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# **ST. LOUIS COUNTY REGION**

## **2016-2020 LOCAL PLAN**

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### **List of Attachments to the Plan**

1. List of Comprehensive One-Stop Centers and Affiliate Sites
2. Local Supportive Services Policy
3. Memorandum of Understanding (signed by all the parties) – if available or by July 1, 2016.
4. Cost-Sharing Agreement between the Local Workforce Development Board and DWD (printed from FRS)
5. Local Workforce Development Board Membership List
6. Local Workforce Development Board By-Laws and Attestation Form
7. Chief Elected Officials’ Agreement (optional), CEO membership and By-Laws
8. Conflict of Interest Policy for Local Workforce Development Staff and Contracted Staff
9. Sub-State Monitoring Plan
10. Business Services Plan
11. MOU between the Local Workforce Development Board and the Community Colleges
12. Local Competitive Procurement Process
13. Planning Budget Summaries for Program Year 2016 and Fiscal Year 2017
14. Statement of Assurances Certification
15. Complaint and Grievance Policy
- A. Access Policy
- B. ITA Policy
- C. Vocational Rehabilitation/Rehabilitative Services for the Blind Policy
- D. Youth Council Agenda
- E. In-School Youth Flow
- F. Out-of-School Youth Flow
- G. Regional Planning Agreement
- H. Labor Market Appendix

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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. Louis County Workforce Development Board's vision is for our integrated system of WIOA partners to be the labor exchange of choice for employers and job seekers and the hub around which our County's workforce development system operates. Our demand driven system will focus on businesses within high growth and high demand industry sectors. By creating sector strategies and career pathways in a regional shared vision, we will develop a talented and skilled workforce that leads to self-sufficiency and supports a strong regional economy. We will be committed to enhancing partnerships in providing services and ensuring high-quality customer service.**

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.*

**St. Louis County recognizes that the barriers to employment that adults face are the same barriers faced by youth. Therefore, we are focused on the following goals for both adults and youth:**

- **Overcome employment barriers**
- **Maximize efficiency and access to services**
- **Develop career pathways**
- **Place a strong emphasis on employment retention**
- **Engage employers to meet their needs**

- 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.*

**Our Centers will serve as the focal point through which businesses communicate their current and projected workforce needs, both in terms of employment opportunities and changing skill-set requirements. We will merge existing resources to respond to those needs, aggressively recruit to meet them, and actively seek out new resources when required. We expect businesses to utilize our centers primarily as a recruitment source for positions from entry-level to advanced positions across the spectrum of industry sectors. Staff will conduct site visits to businesses to develop a better understanding of their business, their jobs, their work processes, and their required skill sets. MERIC's *Missouri Real time Labor Market Summary* along with the *State of St. Louis Workforce* will be utilized to identify local needs. Centers will regularly host both small and large scale recruitment fairs. Priority of service will focus on individuals with barriers with an emphasis on veterans, youth, seniors, ex-offenders, and low-income individuals.**

- 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:

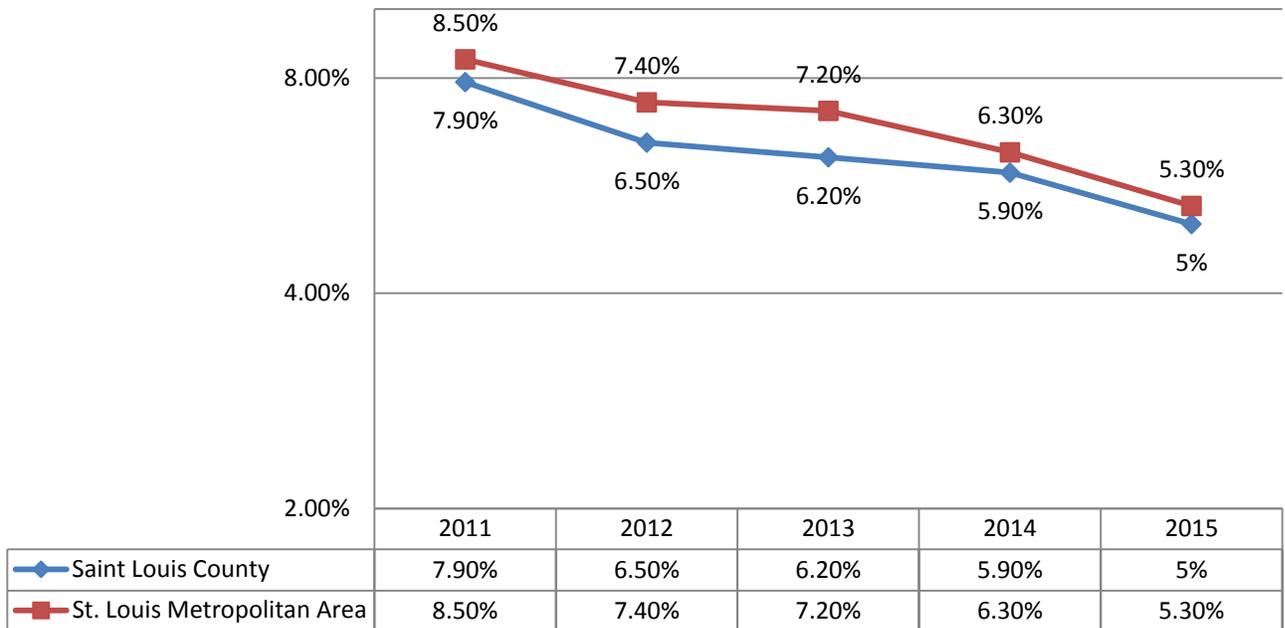
[https://www.missourieconomy.org/about\\_us/contactus.stm#Regional\\_Contacts](https://www.missourieconomy.org/about_us/contactus.stm#Regional_Contacts)

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;*
  - *Number and percent of working-age population living at or below poverty level;*
  - *Unemployment rates for the last five years;*
  - *Major layoff events over the past three years and any anticipated layoffs; and*
  - *Any other factors that may affect local/regional economic conditions.*

**As the most populated county in Missouri, as well as the population and economic center of the St. Louis metropolitan region, St. Louis County plays a crucial role in the state's and region's vitality. The American Community Survey (Census) lists the 2013 average per capita income (PCPI) for St. Louis County as \$34,795 while the median household income is \$57,183. Although, a significant income level compared to other counties in the St. Louis Metropolitan Statistical Area (SMSA), 9.6% of St. Louis County residents are living in**

## Unemployment Rate Comparison



Graph 1

poverty. To add further clarity to the poverty rate, 220,177 of the 9.6% are youth ages 0-17 according to the U.S. Census Bureau.

During the last five years, the unemployment rates in St. Louis County have declined at a steady pace. The decline is due to many factors including the shortening of unemployment benefit weeks, economic growth and the increase of part-time employment that has allowed the unemployed to return to work. Per MERIC, the average unemployment rates for the last five years have been as notated above on Graph 1.

In terms of lay-offs, our region has been affected by several large closures and lay-offs in the last two years. Employers such as Macy’s (2016), Printpack Inc. (2016), Nature’s Bakery (2015), St. Anthony’s Medical Center (2015), Kmart (2014), Aramark (2014), Heritage Home Group (2014), Coca-Cola (2014) have released in excess of 1,700 employees, many of whom are residents of St. Louis County.

There are two other regional events that we are monitoring closely for any impact it may have on St. Louis County and its residents. The first is the move of the St. Louis Rams to California. There are many companies with business ties to the St. Louis Rams and the Edward Jones Dome that may be negatively affected by the loss of revenue associated with the St. Louis Rams. The other situation is the National GeoSpatial-Intelligence Agency and its possible move to Illinois from Missouri. Although, the National GeoSpatial-Intelligence Agency is currently located in St. Louis City, there are St. Louis County residents and

**businesses that may be negatively affected by the move to Illinois. Since this plan was originally written, The National GeoSpatial-Intelligence Agency has decided to remain in St. Louis City.**

**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.*

**Industry Employment Trends 2009 – 2014**

**The St. Louis Region experienced overall employment of 1.8% from 2009 to 2014, which was slightly lower than the statewide employment growth of 2.2%. Industries with the largest employment growth were *Administrative and Support Services (34%), Social Assistance (49.2%), and Hospitals (17%)*. Three industries experienced employment loss: *Specialty Trade Contractors (-16.8%), Merchant Wholesalers, Durable Goods Mfg. (-6.9%), and Hospitals (-4.2%)*. Other industries outside of the top ten with employment growth were *Insurance Carriers and Related Activities (14.8%) and Credit Intermediation and Related Activities (17%)*.**

| <b>NAICS Sector</b>                     | <b>2009 Employment</b> | <b>2014 Employment</b> | <b>Change</b> | <b>Percent Change</b> |
|---|------------------------|------------------------|---------------|-----------------------|
| <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%                 |

**Based upon MERIC data on the Top High Growth Industries for the first quarter of 2015, the top industries are health care, retail, accommodation/food services, administrative/waste services, professional/technical services, wholesale trade, construction, education services and information. To put this into perspective we used the U.S. Bureau of Labor Statistics (2013) and the top ten long-term growth projected jobs according to MERIC 2012-2022 Employment Projections. Healthcare & Related occupations are projected to have the largest number of new growth job openings. Specific occupations within this industry include Personal Care Aides, Registered Nurses and Healthcare Social Workers. Business & Sales occupations are projected to have the second largest number of job openings. Business & Sales includes Retail, Business Operation Specialists and Accountants/Auditors.**

**NAICS Sector comparison of 2009 to 2014 reflects a 49.2% growth in the Social Assistance sector, 17% growth in the Hospital sector, a 16% growth in the Administrative & Support Services sector, a 13.8% growth in the Management of Companies & Enterprises sector and a 10.1% growth in Ambulatory Health Care Services. Congruent with this growth is the projected growth for these industries from 2012-2022. The aforementioned industries are all expected to see growth from 5% to 33.9%.**

**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 Greater St. Louis Region'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.**

**SEE ATTACHMENT H**

## 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, Education, 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                    | 20,626       |
| Insurance Carriers  | 6,729        |
| Colleges, Universities, and Professional Schools          | 5,296        |
| Depository Credit Intermediation                          | 4,477        |
| Restaurants and Other Eating Places                       | 3,967        |
| Traveler Accommodation                                    | 3,110        |
| Management, Scientific, and Technical Consulting Services | 2,936        |
| Offices of Physicians                                     | 2,634        |
| Health and Personal Care Stores                           | 2,347        |
| Department Stores   | 2,251        |

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

## Occupational Demand

Job analysis highlights the top ten occupations St. Louis Region employers advertised for in the past year. **Registered Nurses** were in the greatest demand, followed by **Computer Occupations and Software Developers**. **Sales Representatives, Retail Salespersons and Truck Drivers** followed.

