake negotiations with the second highest ranked firm. If, after reasonable efforts, the County determines that it is unable to negotiate a satisfactory contract with the second firm, then negotiations with such firm shall be terminated. The County shall then undertake negotiations with the third highest ranked firm.
3. If the County is unable to negotiate a satisfactory contract with any of the top three (3) selected firms, the County shall re-evaluate the necessary architectural, engineering or land surveying services,

including the scope of work and reasonable fee requirements, and then proceed with solicitation of responses from vendors again in accordance with this Section.

B. *Other Professional Services—Requests for Proposal (RFP).* The following procedure shall be utilized for other professional services (excluding architectural, engineering and land surveying services set forth in Section 135.320.A) when: the scope of work cannot be completely defined by the County; the required goods and services can be provided in several different ways; the exercise of discretion and independent judgment in the performance or design and an advanced, specialized type of knowledge, expertise, or training customarily acquired either by a prolonged course of study or equivalent experience in the field is necessary; where the qualifications, experience, or quality of the goods and services to be delivered are significant factors for consideration, in addition to price; or the responses may contain varying levels of service or alternatives which lend themselves to negotiation.

1. *Request for Proposals.* The Director of Finance or designee shall release a Request for Proposal (RFP) in whatever manner is deemed most likely to obtain the greatest number of responses from qualified providers of the required services.
2. *Purchases Less Than \$15,000.00.* If the cost of services is less than fifteen thousand dollars (\$15,000.00), the Director of Finance or designee may negotiate with a qualified provider to establish a contract that is fair and reasonable.
3. *Purchases of \$15,000.00 or more.* If the cost of services is fifteen thousand dollars (\$15,000.00) or more, then the Director of Finance or designee shall:
  - a. Advertise an RFP in a newspaper of general circulation in the County and may also advertise in such places as are most likely to reach prospective vendors and may provide such information through an electronic medium available to the general public at least five (5) days before proposals for such purchases are to be opened. Alternatively, other methods of advertisement may be adopted by the Director of Finance when such other methods are deemed more advantageous for the services to be purchased.
  - b. Accept proposals submitted by prospective vendors by mail, commercial mail service or hand delivery by the date and time set for the opening of **[bids] proposals**.
  - c. *Review of Proposals.* After receiving all responses to the RFP, the Purchasing Manager and/or the department director/elected official of the requesting department requiring the service shall review each response and rank them based upon the relative importance of the criteria for the project as stated in the RFP. Selection of vendors in this category shall be based on the following[?] **pre-**

**established criteria:**~~[1. Pre-established criteria:]~~

1. ~~[a.]~~ Qualifications of the firm.
2. ~~[b.]~~ Bonding (if applicable).
3. ~~[c.]~~ Compatibility with existing conditions (if applicable).
4. ~~[d.]~~ Enhancements, warranties, and maintenance or other service offerings included at a reasonable or no additional charge (if applicable).
5. ~~[e.]~~ Specific requirements, capabilities, and abilities included in the bid specifications.
6. ~~[f.]~~ Schedule (if applicable).
7. ~~[g.]~~ Pricing structure.

d. *Negotiations.*

1. The Purchasing Manager and/or department director/elected official of the requesting department requiring the service, and the highest ranked vendor shall engage in discussions so as to determine the sufficiency of the vendor's qualifications and to establish an amount of compensation which is fair and reasonable and, if successful, shall negotiate a contract that includes a detailed scope of work to be provided and the compensation for those services.
2. If, after reasonable efforts, the County determines that it is unable to negotiate a satisfactory contract with the highest ranked vendor, then negotiations with that vendor shall be terminated. The County shall then undertake negotiations with the second highest ranked vendor. If, after reasonable efforts, the County determines that it is unable to negotiate a satisfactory contract with the second vendor, then negotiations with such firm shall be terminated, and the County shall then undertake negotiations with the third highest ranked firm, and so on, until an agreement is reached with the then best qualified vendor for a compensation determined to be fair and reasonable.
3. If the County is unable to negotiate a satisfactory contract with any of the vendors, the County shall re-evaluate the necessary services, including the scope of work and reasonable fee requirements, and may then release a revised RFP in accordance with this Section.

- C. Attorneys, court reporters, litigation consultants, and experts engaged by the County Counselor's office for work for that office on behalf of the County, as well as closing and title insurance expenses ordered through the County Counselor's Office, shall be exempt from the competitive purchasing requirements and procedures set forth in this Article.
  
- D. Notwithstanding any provision in Section 135.310 and Section 135.320 to the contrary, the Department of Information Systems shall have the authority to procure products and services related to information technology when the estimated expenditure of such purchase does not exceed seventy-five thousand dollars (\$75,000), the length of any contract or agreement does not exceed twelve (12) months, and the department complies with the informal methods of procurement established in Section 135.310.D or Section 135.320.B.2 for expenditures of less than fifteen thousand dollars (\$15,000). For the purposes of this section, "information technology" shall mean computers; storage; networking and other physical devices infrastructure; and processes and the use thereof to create, process, store, secure, and exchange all forms of electronic data.
  
- E. The County shall have the right to negotiate amendments to a project scope and/or to negotiate new contracts with a firm selected pursuant to Sections 135.320A.6 or 135.320.B.3 for additional projects requiring the particular expertise for a period not to exceed three (3) years. After three (3) years, the full procurement procedure shall be used again for selection of professional services.
  
- F. If, after project completion by a firm already selected by the County pursuant to 135.320.A.6 or 135.320.B.3, the County requires professional services on an ongoing consultant basis on that same project, the County may retain the services of that firm on a consultant basis for a period of three (3) years from the date of the execution of the original contract. After that period of time, the County shall use this procedure again to select ongoing consultant services.
  
- G. Any deviation from the requirements of this Section must be justified in writing and submitted to the Director of Finance for approval.

Section 135.330. General Competitive Purchasing Provisions.

- A. In determining which of these procurement requirements set forth in Sections 135.310 and 135.320 apply, the Department of Finance shall estimate into which category a particular purchase will fall. In cases where quotations and bids indicate that the purchase will fall into a higher dollar threshold category than estimated, the competitive purchasing requirements for the higher threshold category shall apply. For example, if informal written quotations are solicited but the quotations received in response exceed fifteen thousand dollars (\$15,000.00), then the process for the higher dollar value category shall apply to the purchase.

- B. In making a recommendation for the awarding of the bid or selection of a firm, the requisitioning official shall address the pre- established criteria and summarize the evaluation process.
- C. Records of all purchases shall be readily available and maintained by the Department of Finance. Departments are responsible for maintaining records produced in the course of selecting a product or vendor in accordance with the County's Records Management Policy.
- D. Any and all information contained in a bid or proposal or otherwise submitted by a vendor pursuant to this Article becomes a public record subject to the Missouri Open Meetings Act Chapter 610 RSMo. If the vendor believes that any such information is protected from disclosure, the vendor must clearly identify what information the vendor believes is so protected and must also clearly identify the legal basis therefor.

Section 135.340. Sole Source.

The term "*sole source*" refers to any purchase from one (1) source only, allowing no substitutes, where the item or service being purchased is sufficiently unique or existing County equipment or technical requirements preclude the use of another similar item or service from a different manufacturer, brand, or provider. Sole source purchases must be justified setting forth the specific and valid reason(s) that will prevent any other vendor's item or service from satisfying a valid requirement. This justification must be submitted with the requisition and approved by the Director of Finance prior to placement of the order. Reference to the original justification must be submitted with each new requisition. However, justification and approval as specified above shall be required annually.

Section 135.350. Cooperative Procurement Programs.

- A. The County may purchase goods and services pursuant to a cooperative procurement agreement provided that the procuring entity's procurement process meets the County's competitive purchasing requirements set forth herein. All State of Missouri cooperative procurement agreements qualify for this competitive purchasing documentation exemption; any other cooperative procurement agreement must be approved in writing by the Director of Finance prior to any purchase being made through the agreement. The approval authority required in Section 135.360 shall apply to purchases made pursuant to cooperative procurement agreements authorized by this Section.