**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                                  | 12,618       |
| Computer Occupations, All Other                    | 7,910        |
| Software Developers, Applications                  | 7,226        |
| Sales Representatives, Wholesale and Manufacturing | 4,984        |
| Retail Salespersons                                | 4,800        |
| Heavy and Tractor-Trailer Truck Drivers            | 4,541        |
| Customer Service Representatives                   | 4,483        |
| Accountants and Auditors                           | 4,310        |
| First-Line Supervisors of Retail Sales Workers     | 3,103        |
| Computer Systems Analysts                          | 2,928        |

*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.**

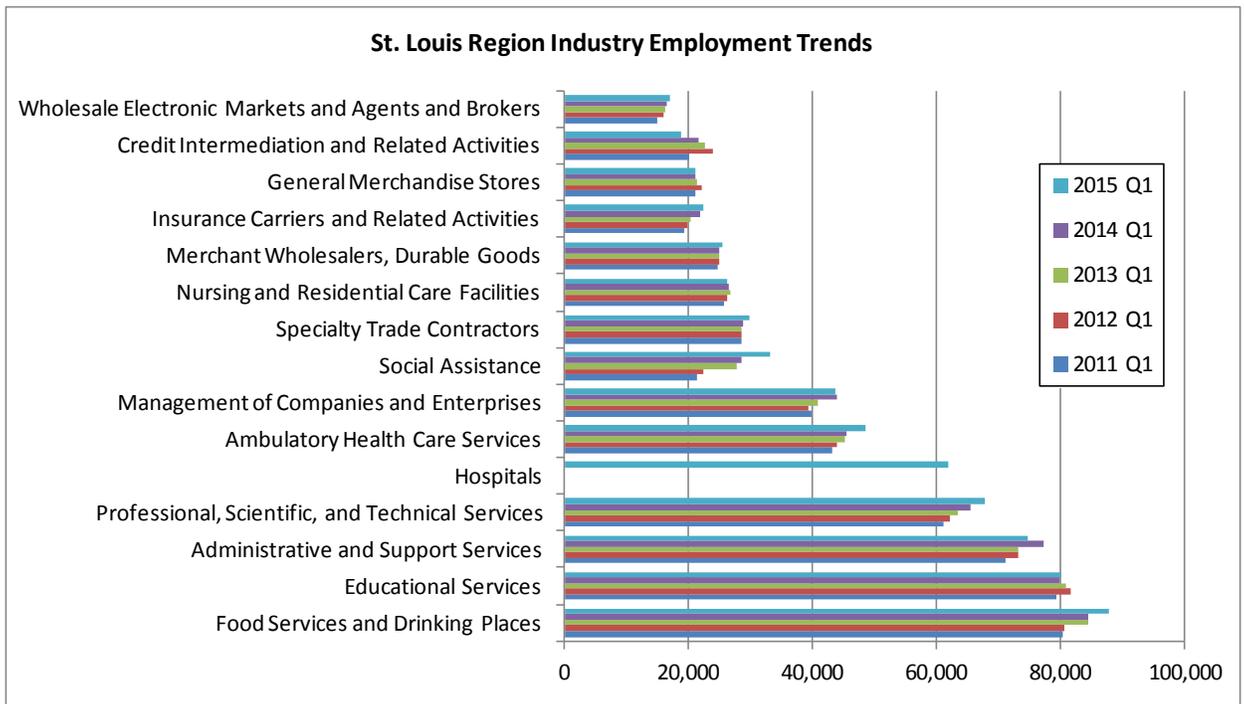
**For the 2012-2022 time period, the top net change for industry employment in the St. Louis Region are projected to be Administrative and Support Services (19,693); Professional, Scientific and Technical Services (12,065); Ambulatory Health Care Services (8,412); and Specialty Trade Contractors (7,727).**

**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 the St. Louis Region. During the 5 year period, the highest employment growth is in the industries of Social Assistance; Insurance Carriers and Related Activities; Professional, Scientific and Technical Services; Food Services and Drinking Places; Wholesale Electronic Markets and Agents and Brokers; and Ambulatory Health Care Services.**



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

### 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**

| <b>Occupation</b>   | <b>2012<br/>Estimated<br/>Employment</b> | <b>2022<br/>Projected<br/>Employment</b> | <b>Growth<br/>Openings</b> | <b>Replacement<br/>Openings</b> | <b>Total<br/>Openings</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                     |
| 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

**In determining the emerging demand industries, we found it useful to explore and compare the growth and replacement rate even further. The growth takes into consideration new jobs that are added to the economy. Yet, the replacement takes into account existing jobs that will need to be filled due to retirement, turnover, occupational changes and other events. For our comparison we utilized MERIC’s “The ABC of American Job Grades, 2012-2022 .Through this document we were able to ascertain that the employment in the St. Louis Workforce Investment Area totaled more than 1,088,700 in 2012 and is projected to grow by 9.4% by 2022. In addition, the region is projected to have just fewer than 360,000 total openings between 2012 and 2022, with 29.5% of those coming from new growth. In comparing the growth versus the replacement, Grade A occupations will have the biggest impact with a 46.4% growth and 53.6% replacement, totaling around 85,484 jobs. Grade B occupations will have a 33.1% growth and 66.9% replacement, totaling around 148,054 jobs. Lastly, Grade C occupations will have an approximate 14.7% growth with an 85.3% replacement rate. Notably, Science Technology Engineering & Math (STEM) occupations saw the highest growth in the St. Louis Region during 2014 with over 17,000 STEM job openings posted. STEM occupations are expected to be strong contributors to Missouri’s future workforce.**

**The top 10 occupations by projected growth are insulation workers, food scientists/technologists, brick masons, medical equipment repairers, marine engineers/naval architects, home health aides, diagnostic medical sonographers, occupational therapy assistants, logisticians and nursing instructors/postsecondary teachers.**

## Industry Employment Projections 2012 – 2022

Based on long-term industry employment projections, four industries in the list below are estimated to have a double-digit percentage growth in employment from 2012 to 2022. The top three industries projected to have the highest growth by percentage are *Administrative and Support Services* industry (34% or 19,693 more jobs), *Specialty Trade Contractors* (27% or over 7,700 jobs) and *Professional, Scientific, and Technical Services* (21% or over 12,000 jobs). The industries with the highest projected growth are in Health Care and Service industries.

| NAICS Sector  | Change | Percent Change |
|---|--------|----------------|
| Food Service and Drinking Places                                | 5,886  | 7.2%           |
| Educational Services  | 4,505  | 5.7%           |
| Administrative and Support Services                             | 19,693 | 33.9%          |
| Hospitals   | 5,605  | 8.3%           |
| Professional, Scientific, and Technical Services                | 12,065 | 20.7%          |
| Ambulatory Health Care Services                                 | 8,412  | 19.7%          |
| Management of Companies and Enterprises                         | 1,530  | 4.2%           |
| Specialty Trade Contractors                                     | 7,727  | 27%            |
| Local Government, Excluding Education and Hospitals             | 838    | 2.4%           |
| Religious, Grant making, Civic, Professional, and Similar Orgs. | 760    | 2.7%           |

### 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.*

**The projected high-growth/high-demand industries require skill sets that require additional training beyond a high school diploma. Entry level occupations such as Business/Sales begin with baseline skills such as communication, organization and customer service yet for**

professional progression the required skills become specialized and advance to specific software skills (i.e. SQL, SAP and Oracle) and licensure (CPA, CDL) . This rings true for the Healthcare/Related Occupations. A career in these industry can begin with short-term training for C.N.A, first aid training, CPR et al. However, to advance to higher paying occupations specialized skills and training are required. The STEM industry at this time, require the most specialized skills. Occupations within STEM often require specific IT certifications, software skills, experience and baseline skills such as troubleshooting, communication, problem solving and writing.

The largest employers in the St. Louis region are Express Scripts, BJC Health, SSM Health, Monsanto, Edward Jones, Ameren, Mercy Hospital, Maritz, Enterprise Holdings, General Motors, Boeing, Edward Jones, Wells Fargo Advisors LLC and Monsanto.

#### **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<br>Estimated<br>Employment | 2022<br>Projected<br>Employment | Growth<br>Openings | Replacement<br>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**

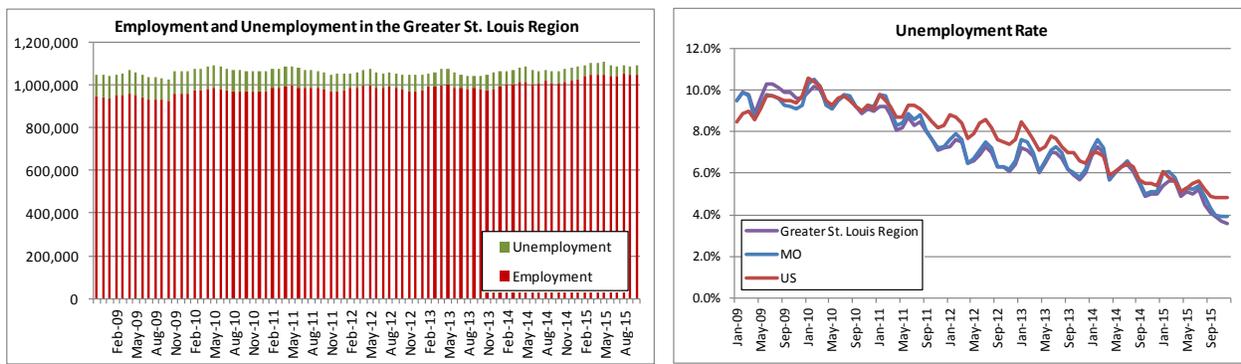
*Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA<sup>1</sup>. This population must include individuals with disabilities among other groups<sup>2</sup> in the economic region and across the LWDA.*

This includes:

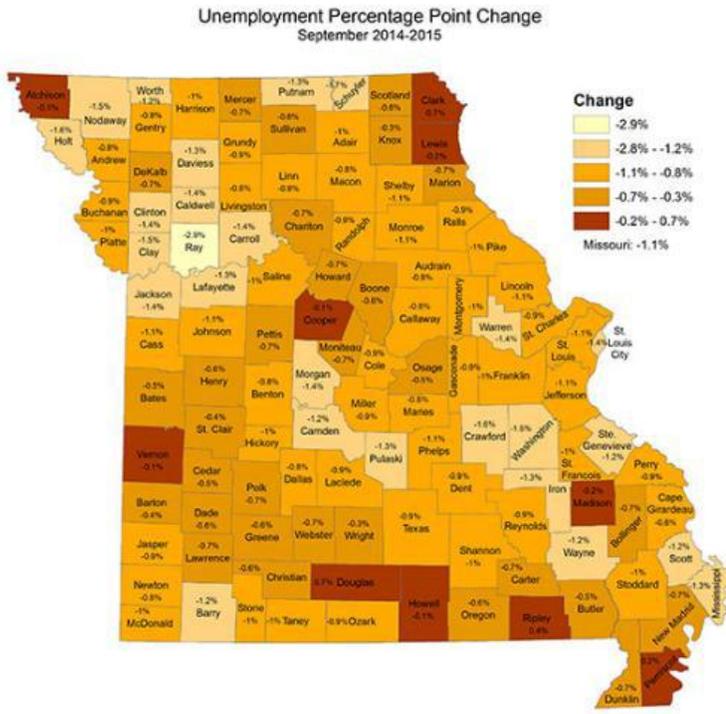
**1. Employment and Unemployment**

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

**During the recession, the number of Missourians employed in the St. Louis Region decreased, while the number of unemployed increased to a high of 10.3 percent. Over time, employers have become more confident in hiring workers, increasing total employment to just over 1,000,000 at the end of 2015. The unemployment rate has decreased to a low of 3.6 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 all employment, including self-employed workers.**



**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. Louis County, the unemployment rate decreased by 1.1 percent from September 2014 to September 2015. Numbers for each county are available in Table 4 of the Appendix.**



The unemployment rates for St. Louis County have seen a downward trend over the past few years. As a continuation of the historical trend, St. Louis County unemployment rates are typically lower than the unemployment rates of the Metropolitan Statistical Area (MSA). The current unemployment rate for December 2015 was 5% (estimated) for St. Louis County compared to 5.3% for the Metropolitan Statistical Area. Although the unemployment rate has improved, we still take into account that the rate does not necessarily reflect that residents have entered into employment. The decline is also due to other mitigating factors such as the decrease in unemployment weeks from 26 weeks to 13 weeks.

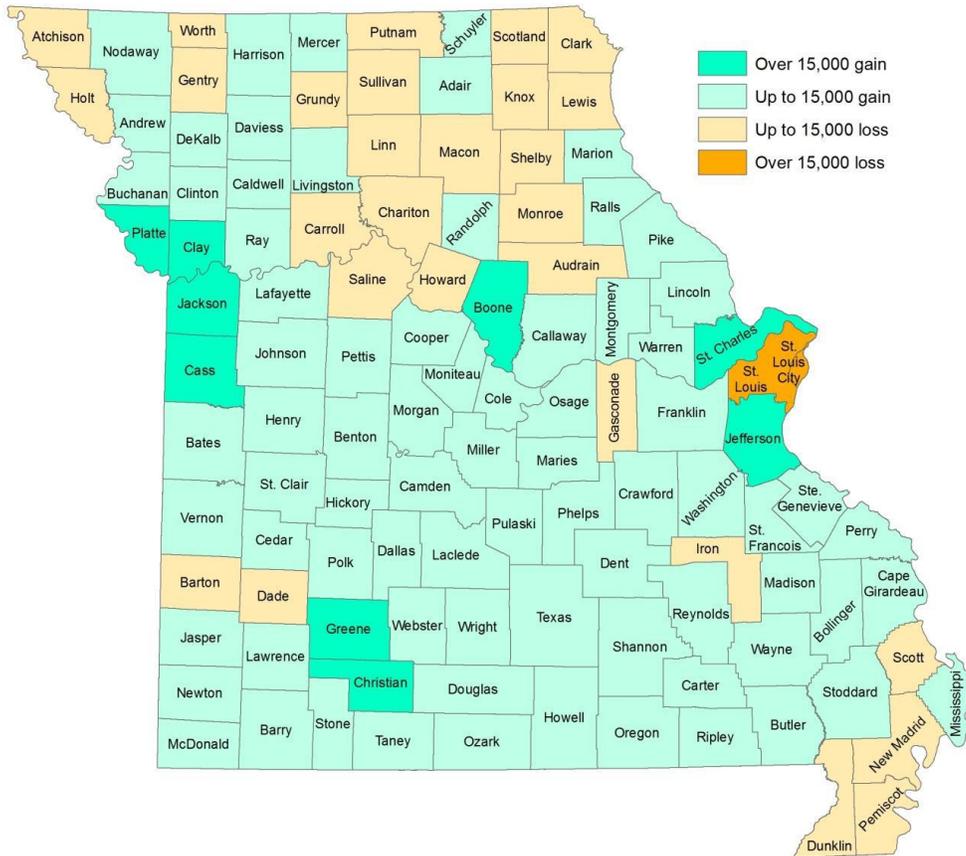
Yet, we do still realize that some of those once counted among the unemployed have attained employment. MERIC data reflects that in December 2015, 520,316 St. Louis County residents were employed compared to 502,740 in December 2014 and 488,828 in December 2013. However, our region has noticed that the attainment of full-time permanent employment has decreased and the attainment of part-time and temporary employment has increased.

The American Community Survey 2009-2013 estimates just over 12% or 447,803 Missourians age 18-64 have a disability. Yet, according to DisabilityStatistics.org, in 2013 the employment rate of working-age people (ages 21-64) with disabilities in Missouri was 32.4%.

### 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 core. The overall population for the four Workforce Development Areas in the St. Louis MSA has increased by over 58,000. Details for all counties can be found in Table 1.

Missouri Population Change, 2000-2010

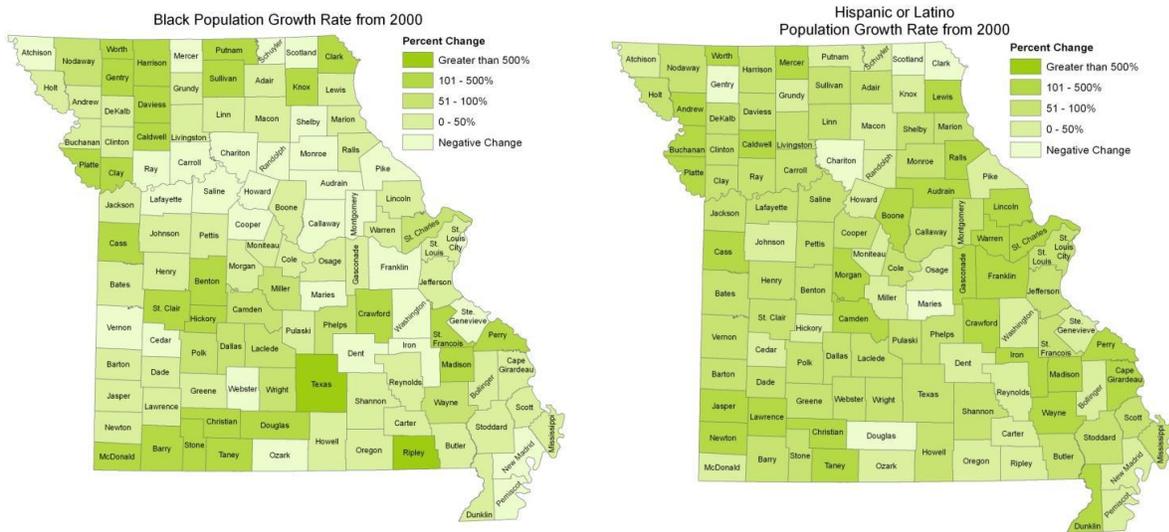


### Minority Population Growth

Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000's. The St. Louis Region experienced similar increases. In 2010, the

Black population is just over 407,800 in the St. Louis Region, representing 20 percent of the region’s total population. By comparison, the Missouri and U.S. Black populations represent smaller percentages of the total population at 11.6 and 12.6 percent, respectively.

The Hispanic or Latino population in the St. Louis Region also increased. The minority group numbers nearly 51,000, and represents 2.5 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. The full datasets are available in Table 2: Black Population Rates and Table 3: Hispanic or Latino Population Rates in the Appendix.