- B. The Director of Finance shall periodically check goods and services available through approved cooperative procurement agreements against the market and other cooperative agreements and direct departments to utilize another competitive purchasing mechanism when a lower price or better good or service appears to be available.

Section 135.360. Approval Authority.

- A. During any current budget year, no department director/ elected official shall expend or contract to expend any money or incur any liability, or enter into any contract which by its terms involves the expenditures of money, for any purpose, in excess of the amounts appropriated for that budget year. Any portion of an agreement is voidable by the County to the extent that it obligates the County to expend or contract to expend any money or incur any liability, or enter into any contract which by its terms involves the expenditures of money, for any purpose, in a future budget year without stating that such obligation is subject to future budgetary appropriation.
- B. Department directors/ elected officials proposing to transfer appropriations shall do so as set forth in Article VI, Section 6.206 of the Charter. Purchases and bids shall be approved in the manner provided for below.
- C. Purchases and bids of less than fifteen thousand dollars (\$15,000.00) require approval by the department director/elected official and Director of Finance or designee.
- D. Purchases and/or bids of at least fifteen thousand dollars (\$15,000.00) but less than fifty thousand dollars (\$50,000.00) require approval by the department director/elected official and the Director of Administration or designee.
- E. Purchases and/or bids of fifty thousand dollars (\$50,000.00) or more require approval by the department director/elected official and also the County Council on the consent agenda.

Section 135.370. Emergency Purchases.

- A. Emergency purchases shall be approved only in cases of compelling urgency and gravity.
- B. Emergency purchases of up to and including fifty thousand dollars (\$50,000.00) made without following the competitive purchasing requirements outlined herein must receive the prior written approval of the Director of Finance who shall consult with the County Executive. Emergency purchases of more than fifty thousand dollars (\$50,000.00) made without following the competitive purchasing requirements outlined

herein must receive the prior written approval of the Director of Finance who shall consult with the County Executive and the County Council Chairperson.

- C. To qualify as an emergency, conditions must exist that create an immediate and serious need for equipment, supplies or services that cannot be satisfied through normal procedures. A situation shall not warrant an emergency purchase unless:
  - 1. An emergency condition (as defined above) exists;
  - 2. The element of time is a crucial factor in seeking relief; and
  - 3. The resolution of the condition deserves priority over routine operations and duties of the County.

Section 135.380. Local Vendor Preference.

- A. It is the policy of St. Charles County to consider the residual benefits to the St. Charles County economy where the purchase or a component of the purchase has a local source. The County may give preference to all commodities manufactured, mined, produced, or grown within St. Charles County, and to products and services provided by, firms, corporations, or individuals doing business in St. Charles County. “*Preference*” shall be permitted where products and/or services are of [~~is~~] equal or better quality and the difference in the price is negligible.
- B. Notwithstanding the provisions of subsection A above, the County solicits and will consider quotations/bids/proposals from all interested and qualified vendors. Preference for a local source must be provided to and approved by the Director of Finance.
- C. Products manufactured in the United States may be given preference if price, quality and other considerations are equal.

Section 135.390. Changes of Suggested Vendor by the Director of Finance

The Director of Finance may shift in whole or in part, a purchase by a department director/elected official to another vendor who will provide better prices, service, and/or delivery up and until the execution of a purchase order or contract. The standard of quality shall not be changed, however, except when necessary and after consultation between the purchasing staff and the requisitioning department.

Article V. Contracts in All Forms—Purchase Orders and Contracts; Cancellations, Amendments and Modifications

Section 135.410. Purchase Orders.

- A. The issuance of a purchase order in acceptance of a vendor's quotation or bid, or alternatively a purchase order and the vendor's acceptance thereof, shall together constitute a contract between the County and the vendor, provided however that this method of contracting shall only be used for straightforward purchases such as commodities, materials, or equipment wherein the purchase order adequately memorializes the product or services to be provided and the compensation to be paid by the County therefor.
  
- B. The issuance of purchase orders is the responsibility of the Department of Finance. The County will not recognize purchases executed by unauthorized individuals, and payment of these obligations will not be approved. Purchases of this nature are illegal under County ordinance and applicable Missouri law.