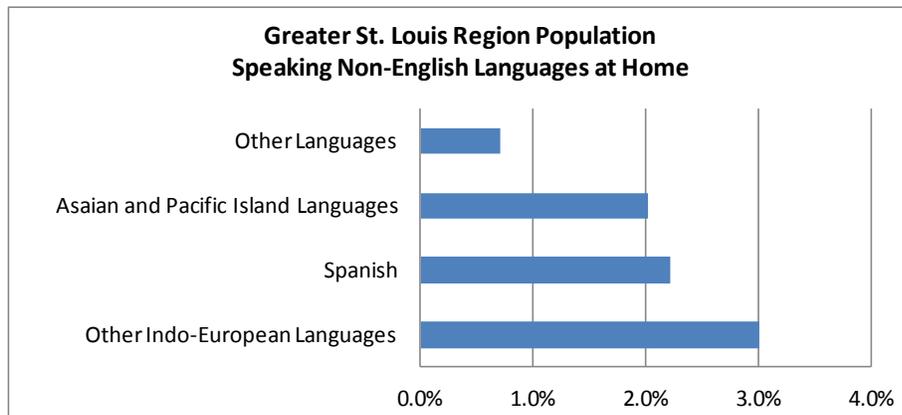


### Limited English Proficiency

According to the 2010-2014 American Community Survey 5-Year Estimates, 8.0 percent (100,793) of the St. Louis Region’s population aged 18-64 spoke a language other than English at home. The most common non-English languages spoken in St. Louis Region homes were Other Indo-European Languages (3.0 percent); Spanish (2.2 percent); Asian and Pacific Island Languages (2.0 percent); and Other Languages (.7 percent).

The total percentage of the population speaking languages other than English at home is higher in the St. Louis Region 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.



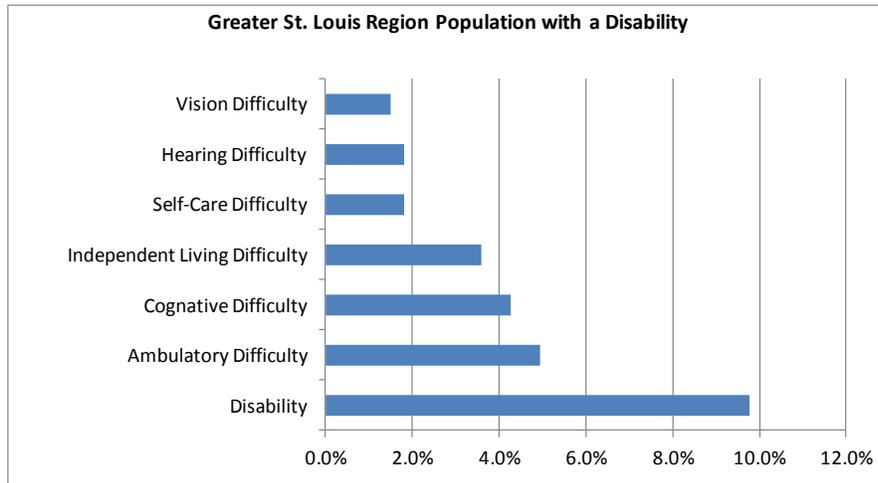
### Individuals with Disabilities

According to the American Community Survey 2010-2014 estimates, 9.8 percent, or 123,031 St. Louis Region residents age 18-64 had a disability. Ambulatory difficulty was the most prevalent disability type at 4.9 percent of the region’s population. About 4.3 percent of the population had a cognitive difficulty, followed by 3.6 percent with an independent living difficulty.

The percentage of individuals with disabilities was consistently lower in every category in St. Louis Region than 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 6.6

percent, followed by cognitive difficulty (5.4 percent) and independent living difficulty (4.4 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.**



## 2. Labor Market Trends

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

**MERIC’s first quarter 2015 data reflects that health care and social assistance saw a 3.7% growth compared to the prior year. In fact, hospitals employed 17% or 4,414 more people from 2009 to 2014 in St. Louis. In addition, the Ambulatory Health Care Services industry ranks 5<sup>th</sup> locally and saw a 10.1% increase or 9,390 jobs.**

**Construction saw a 4.5% growth yet specialty trade construction lost 5,917 jobs or 16.8% employment. Accommodation and food services saw a 7.1% growth while Professional and technical services saw a 4.7% growth. Rounding out the top five is Education services with a 1.7% growth from the prior year.**

**New businesses in the LWDA include Professional, Scientific & Tech Services, Administrative and Support Services and Construction Activities. In fact, based upon**

**MERIC data, in 2014, there were 3.1 new business formations per every 1,000 people in the region.**

**Based upon EMSI 2015 3<sup>rd</sup> quarter data set, Financial Services, Health Care, Diversified Manufacturing, Logistics & Transportation, Biotechnology & Medical Equipment and Construction will see a growth between the years 2015-2020.**

**MERIC's analysis of Burning Glass reflected that 18% of all job ads in the St. Louis region are STEM job ads. This amounted to over 17,000 STEM job openings for the St. Louis LWDA within a 6 month period of time. The top ten projected STEM openings between the years 2012-2022 are for computer user support specialists, computer systems analysts, software developers, computer programmers, network and computer system administrators, computer and information systems managers, civil engineers, mechanical engineers, sales representatives and industrial engineers.**

#### **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                   |

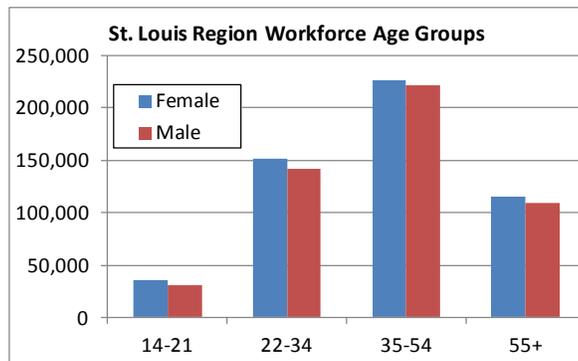
The industry demand is consistent with occupational job postings seen in the Top Ten Real-Time Labor Demand Occupations by Job Ads data found in Section IV.B.1. In this table, the highest number of job ads is for Registered Nurses. Information Technology positions, such as Computer Occupations and Software 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

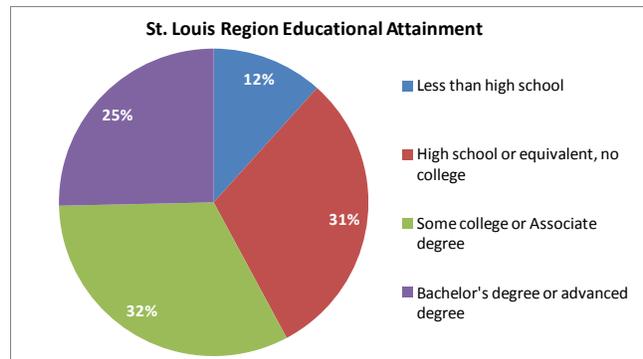
*Provide an analysis of the educational and skill levels of the workforce.*

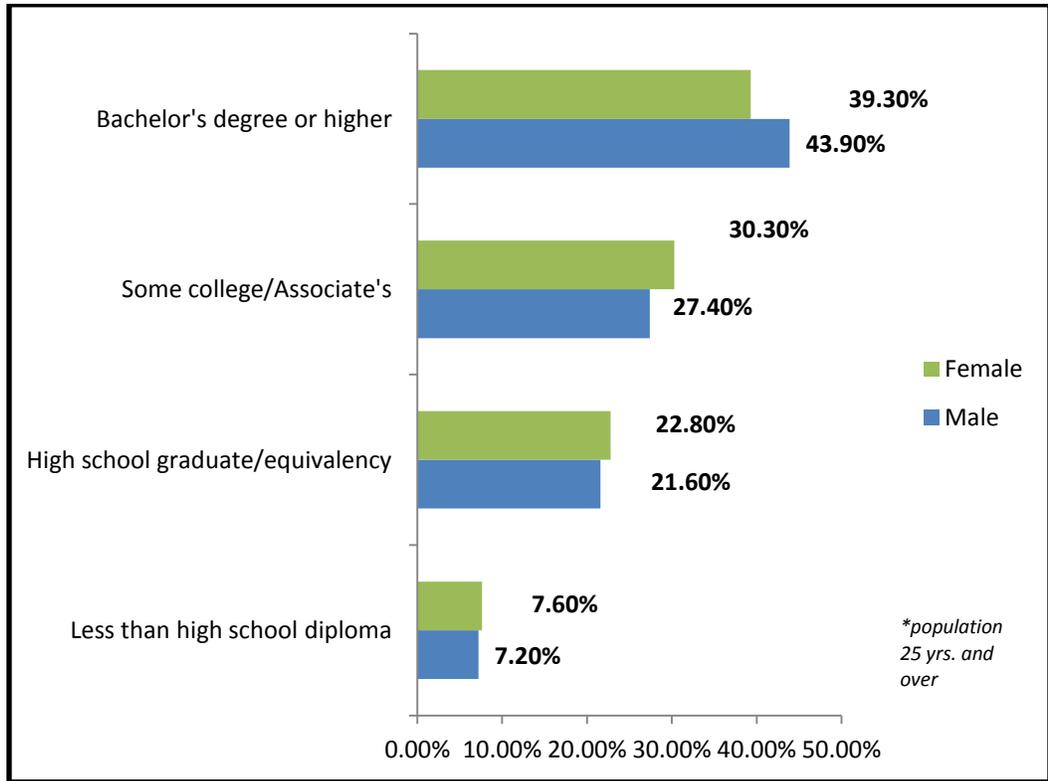
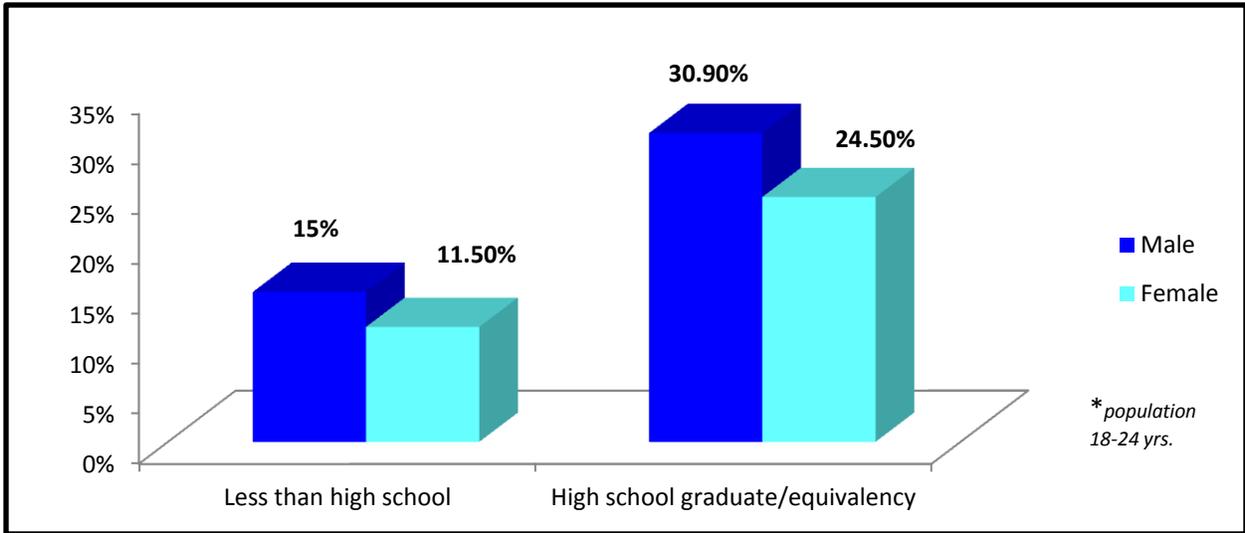
**The total population of the Missouri workforce is 2,594,137, and the St. Louis Region is home to over 1,030,000, or 39.8 percent of the state’s workforce. The workforce demographic numbers are queried from census data, and include only workers employed by firms in Missouri (self-employed individuals not included). The age group for workforce is defined as 14 years or more.**

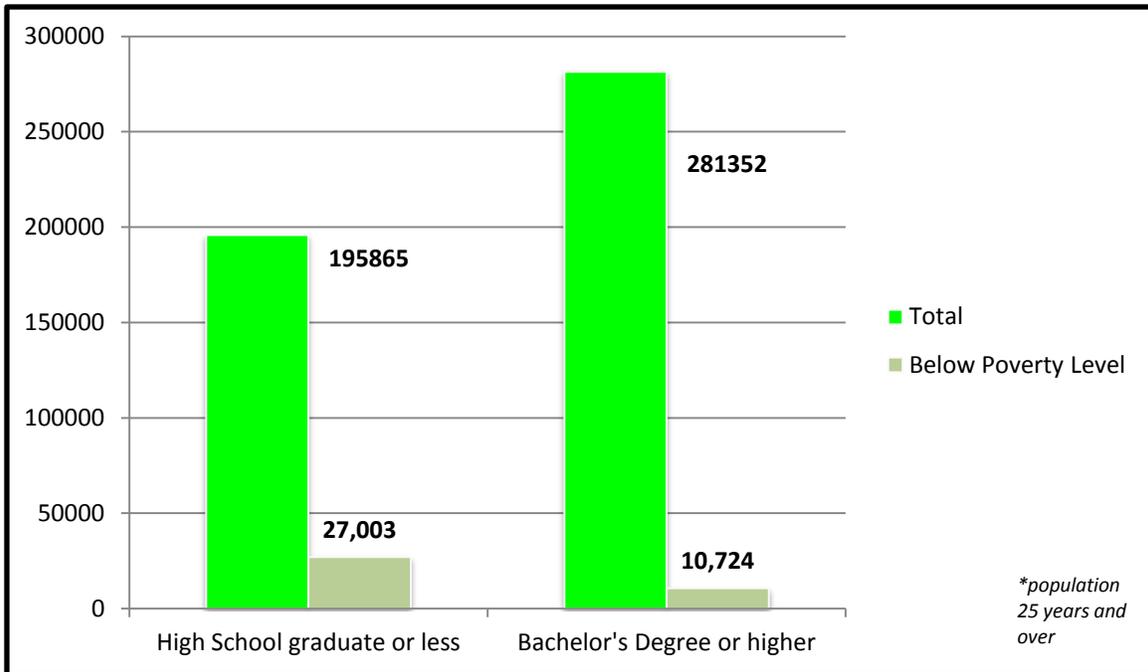
**The population of the workforce in the state is aging. In Missouri and in the St. Louis Region, 22 percent of the workforce is age 55 or more for both the male and female populations.**



**The educational attainment rate for the St. Louis Region is the same as the average for Missouri. In both the region 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 in the St. Louis Region and statewide.**







What is intriguing is the number living below poverty level according to their level of education. According to data over 30% of St. Louis County residents with at high school diploma or less live in poverty compared to only 3.8% of those with a Bachelor’s degree or higher. Taking this into consideration, you would think more residents would pursue a higher level of education to move into a position of self-sufficiency. Yet, the current skills gap does not reflect that our population has adopted that philosophy.

4. Skill Gaps  
*Describe apparent “skill gaps.”*

Skill Gaps are not a problem unique to the St. Louis County region or the State of Missouri. Skill gaps are a problem across the United States. Across the country and in our region there is a clear disconnection between employers and job seekers. The high-demand occupations remain open while job seekers apply for employment in low-demand occupations with fewer openings and lower wages. The skill gap issue has been a topic of concern for many years but within the past few years has become more prevalent as the economy changes. So to describe or address the skill gaps, you must first find the reason behind them.

**In doing so, we found there are several reasons for the skills gap in our region, state and country. One reason is that there aren't enough of the right graduates. In-demand occupations such as health care, engineering, computer science and advanced manufacturing don't have enough people trained in those occupations. This is because youth are more apt to pursue four-year degrees than specialized training. The desire of attaining a four-year degree is precipitated by the negative stigma that surrounds technical schools. Historically, technical schools were for those who were unable to achieve four-year degree. This stigma still exists thus the lower enrollments in technical schools.**

**Another reason is that employers are seeking employees who have the necessary skills and are able to begin their jobs duties without training.**

**The last reason we will address is the lack of critical soft skills. More and more job-seekers lack basic communication skills, interpersonal skills and general social graces. The lack of soft skills often leads to termination.**

**The culminating result of these reasons leads to a talent pipeline shortage. The shortage means unanswered job postings, unqualified applicants and unmet industry demand. All of which affect U.S. businesses and their ability to compete in a global market.**

**At this time, the occupations with the highest skill gaps seem to be Science, Technology, Engineering, Math (STEM), Advanced Manufacturing and Health Care fields. There are a plethora of occupations with openings but few people applying for the positions.**

**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.

The Industry Competency Model reports also highlighted issues related to the overall aging of the workforce. The imminent retirement large segment of workers across the targeted sectors could result in a shortage of this specialized labor. 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

**Top St. Louis Region Real-Time Labor Demand Skills**

| Top Baseline Skills Needed | Rank |
|----------------------------|------|
| Communication Skills       | 1    |
| Organizational Skills      | 2    |
| Writing                    | 3    |
| Microsoft Excel            | 4    |
| Planning                   | 5    |

| HEALTHCARE                               |      |
|--|------|
| Top Specific Skills Needed               | Rank |
| Treatment Planning                       | 1    |
| Patient/Family Education and Instruction | 2    |
| Patient Direction                        | 3    |
| Collaboration                            | 4    |
| Medication Administration                | 5    |

| INFORMATION TECHNOLOGY     |      |
|----------------------------|------|
| Top Specific Skills Needed | Rank |
| SQL                        | 1    |
| Oracle                     | 2    |
| JAVA                       | 3    |
| Technical Support          | 4    |
| LINUX                      | 5    |

| FINANCE                    |      |
|----------------------------|------|
| Top Specific Skills Needed | Rank |
| Accounting                 | 1    |
| Financial Analysis         | 2    |
| Financial Statements       | 3    |
| Business Process           | 4    |
| Business Analysis          | 5    |

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

| MANUFACTURING/PRODUCTION   |      |
|----------------------------|------|
| Top Specific Skills Needed | Rank |
| Inspection                 | 1    |
| Repair                     | 2    |
| Mathematics                | 3    |
| Forklift Operation         | 4    |
| Cleaning                   | 5    |

of a pool.

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

St. Louis Region 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 187,565 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 writing skills are the most cited. Microsoft Excel 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>*

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.*

**In the St. Louis County Region, our core partners are the WIOA Adult Program (Title I), WIOA Dislocated Worker Program (Title I), WIOA Youth Program (Title I), Adult Education and Literacy (Title II), Wagner Peyser Labor Exchange and Vocational Rehabilitation. Our other one-stop partners include JobCorps (WIOA Title I), YouthBuild (WIOA Title I), WIOA MSFW programs, Senior Community programs, Perkins Career & Technical Education, Trade Adjustment Assistance, Jobs for Veterans State Grants,**

**Community Block Grant Activities, U.S. Department of Housing and Urban Development, Offender reintegration programs, and the Temporary Assistance for Needy Families program among others.**

**It is with the aforementioned partners that the St. Louis County Region coordinates and aligns their services. Together the partners provide a substantial menu of vital reemployment and support services, including access to skill building training, NCRC, targeted programs for Veterans, Youth and the unemployed and cost-saving human resource assistance and financial incentives for businesses. The partners combine workforce, education and training activities with supportive services to meet the needs of our jobseekers and employers. The American Job Center in St. Louis County serves as a hub for three offices: North Oaks, Florissant and the MET Center. The Region also serves as the hub for two Career Pathway locations and one location specifically for those who are incarcerated.**

**The three American Job Center locations within St. Louis County utilize the NGCC integrated skills-based service delivery model. This model allows for a streamlined eligibility determination where each customer is enrolled in every program for which they are eligible. Once registered, customers have immediate access to WIOA funded core services. All core services are delivered by American Job Center staff. The Region has staff assigned to the welcome function, skills function, jobs function and business liaison function yet cross-trained on each other's functions. This has allowed our Region to provide a continuum of services with no interruptions. Besides leveraging staff, the co-enrollment of programs allows the Region to leverage resources and provide comprehensive service delivery to customers with barriers to employment. The benefit of core services is the immediate access to employment and training information. At a basic education and training level our LWDA delivers up-to-date core programs. Our Region delivers the mandatory NGCC workshops for adult customers but also adds additional workshops to meet the needs of our customers and the needs of employers. In addition, our youth program provides a four-week job readiness training seminar that addresses resumes, interviewing, soft skills, time management, computer skills, financial literacy, stress management and other relevant activities. Additionally, our core services include the opportunity to conduct self-service activities like job search and the opportunity to obtain a National Career Readiness Certification (NCRC). The NCRC is useful for many things**