Section 135.420. Separate Written Contract Required, When.

- A. Except as set forth in Section 135.410, a separate written contract shall be required for purchases made pursuant to an IFB, RFQ, RFP, or for any other purchase for which the applicable terms for the product or services to be provided, or the compensation to be paid by the County must be set out in more detail in a separate contract. All such contracts for purchases shall:
  - 1. Incorporate by reference the applicable IFB/RFQ/RFP issued by the County and any addenda; the vendor's response thereto (if applicable); and the agreed-upon specifications, pricing, and any other material agreements or deliverables related to the purchase;
  - 2. Require the vendor to retain records related to the contract, for inspection and audit by the County Auditor, for a period of three (3) years unless permission to destroy them sooner is granted by the County, or for such longer period as may be required by law;
  - 3. Bear the certification of the Director of Finance, as the County's accounting officer, in accordance with Section 50.660, RSMo.; and
  - 4. Be submitted to the County Counselor's Office for approval as to legal form as required by Article IV, Section 4.602.5 of the Charter or shall utilize a form that has been approved by said office.
  
- B. The authority of the County to enter into certain contractual obligations is restricted as follows.
  - 1. Any contractual provision purporting to obligate the County to pay any vendor's

attorney's fees, in whole or in part, shall be void unless approved in writing by the Director of Administration and Director of Finance.

1. Any contractual provision purporting to obligate the County to indemnify any vendor, in whole or in part, shall be void to the extent that the amount of such indemnification exceeds the County's applicable insurance coverage or specifically appropriated funds, whichever is greater.
- C. Upon approval as provided for in Section 135.360, any separate written County contract shall require execution by the County Executive in order to be binding on the County, except that:
1. For contract amounts of at least fifteen thousand dollars (\$15,000) but less than fifty thousand dollars (\$50,000.00), the Director of Administration or designee may execute the contract, and
  2. For contract amounts less than fifteen thousand dollars (\$15,000.00), the department director/elected official may execute the contract.
- D. The County will not recognize separate written contracts executed by unauthorized individuals, and payment of these obligations will not be approved. The obligation for such contract shall be as set forth in Article VI, Section 6.209 of the County Charter.

Section 135.430. Cancellations, Contract Amendments and Modifications

- A. It is the general policy of the County to avoid mistakes in specifications and contracts because correcting such mistakes may be costly to the County and/or the vendor in restocking charges, freight two ways, and loss of vendor goodwill. Where cancellation, modification, or amendment of a contract must be made, every attempt should be made to do so before shipment.
- B. To request a cancellation of, modification of, or amendment to a contract, the requisitioning department should advise the Purchasing Manager of the reasons, referring to the vendor and purchase order if one was utilized.
- C. *Contract Amendments.* Unless otherwise established at the time the purchase was originally approved, contractual amendments, commonly referred to as "change orders," shall be approved pursuant to Section 135.360, unless the cumulative increase in the original contract price is less than 10%, in which case the contract amendment may be approved by the following:

1. Director of Finance if the original contract amount was less than fifteen thousand dollars (\$15,000);
  2. Director of Administration if the original contract amount was at least fifteen thousand dollars (\$15,000) but less than fifty thousand dollars (\$50,000); or
  3. County Executive if the original contract amount was at least fifty thousand dollars (\$50,000)[,] **and the cumulative increase is not more than fifty thousand dollars (\$50,000).** [~~but less than five hundred thousand dollars (\$500,000).~~]
- D. If a purchase order was used in the purchase, the Purchasing Manager shall execute any necessary modification to the purchase order after such modifications have been approved as provided for herein.

Section 135.440. General Vendor Terms and Conditions.

- A. Vendors shall be authorized to do business in the State of Missouri. B. Vendors shall be current on all St. Charles County taxes including property and sales taxes.
- C. Vendors may not be awarded a contract unless they have all required permits and licenses as required by St. Charles County, including but not limited to licenses for HVACR contractors, plumbing contractors, and electrical contractors.

Article VI. Requisitions; Invoices; Payments. Section

135.500. Review of the Requisition.

- A. Completed requisitions from County departments and offices shall be forwarded through the department director/elected official or designee. Approved requisitions are forwarded subsequently to the Department of Finance for review and approval.
- B. If a requisition is not approved, it will be returned to the requisitioning department with an explanation for disapproval.

Section 135.510. Overdrafts Prohibited.

No purchase requisition shall be allowed to overdraw a budgetary account. It is the responsibility of the requisitioner to know that funds are available in the designated account before making a requisition.

Section 135.520. Payment of Invoices.

No invoice shall be approved for payment until notice has been provided that the goods or services have been inspected and found to be in compliance with the specifications and other contract requirements and that the payments are in accordance with this chapter, budget, and the requisitioning department's policies and procedures.

Article VII. Purchasing—Department of Finance General Services

Section 135.610. Surplus Property.

- A. If property, personal or real, is determined to be usable, it may be transferred to another department within County Government where it can be used. Notification of such transfer in writing shall be submitted to the Department of Finance for fixed asset inventory purposes.
- B. The Director of Finance is authorized to dispose of personal property items with a depreciated value of twenty-five thousand dollars (\$25,000.00) or less, no longer needed by the County or determined to be obsolete, at the most advantageous terms available. Any such disposal shall be made only after notice to, and approval by, the County Executive.
- C. Real property shall only be disposed of through ordinance.

Section 135.620. Grants.

- A. The County encourages department directors/elected officials to seek out grants to accomplish the work of the County that would otherwise have to be funded entirely by the County. A department director/elected official may make the application for a new grant upon approval by the County Executive. Acceptance of the actual grant funds shall be approved by the County Council and the County Executive. Pursuant to Article, VI, Section 6.205.3 of the Charter, the County Council may authorize the acceptance of the grant funds in the budget ordinance or the County Executive may forward acceptance of the grant funds to the County Council for approval on its consent agenda. Supplemental appropriation of revenues and expenditures requires approval by the County Council by ordinance pursuant to Article VI, Section 6.206 of the Charter.

B. *Grant Renewal.*

1. A department director/elected official may apply to renew and accept a grant with an additional increase of not more than twenty- five percent (25%) of the grant budgeted in the previous year, with no further action of the County Council, when:
  - a. The grant amount is contained in the approved annual budget of the County; or
  - b. The grant amount is contained in part in the current year's budget, and the Director of Administration provides written certification that such grant is to be requested in the next fiscal year's budget of the County and upon a statement that such grant continuance is subject to acceptance and appropriation of the grant funds by the County Council.
2. All grant renewals shall be signed or countersigned by the County Executive or designee. The additional amount may not be encumbered until a supplemental appropriation is approved.

Section 135.630. Donations

A department director/elected official may accept monetary donations up to five thousand dollars (\$5,000.00), or consumer goods up to five thousand dollars (\$5,000.00) in value, on behalf of the County for use by that department; however, a department director/elected official may not accept donations of any kind from a current vendor or a vendor that is actively responding to County solicitations for quotes, bids, qualifications or proposals unless similar donations are made by the entity to other organizations generally. The department director/elected official shall notify the Director of Finance of any donation and cash donations shall be deposited by the Director of Finance into the General Fund until subsequently appropriated in the budget.

Section 135.640. Reimbursement Contracts.

In instances in which the County serves as a pass-through agent under federal, state, municipal or private business grant requirements, the County Executive or his or her designee may approve the grant request in his or her discretion and no ordinance shall be required. Pass-through grants are those in which no more than administrative costs are payable to the County from the grant and such administrative costs are not appropriated to an agency but are paid to the County general fund.

Section 135.650. Credit Card Payment Services.

- A. With prior approval of the Director of Administration, any County department or office is authorized to receive payment by credit card of any fees it imposes pursuant to County ordinance or state law, but shall charge a convenience fee not to exceed any administrative costs imposed by the credit card service under contract to process such payments.

- B. Only the Director of Finance may select and contract with a provider of credit card payment services under the provisions of this Chapter on behalf of one or more County departments.