**including measuring training aptitude, providing a locally recognized credential, pre-employment screening, skill-based promotions, as well as for fulfilling training needs for existing employers.**

**Also included in our core services are our Veterans. Services to Veterans are of utmost importance and demonstrated by our strict adherence to the Priority of Service policy. Veterans visiting the center can request to see the Disabled Veterans Outreach Program (DVOP) staff or Local Veteran Employment Representative (LVER) at any time in the process to receive specialized services beyond what NGCC staff provide.**

**As an additional core service, that provides the semblance of streamlined American Job Center activities, is the ability to make unemployment claims via the internet or through a dedicated UI claims line while visiting the American Job Center.**

**The core services provided to local employers by our Business Services Team include but are not limited to job order writing, recruitment, prescreening, referral of qualified applicants, on-the-job training, WOTC and federal bonding.**

**The Adult Education and Literacy (AEL) activities available within the American Job Center-North Oaks work by utilizing a strategic partnership. Customers who lack a high school diploma or are basic skills deficient are referred to the closest AEL location and/or their online training system.**

**Sector Strategies is another core program service St. Louis County's Sector Strategy team is working to address. The team's current goal is to address adult education programs including providing English language acquisition activities. Based upon local immigrant populations, it is imperative English language learners have opportunities to be placed in unsubsidized employment with in-demand industries and occupations that lead to economic self-sufficiency. Accomplishing this goal, will take cooperation between Adult Education, other Title I partners and local sector stakeholders.**

**To address core services available to those with legal barriers, St. Louis County has received a 2 year LEAP (Linking Employment Activities Pre-Release). This program allows the Region to operate a specialized American Job Center in the Justice Center in Clayton. Activities provided to participants include Adult education and literacy activities, special**

education, secondary school credit, integrated education and training, peer tutoring, transition to re-entry initiatives (i.e. Career Pathway program) and other post release services with the goal of reducing recidivism.

Vocational Rehabilitation's workforce development activities are designed to assist individuals with disabilities in obtaining, maintaining, or advancing in competitive integrated employment. These activities include assessments, vocational guidance and counseling, job preparation activities, which can include disability awareness, resume writing and interviewing skills. Additionally, VR provides eligible individuals with training (OJT, apprenticeships, customized employment, funding for community colleges, universities). Vocational Rehabilitation is a key partner and works closely with St. Louis County American Job Centers to provide vocational rehabilitation services to eligible persons with disabilities. To strengthen our relationship and coordinate our services, a local Vocational Rehabilitation counselor visits our Job Centers (both full service sites and satellites) frequently to provide services to consumers in a timely fashion. Vocational Rehabilitation also provides ongoing cross-training and technical assistance to staff regarding rehabilitation technology and accommodations in the workplace.

The Temporary Assistance cash program in our Region uses multiple education and training activities available to assist participants to earn a certificate, license or a degree. Trainings include on-the-job training, job skills training, alternative work experience program (AWEP) and the community work experience program (CWEP). The American Job Center staff then compliment the services provided by the TANF program to ensure a continuity of services and avoid duplication.

The strengths of St. Louis County's workforce development activities are based on our collaboration, cooperation and coordination of the workforce system partners. Partners have developed effective methods for appropriate referral. Each partner offers unique strengths and when in collaboration can further enrich service delivery. The partnerships being created through WIOA engage the core agencies and programs in a manner never before attempted and serve to strengthen these workforce oriented services with better educational integration. The partnerships created have evolved into shared committees, planning and actions throughout the centers. One example is our Disability Services Committee. The committee is comprised of professionals from various agencies such as

**Vocational Rehabilitation, Rehabilitative Services for the Blind, St. Louis County EO Officer, St. Louis County Compliance Manager, AEL, Better Family Life and DWD. The committee meets to share programmatic information, collaborate services, plan community events, plan inter-agency training and avoid duplication of services.**

**Our LWDA's core education and training strengths are furthered with the abundance of local secondary and training institutions. Within a fifty-mile radius of our Region, there are over seven universities, two community college systems and numerous technical colleges. These institutions are vital to our Region because they are preparing our residents and customers for high-growth and high-demand industries. They are also vital because we are able to collaborate with them and assist their students with funding for school via our Individual Training Account funds.**

**Our LWDA's workforce development services strengths include our responsiveness to businesses, the number of staff available to assist customers and the coordination of services between agencies. In particular, a strength our Region has is the Business Services Team. The St. Louis County Region workforce system uses an integrated partner approach to engage employers and provide resources for them to list jobs, reach qualified candidates and to assist in increasing the skills of their workforce.**

**Our Regional weaknesses include Career & Technical Education Connections. The weaknesses within the current system are not that different from others across the nation, in that better connections among the workforce system with Career and Technical Education, secondary and higher education are needed. Such enhancements are being embraced and significant role definition among the partners is being discussed and incorporated into the core focuses of sector strategy and career pathways integration to make systemic improvements.**

**Incomplete Sector Strategies Facilitation is another weakness. Specific to implementation strategies, weaknesses include moving forward with an incomplete Sector Strategies facilitation and the need for a more fully developed Career Pathways environment.**

**One weakness of our workforce development services is the sheer proximity of three other Regions. It is difficult to develop employer relationships because there are only a certain**

**number of new employers in any given Region. As a result, when there are new employers, all the Regions are contacting the same employer trying to solicit their business. This leads to confusion for the employer because we are all “American Job Center” and it often leads to the employer not working with any of the Regions because of the confusion and lack of coordination. To further this conundrum, is our inability to maintain employer relationships. This too deals with other Regions who approach our contacts and promise/provide services to persuade them to use their services. As a result, the time and effort we have spent developing a rapport is often lost.**

**Another weakness is the desperate need to synchronize the goals of AEL and Out-of-School Youth Program relative to outcomes. The goals that AEL are working towards are not in alignment or supportive of the goals that have to be accomplished within the Out-of-School youth program. Local AEL classes are not designed to facilitate the TABE testing and remediation required for Literacy/Numeracy. When AEL enrolls WIOA Youth, they often negatively affect AEL’s designated performance measures because the youth are attending class solely for testing and remediation. As a result, AEL classes are reluctant to enroll WIOA Youth because their classes are meant to achieve more than remediation and testing. Therefore, the WIOA Youth they do enroll often do not complete the TABE testing or remediation according to Literacy/Numeracy requirements. Youth’s progress is often hindered because AEL classes close during summer months, holidays and include curriculum the student is not focused on at the time.**

**The strengths and weaknesses of our community partners includes agencies such as the Community Action Agency. A strength is their ability to share information to maximize resources but their weakness is limited funding. There’s also the TANF program. Its strengths include knowledgeable staff, soft skill training, subsidized employment and innovative outreach techniques. Although, its weaknesses include the lack of refugee opportunities and the punitive stigma attached to participation.**

**At the training level, our weakness is being able to secure employment for those who have completed training. Those who receive ITA funds often cease all communication with the center once training is completed. Our region consistently and constantly email, call, send**

registered mail and try social media attempts to contact ITA recipients but it has not worked. Our region also has an ITA contract that the job-seekers sign prior to training where they promise to keep in contact. However, more often than not, once the training ends, ITA recipients fail to abide by the agreement.

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 St. Louis County Region has one full-service American Job Center and several other satellite locations. Our North Oaks location affords our Region the opportunity to host small, mid-size and large recruitment events. There have been several recruitment events at North Oaks that were attended by over 800 customers each time. The North Oaks location also has three large conference rooms and one smaller room that allow the Region to facilitate workshops, host programmatic and WIOA partner information sessions, perform testing and other related activities. Our satellite locations such as Seven Hills and MET Center provide the Region with strategic locations that are close to public transportation and social service agencies yet have adequate space to deliver workshops and small recruitment events. The MET Center is also home to several training opportunities such as LPN, Business Office, Manufacturing and others. Another satellite location, The International Institute, has the capacity to provide WIOA services, entrepreneurship assistance, recruitment events, on-site C.N.A. classes, food service classes, ESOL, resettlement assistance, workshops, housing assistance and other services tailored for the foreign-born, aliens and refugees.**

**With regards to capacity, local entities have the capacity to address all of the education and skill needs of the workforce and the employment needs of employers in the LWDA. The region has several demonstration grants that target hard-to-serve populations such as the chronically unemployed and ex-offenders. The region also has community college partners who have training programs targeting high-growth and high-demand occupations. Those training programs are MO-STEM and MO-Manufacturing. In addition, the region has partnered with the St. Louis City region to assist with their Building Union Diversity program that creates a pathway to apprenticeships. There are additional partners the LWDA works with, such as the Carpenter's District Council, who have also developed**

**programs to provide the education and skill needs for our workforce thereby meeting the needs of regional employers.**

**St. Louis County meets its weaknesses and challenges with great capacity for implementation. Key among these is partnership. St. Louis County has strongly challenged the workforce development and educational systems in its implementation of WIOA, by including the Social Services agency as a core partner along with the integration driven by workforce, unemployment insurance, adult education and vocational rehabilitation.**