Section 3. This ordinance shall be in full force and effect June 1, 2016. Any requisitions initiated prior to June 1, 2016 and in process shall be approved by the Director of Finance. Any procurement or open or closed bid in process that has not yet been approved shall require approval in accordance with the new Purchasing Policy set forth in Section 2 of this Ordinance.

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DATE PASSED

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DATE APPROVED BY COUNTY EXECUTIVE

---

CHAIR OF THE COUNCIL

---

COUNTY EXECUTIVE

ATTEST:

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COUNTY REGISTRAR

4338.Substitute.Council.Executive.Chapter 135.Bold and Strike.4-16.L

WIOA Youth Budget PY 16

					Budget	
Administration						\$ 488,365.00
	Sal & Fringe		\$ 42,836.00			10.00%
	Admin Other		\$ 6,000.00			
		Total	\$ 48,836.00			
IS						\$ 78,529.00
	IS Sal Fringe		\$ 33,000.00			
	IS Oper Costs		\$ 9,000.00			
	IS Occ Skills Trng		\$ -			
	IS Work Exp		\$ 8,000.00			
	IS Work Exp Stfg		\$ 11,000.00	\$ 19,000.00		
	IS OJT		\$ -			
	IS Supp Ser		\$ 529.00			
	IS Pre-App					
	IS Intern					
	IS Fin Lit					
	IS Dop Prev					
	IS Alt Schl					
	IS Other Dir Part					
		Total	\$ 61,529.00			
IS Summer						
	ISS Sal Frng		\$ 11,000.00			
	ISS Oper		\$ 3,000.00			
	ISS Work Exp		\$ 3,000.00	\$ 3,000.00		
	ISS Sup Ser					
		Total	\$ 17,000.00			
OS						
	OS Sal Fringe		\$ 99,000.00		\$ 361,000.00	82.13%
	OS Oper Costs		\$ 27,000.00			This % needs to be at least 75%.
	OS Occ Skills Trng					
	OS ITA		\$ 50,000.00			
	OS Work Exp		\$ 70,000.00			
	OS Work Exp Stfg		\$ 33,000.00	\$ 103,000.00	\$ 140,000.00	31.85%
	OS OJT		\$ 10,000.00			This % needs to be at least 20%
	OS Supp Ser		\$ 8,000.00			
	OS Pre-App					
	OS Intern					
	OS Fin Lit					
	OS Dop Prev & Rec					
	OS AEL		\$ 7,000.00			
	OS Other Dir Part					
		Total	\$ 304,000.00			

ATTACHMENT 13

OS Summer				
	OSS Sal Frng		\$ 33,000.00	
	OSS Oper		\$ 9,000.00	
	OSS Work Exp		\$ 15,000.00	\$ 15,000.00
	OSS Sup Ser			
		Total	\$ 57,000.00	
	Prog Total		\$ 439,529.00	

WIOA Adult Budget PY 16/FY 17

PY 16

				\$ 58,023.00
Admin				
	Sal/Frng		\$ 5,302.00	
	Other		\$ 500.00	
		Total	\$ 5,802.00	10.00%
Program				
	Sal/Frng		\$ 37,971.00	
	Other Staff Related		\$ 14,250.00	
	Ind Trng Act			
	OJT			
	Pre-Appr			
	Reg Appr			
	Trans Jobs			
	Inc Wkr			
	Work Exp			
	Supp Ser			
		Total	\$ 52,221.00	
	Prog Total		\$ 58,023.00	

FY 17

				\$ 397,634.00
Admin				
	Sal/Frng		\$ 38,263.00	
	Other		\$ 1,500.00	
		Total	\$ 39,763.00	10.00%
Program				
	Sal/Frng		\$ 295,121.00	
	Other Staff Related		\$ 42,750.00	
	Ind Trng Act		\$ 20,000.00	
	OJT			
	Pre-Appr			
	Reg Appr			
	Trans Jobs			
	Inc Wkr			
	Work Exp			
	Supp Ser			
		Total	\$ 357,871.00	
	Prog Total		\$ 397,634.00	