**Missouri's Adult Education & Literacy capacity has a direct correlation to their budget. Missouri's Adult Education & Literacy program has an existing budget environment with low chances of securing additional state funds for collaborative efforts, and escalating costs that are not supported through growth in either federal or state funds. Not all Adult Education & Literacy classes are at capacity, so it is possible to serve additional customers, but expanding to additional classes would only be possible by reallocating resources away from an existing class – reducing that access - or downgrading services currently provided. The current Adult Education & Literacy capacities are, Missouri requires an AEL teacher have an AEL certification from the Department of Elementary and Secondary Education and ongoing professional development through their tenure in Missouri. All professional development must be delivered by an approved vendor or through federally approved entities. Professional Development classes are provided by the University of Missouri's Missouri Training Institute (MTI) from AEL federal funding. AEL also offers online, instructor-led instruction for higher level students called [www.molearns.com](http://www.molearns.com). Orientation for each student who enters Missouri AEL, to learn about the program, set expectations, and determine a learning plan.**

**CSBG have developed significant networks and partnerships within the region that allow for maximizing their capacity to help individuals attain and retain employment.**

**There are capacity limits and challenges within the TANF program. Like most Regions across the country, in the current economic conditions, legislative budgets are stretched and the agencies will continue to be asked to perform and successfully integrate under WIOA without additional general revenue funding.**

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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.*

**St. Louis County remains an integral part of the St. Louis Metropolitan Statistical Area (MSA). The St. Louis MSA is comprised of eight counties in Missouri and eight counties in Illinois. Yet, of the sixteen counties, St. Louis County is the largest and encompasses 90 municipalities. According to the United States Census, St. Louis County covers a land area of 507.80 square miles. The estimated population is 1,001,876 as of July 1, 2014 and accounts for 37.7% of the state's workforce.**

**The St. Louis region is fortunate to have an abundance of educational institutions including but not limited to Washington University, St. Louis University, the University of Missouri-St. Louis, Lindenwood University, Maryville University, Harris Stowe State University, Missouri Baptist University, Fontbonne University, Ranken Technical College, Vatterott College, St. Louis Community College, St. Charles Community College and a host of specialized training institutions.**

**The aforementioned institutions aid in supplying our major employers with the caliber of candidates they currently have. Our major employers are Express Scripts, BJC Health, SSM Health, Monsanto, Edward Jones, Ameren, Mercy Hospital, Maritz, Enterprise Holdings, General Motors, Boeing, Edward Jones, Wells Fargo Advisors LLC and Monsanto.**

**The American Community Survey breakdown of that population includes 52.7% females, 47.3% males. In regards to race 72% are white, 24.5% are Black, 4.4% are Asian, 0.8% are American Indian/Alaska Native, 0.1% are Native Hawaiian/Pacific Islander and .8% are some other race. Of the total population and any race, 2.6% are Hispanic or Latino. The majority, 1.6% are Mexican.**

**In relation to growth trends, MERIC lists our “now” occupations as Combined Food Prep/Serving Workers, Retail Salespersons, Cashiers, Waiters/Waitresses, Customer Service Representatives, Office Clerks and Laborers. Our “next” occupations as Registered Nurses, Nursing Assistants, First-Line Supervisors of Office & Admin Support Workers, Carpenters, Heavy/Tractor-Trailer Drivers, First-Line Supervisors of Food Prep/Serving Workers and Maintenance/Repair Workers. Lastly, our “later” occupations are General/Operational Managers, Accountants/Auditors, computer System Analysts, Elementary School Teachers, Secondary School Teachers, Software Developers and Middle School Teachers. In addition, STEM occupations will see a lot of growth between the years 2012-2022. The top ten occupations within science, technology, engineering and math are projected to be computer user support specialists, computer systems analysts, software developers, computer programmers, network and computer system administrators, computer and information systems managers, civil engineers, mechanical engineers, sales representatives and industrial engineers.**

**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.***

**The workforce development system in the St. Louis Region is administered by St. Louis County Government-Department of Human Services-Division of Workforce Development. The Division of Workforce Development solicits bids in response to its request for proposal of service administration. At this time, the Division subcontracts with St. Louis Community College/FWCA for Adult and Dislocated Worker services; the International Institute for Adult services to aliens and refugees; Better Family Life for Out-of-School youth services and the Urban League of Metropolitan St. Louis for the In-School youth services. In addition, there are local collaborations with community and WIOA partners such as Vocational Rehabilitation, Rehab Services for the Blind,**

**Adult Education and Literacy, JobCorp, YouthBuild and Missouri Work Assistance program (MWA).**

**The board actively monitors all subcontractors and program services to ensure equity of services, quality of services and quantity of services. The board receives subcontractor reports that detail what services they have provided and highlight notable achievements. They also receive another report that outlines current and historical performance data broken down by program so they can gauge each subcontractor's performance in relation to our negotiated performance goals. Additionally, the board frequently challenges subcontractors to think and go beyond the status quo.**

**The board's alignment with the Carl D. Perkins Career & Technical Education Act of 2006 consists of educating job-seekers about training available at technical schools, collaborating with local technical institutions, providing funding for job-seekers interested in technical training and developing programs that provide a pathway using technical institutions.**

**Our current standing committees are, the Finance/Executive Committee, the Disability Resource Committee, the Career Pathway Committee and the Youth Council.**

**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 LWDA Board has established a Career Pathways Committee to identify and when needed, help create the links necessary to move an individual on their career path. The Region has identified the following industries to focus on for career pathways: Advanced Manufacturing; Health Care/Biosciences; Information Technology; Financial Services; and Transportation and Logistics. The Career Pathway committee has selected Information Technology as its initial focus area. The committee is working with one of the local school districts in St. Louis County to establish linkages on the front end of the pathway. The committee is convening IT business representation to validate the skills needed and will be working with the American Job Center and local community college to fill training gaps. A similar process will be followed for each of the focus industries. We will continue to leverage opportunities available through the community college, such as MOManufacturing and MOSTemWINS. We will also link individuals to training to further their career through the Individual Training Accounts (ITA) offered in the Region. The Region will also continue to identify viable training institutions that can provide training to individuals across the continuum of their respective career pathway.**

2. *Employer Engagement;*

**Employers are met through an array of methods. We network with existing or “in process” companies via emails, code calling, and various organizations. We also are actively in the field and some potential employers are approached because they have advertised a need for new hires in various positions. The engagement process is always followed up with phone calls, and emails, with the desire always being to arrange a future meeting. Once granted**

**an opportunity to meet, we ascertain the needs of the employers in hopes of offering them resources and services that will be applicable to their personal needs.**

*3. Business Needs Assessment;*

**During the initial business visit, we actively listen to the employer in order to gather information that will be used to assist the employer at a future date. We strategically offer resources and services to employers that will benefit their company and meet their individual needs. We ascertain their needs as it relates to employment needs or training needs. We track all activities using the DWD case management system and follow up accordingly. The Business Services Representative will convey which relevant programs and resources may be beneficial to the employer with the desire to create a talent pool of potential candidates.**

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

**Goals and Strategies**

**The alignment and coordination of core program services is based upon relationships within the Region. We collaborate with economic partners, social service agencies, WIOA partners (Vocational Rehabilitation, AEL, JobCorp, YouthBuild et al), educational institutions and other Regions to provide the best core program services. If another entity has the ability to provide a workshop that is beyond our expertise, accommodates a large group or provides information foreign to us, we work with that entity to secure “space” for our customers to attend.**

**The goal of our core programs within the centers is to provide customers with the soft-skills and employment tools necessary to pursue education and employment. The strategy behind our core programs mimics the career pathway design. Services are aligned in a manner with a “now, next, later” concept. We operate under this concept when customers are initially enrolled by the welcome team. They assess the customer’s current skills, work history and goals to plan which services they need to become self-sufficient. This assessment leads to either skills team services or jobs team services.**

**Within the skills team, they conduct NGCC workshops, skills assessments, testing, teach the customers about career pathways, provide customers the principles of high-growth occupations, assist them in exploring training opportunities and handle ITA requests among many other things. All of these services are meant to reflect what occupations they are able to achieve “now”, “next” after education and “later” after education plus experience.**

**The jobs team assesses the customer’s skills, education and or work experience to ascertain what their “now” occupations may be. This assessment includes reviewing and revising resumes, one-on-one interviewing or group interviewing and interest inventories. In addition the jobs team assists the customers in developing an employment plan. This involves the career pathway. They take into account what type of occupation the customer desires, skills, work history and interest inventories. From there the jobs team assists customers with completing applications for employment that are part of their pathway and will yield favorable results.**

**The services within the three teams are also coordinated with the services offered by the youth program. Customers who are dual-enrolled are able to utilize the services provided between the subcontractors without any service interruption or delays. This allows the customers and staff to tailor services based upon what the customer needs despite who may deliver the service.**

**An example of the innovative aspect of our services is YouthBuild’s student’s participation in our services. Approximately once per week, YouthBuild students visit our center as a large group to learn more about the services provided and participate in services.**

**As WIOA partnerships are built and processes are developed, we look to improve our alignment and coordination of core program services. We would like to have fundamental workshops such as resume writing, interviewing etc. with our WIOA partners and others that include the same principles and/or training materials. We would also like to leverage what each agency has to offer to adequately train our customers and afford them the ability to have the information developed by a subject matter expert.**

5. *Outreach to Jobseekers and Businesses;*

**St. Louis County Business Services works closely with neighboring business chambers by becoming active members in order to promote the resources and services that are offered under workforce development. We also attend numerous networking events and meetings when invited by employers that request information regarding workforce development. We periodically perform email blasts to employers within geographic areas to inform them of resources that are available for them. In response, we are sometimes invited to visit and present information. In addition, employers are always welcome to visit us at one of our many locations.**

**Jobseekers are sought through the use of emails, phone calls, and when visiting any American Job Center. They are presented information about the various services and resources available to them. The Employment Transition Team is another source we use to market services and resources when providing contact information. Jobs.mo.gov is used regularly to inform job seekers of employment needs within the region and what is necessary to apply. Lastly, workshops are provided to job seekers to enhance their chances of achieving employment or strengthen various skills.**

**Promotion to Jobseekers and Businesses**

**Business Service activities are done in conjunction and coordination with the Job center. These activities include, but are not limited to:**