WIOA Adult Budget PY 16/FY 17

PY 16

					\$ 64,912.00	
Admin						
	Sal/Frng		\$ 5,991.00			
	Other		\$ 500.00			
		Total	\$ 6,491.00		10.00%	
Program						
	Sal/Frng		\$ 50,000.00			
	Other Staff Related		\$ 8,421.00			
	Ind Trng Act					
	OJT					
	Pre-Appr					
	Reg Appr					
	Trans Jobs					
	Inc Wkr					
	Work Exp					
	Supp Ser					
		Total	\$ 58,421.00			
	Prog Total		\$ 64,912.00			

FY 17

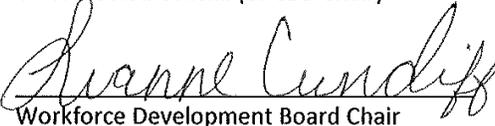
					\$ 345,868.00	
Admin						
	Sal/Frng		\$ 33,086.00			
	Other		\$ 1,500.00			
		Total	\$ 34,586.00		10.00%	
Program						
	Sal/Frng		\$ 210,000.00			
	Other Staff Related		\$ 28,500.00			
	Ind Trng Act		\$ 40,000.00			
	OJT		\$ 32,782.00			
	Pre-Appr					
	Reg Appr					
	Trans Jobs					
	Inc Wkr					
	Work Exp					
	Supp Ser					
		Total	\$ 311,282.00			
	Prog Total		\$ 345,868.00			

STATEMENT OF ASSURANCES CERTIFICATION

To minimize the documents attached to the Local Workforce Development Plan, the officials listed below certify through their signature that the Local Workforce Development Board has met the following requirements:

- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations, and WIOA service providers) were involved in the development of this Plan;
- Assures a written agreement has been developed between the Local Workforce Development Board and the current One-Stop Operator(s);
- Assures a written agreement has been developed between the Chief Elected Official(s) and the Local Workforce Development Board;
- Assures the Chief Elected Official(s) agree(s) with the selection of the One-Stop Operator;
- Assures the Chief Elected Official(s) authorized the designation/selection of the Local Workforce Development Area's Local Fiscal Agent; and
- Assures the Governor and his administrative staff that all Local Workforce Development Board members are nominated, and maintenance of membership over time is completed, on good faith, and actions in compliance with DWD Issuance 14-2014, "Policy for Local Workforce Development Board Membership Requirements and Certification/Recertification Procedures under the Workforce Innovation and Opportunity Act (WIOA or Act)," July 1, 2015.

The St. Charles County Workforce Development Board certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The Board also assures that funds will be spent in accordance with WIOA and its regulations, written U.S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.

 _____ Chief Elected Official (or CEO Chair)	<u>6/24/16</u> Date
 _____ Workforce Development Board Chair	<u>6-1-16</u> Date
 _____ Workforce Development Board Director	<u>6/21/2016</u> Date

## **Complaint and Grievance Policy**

**The St. Charles County Region is currently following the State policy as written in DWD Issuance 09-2012 Workforce Investment Act Complaint Resolution Policies. The State has indicated that a new WIOA Grievance and Complaint Resolution Policy will be issued. As soon as it is finalized and issued, the St. Charles Region will adopt and incorporate this policy.**

## Incumbent Worker Training Policy

The St. Charles Region may use up to 20% of the combined total of adult and dislocated worker allotments for incumbent worker training. The maximum number of employees trained will be dependent on the cost of training required and the amount of funds allowable in the 20% total.

Incumbent Worker Training will only be allowable for skills required in any of the five sectors currently targeted by the local Workforce Development Board as areas of growth.

The Region will prioritize working with those employers that are not eligible for or participating in the State's Missouri Works Training program. The Region will notify DWD if they do consider implementing an Incumbent Worker Training project with a company is participating in the Missouri Works Training Program to insure no duplication of training services.

The Region may use any of the allowable training activities listed in WIOA Section 134 et al.

Characteristics of participants in incumbent worker training:

- They are in need of skill training to retain employment and increase the competitiveness of both themselves in the labor market and their employer's productivity.
- They have an established relationship and employment history with their employer
- They are working a minimum of an average of 32 hours per week at the respective employer for more than six consecutive months
- Incumbent workers will not have to meet the eligibility requirements of the Adult and Dislocated Worker Programs.

The following is required for eligible incumbent worker training services:

- There will be a wage increase compared to their wage immediately preceding training &/or access to company-provided benefits including healthcare for the participant within 60 days of the successful completion of training  
And
- In-kind matching resources by the employer, such as trainee wages or leasing costs for classroom space  
And
- Documentation of increased skills obtained by the participant, such as an industry recognized certificate or credential or a promotion that correlates to the competitiveness of the job and the employer  
Or
- Of averting the need to lay off employees through assisting workers to obtain the skills necessary to retain employment. This must increase both a participant's and a company's competitiveness.

If a collective bargaining agreement covers the employer, then union concurrence with the training services is required. An incumbent worker project may employ any training allowable under WIOA and must comply with general WIOA requirements and restrictions.

Participant and employer performance outcomes will be reported as required.

Jeremiah W. (Jay) Nixon  
Governor  
Division  
of Workforce Development



Mike Downing, CEcD  
Director  
Amy Sublett  
Director

September 30, 2015

The Honorable Steve Ehlmann, County Executive  
St. Charles County  
Executive Office Building  
100 North Third Street, Room 318  
St. Charles, MO 63301

Luanne Cundiff, Chair  
St Charles County Workforce Development Board  
First State Bank of St. Charles, Mo  
206 Fifth Street  
St. Charles, MO 63301

Dear County Executive Ehlmann and Ms. Cundiff:

The Division of Workforce Development has reviewed and considered, on behalf of the Governor, your request that your workforce investment area be designated as a workforce development area under the Workforce Innovation and Opportunity Act (WIOA). As proposed, this regional service area would contain all local governments within the same counties formerly comprising your area under the Workforce Investment Act, as follows:

St. Charles

In compliance with Section 106(b)(2) of the WIOA, your St. Charles County Workforce Investment Area, is hereby acknowledged as the newly recognized St. Charles County Workforce Development Board region.

In addition, under WIOA [Section 106(c)(1) and (2)] we look forward to engaging your area in a regional planning process in collaboration with other areas to innovate and improve sector strategies, employer engagement and economic well being of your area and our state as a whole.

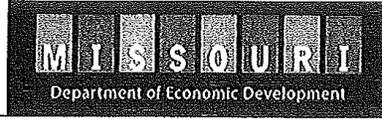
Sincerely,

Amy Sublett  
Director

421 E. Dunklin Street • P.O. Box 1087 • Jefferson City, MO 65102-1087  
(573) 751-3999 • Fax (573) 751-8162  
[jobs.mo.gov](http://jobs.mo.gov)

*Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY Users can call (800) 735-2966 or dial 7-1-1.*

Jeremiah W. (Jay) Nixon  
Governor  
Division  
of Workforce Development



Mike Downing, CEC  
Director  
Amy Sublett  
Director

September 23, 2015

The Honorable Steve Ehlmann  
County Executive  
Saint Charles County  
Executive Office Building  
100 North Third Street, Room 318  
Saint Charles, Missouri 63301

Luanne Cundiff, Chair  
Saint Charles County Workforce Development Board  
First State Bank of Saint Charles, Missouri  
206 Fifth Street  
Saint Charles, Missouri 63301

Dear County Executive Ehlmann and Ms. Cundiff,

I am pleased to inform you that the member/nominee list submitted by the Saint Charles County Workforce Development Board, received September 18, 2015, meets local Workforce Development Board requirements for certification/recertification. The Saint Charles County Workforce Development Board membership list is approved. Please inform us of changes to your Board over time, and we will be happy to maintain records of contact information.

Should you have questions or comments on this process, please feel free to contact me at (573)751-3349 or Clinton Flowers, DWD - Performance Research Manager at (573) 526-8261.

We look forward to working with you.

Sincerely,  
*Amy Sublett*  
Amy Sublett  
Director

c: Scott Drachnik  
Karen Grim  
Clinton Flowers  
Debra Lee

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