**Examples:**

- **Screening of applicants**
- **Reviewing resumes**
- **Phone interviews**
- **Referral of Qualified Candidates**
- **Providing Office Space**
- **Post Open Position**
- **Skill Assessment of job seekers**
- **Labor Market Information**
- **Market Surveys**
- **Rapid Response to employment opportunities**

- **Recruitment Events**
- **Career Fairs**
- **Scheduling interviews**

**We communicate daily and weekly to ensure that we minimize duplication by doing so we enhance productivity and to become more efficient when working with employers (of course utilizing Toolbox for verification).**

**We have increased our use of social media to communicate with job seekers and businesses. We continue to grow our contacts through this area, as it is a fast and free way to advertise and provide information to job seekers and businesses.**

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

### **Goals and Strategies**

**Our local access policy is attached. SEE ATTACHMENT A**

#### **Improvements to Physical and Programmatic Accessibility-**

**There are plans for the Job center to move to a location that would be more conducive to improved access. St. Louis County Workforce Development has translated some of its information to three languages to improve access to services to three major immigrant populations in the county – Vietnamese, Spanish and Bosnian.**

### **Innovation and Improvement**

**The LWDA has also translated some of its information into three languages. This has improved the access to services for our Vietnamese, Spanish and Bosnian immigrant population. As additional populations are identified, the LWDA will address their access to services as well.**

**The LWDA is looking to explore options that are more conducive to American Job Center services.**

7. *Assessment; and*

Currently, the Board's assessment operations include CareerReady 101, TABE testing, Workkeys testing and other interest inventories available on O\*NET and the internet.

Additionally, all of the core partners will be involved in assessing the overall effectiveness of the workforce development system as well as determining how to best use the results in pursuit of continuous improvement. St. Louis County conducts monthly meetings with its partners to review performance and identify areas needing improvement and addressing those areas. The assessment will include the utilization of data to identify the efficacy of initiatives implemented to meet the goals, a review of governmental structure and policies and evaluation of interagency partnerships. St. Louis County's goal for assessment is to ensure a demand-driven workforce system.

The One Stop Certification process will serve as an innovative method for improvements under WIOA. The Committee, composed of the St. Louis County leadership team and members of the LWDA Board, will provide reports about the status of WIOA implementation and One Stop Certification and its progress on performance measures to the St. Louis County Workforce Development Board. These reports will be provided on at least a quarterly basis.

The Region will work to increase the use of assessments available through O-Net and other free sources that may contribute to providing clarity and increased self-awareness for the job seeker. The Region will continue to offer WorkKeys/NCRC as a means to quantify the job seekers skills relative to reading for information, locating information and applied mathematics.

#### *8. Support Services.*

##### **Goals and Strategies**

Supportive Services will continue to be used to assist customers with work-related and training-related expenses. The region will continue to leverage resources from existing partners such as Missouri Work Assistance program, Missouri FSD and community agencies. The LWDA will follow the local Supportive Service policy 02-2012. SEE ATTACHMENT 2

**Innovation and Improvement**

The LWDA will leverage all resources from all new partners under WIOA including, but not limited to, Vocational Rehabilitation, JobCorps, YouthBuild, Rehabilitative Services for the Blind and AEL.

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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.*

**Opportunity for public comment and input into the development of the local plan is achieved by publishing public notices on the website for St. Louis County, Department of Human Services and the Division of Workforce Development at least thirty days prior to submission. The plan is also available for viewing at the American Jobs Center-North Oaks. The final opportunity for public comment is the approval by the Local Workforce Development Area Board, represented by businesses and labor organizations, prior to submission.**

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**

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.*

**With respect to funds allocated to the LWDA for adult employment and training activities, under paragraph (2)(A) or (3) of section 133(b), priority shall be given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient for receipt of job center services described in paragraph (2)(A)(xii) and training services. In terms of “basic skills deficient” with respect to an individual we mean- who is a youth, that the individual has English reading, writing or computing skills at or below the 8<sup>th</sup> grade level on a generally accepted standardized test; or who is a youth or adult, that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society. All other program applicants must be able to demonstrate at least one of the following characteristics:**

- **Eligible Veterans as defined by 38 U.S.C. 4215, 20 CFR 1010 and Public Law 107-288**
- **Ex-offender**
- **Unemployed at least 6 out of the last 13 weeks**
- **The applicant is determined by the one-stop operator to be in need of services to attain self-sufficiency**

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 defines “requires additional assistance” by the participant’s inability to complete an education program, secure employment or hold employment on their own, without the help of others. The inability to complete an education program may be verified with educational transcripts, report cards, attendance records or other documentation that reflects poor grades and/or attendance including self-disclosure. The inability to secure employment may be verified by final paycheck stubs, the receipt of unemployment benefits and denied employment applications. The inability to hold employment may be documented using termination records and/or employment statements. To further define and identify this eligibility criteria:**

**A youth 16-24 years of age who has been or is at risk of becoming a statistic of any of the following:**

- **Children of incarcerated parents**
- **Adult legal system**
- **Juvenile legal system**
- **Substance abuse facility**
- **Second generation public assistance**
- **Having three or more jobs in the past six months**
- **Migrant youth or member of a migrant family**
- **Limited English proficiency**
- **Native American**
- **Family literacy problems**

**The documentation needed for each of the aforementioned elements may vary. Youth of incarcerated parents may provide legal paperwork that lists their parents name and their own birth certificate as proof. Youth who are a part of the Adult or Juvenile legal system may provide documentation from the court system, probation & parole, their attorney, judge or other official entity that collaborates their status. Those who are part of a substance abuse facility may provide documentation from the facility. Those who are second generation public assistance may provide proof from the Division of Social Services of their parent's public assistance. Youth with chronic job loss over the past six months may provide check stubs from each employer and/or employer's contact information as verification. Migrant Youth or members of migrant families can provide information that reflects their country of origin and their current placement. Youth with limited English proficiency may provide an assessment or documentation from a social service agency or English as a Second Language (ESOL) instructor. Native Americans may provide a birth certificate and/or other official documentation that verifies their race. Finally, family literacy problems may be documented with transcripts, social service documentation or other official documentation that speaks specifically to the family literacy problems.**

**As a last resort, documentation of the aforementioned elements may be made via a signed applicant statement that acknowledges and attests to the specific criteria.**

*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 defines “requires additional assistance” by the participant’s inability to complete an education program, secure employment or hold employment on their own, without the help of others. The inability to complete an education program may be verified with educational transcripts, report cards, attendance records or other documentation that reflects poor grades and/or attendance including self-disclosure. The inability to secure employment may be verified by final paycheck stubs, the receipt of unemployment benefits and denied employment applications. The inability to hold employment may be documented using termination records and/or employment statements. To further define this eligibility criteria:**

**A youth 14-21 years of age who has been or is at risk of becoming a statistic of any of the following:**

- Children of incarcerated parents**
- Juvenile legal system**
- Adult legal system**
- Substance abuse facility**
- Second generation public assistance**
- Having three or more jobs in the past six months**
- Migrant youth or member of a migrant family**
- Limited English proficiency**
- Native American**
- Family literacy problems**
- Has experienced either truancy or chronic behavior, attendance problems or repeated suspensions from an educational facility or employment**

**The documentation needed for each of the aforementioned elements may vary. Youth of incarcerated parents may provide legal paperwork that lists their parents name and their own birth certificate as proof. Youth who are a part of the Adult or Juvenile legal system may provide documentation from the court system, probation & parole, their attorney,**

**judge or other official entity that collaborates their status. Those who are part of a substance abuse facility may provide documentation from the facility. Those who are second generation public assistance may provide proof from the Division of Social Services of their parent’s public assistance. Youth with chronic job loss over the past six months may provide check stubs from each employer and/or employer’s contact information as verification. Migrant Youth or members of migrant families can provide information that reflects their country of origin and their current placement. Youth with limited English proficiency may provide an assessment or documentation from a social service agency or English as a Second Language (ESOL) instructor. Native Americans may provide a birth certificate and/or other official documentation that verifies their race. Finally, family literacy problems may be documented with transcripts, social service documentation or other official documentation that speaks specifically to the family literacy problems. Truancy, chronic behavior, attendance problems and repeated suspensions may be verified verbally or in writing by the educational institution or employer.**

**As a last resort, documentation of the aforementioned elements may be made via a signed applicant statement that acknowledges and attests to the specific criteria.**

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

**All workforce preparation, development, or delivery program services that are directly funded, in whole or in part, by the Department of Labor will abide by the veteran’s priority of service. All covered persons entitled to priority of service shall be given priority over nonveterans for the receipt of employment, training and placement services under that program, notwithstanding any other provision of law. Upon arrival at the center, a veteran will take priority over non-veterans regardless of others’ existing wait time. Veterans will always be assisted before non-veterans within all programs. Veterans will also receive priority in regards to scheduling workshops, testing and recruitment events. They will be placed first on the list and considered before other non-veterans. In relation to funding, Veterans will be afforded priority for all WIOA funds including but not limited to ITA funding, On-the-Job Training, and Supportive Services.**

**In addition, all contracts with subcontractors have language in the “Assurances and Certifications requiring compliance with the Public Law 107-288.**

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

**The maximum funding limit is \$10,000 within a two-year period. SEE ATTACHMENT B**

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.*

**SEE ATTACHMENT A**

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.*

**St. Louis County is obligated to provide universal access to programs, services and activities as required in WIOA Section 188. It is responsible for taking the appropriate steps to ensure job seekers and employees are provided universal access to programs, services and activities.**

**St. Louis County is committed to including a diverse demographic group in all of its programs and services, which include gender, various racial and ethnic groups, individuals with disabilities and different age groups.**

**To ensure the full range of employment/training programs and services, delivered throughout the St. Louis County Workforce Region, are accessible to meet the needs of LEP individuals, the region participated in the development of and has implemented, the comprehensive language access plan found in policy guidance, DWD Issuance 23-2009, effective March 2010 and DWD Issuance 06-2014. The plan includes an assessment component to identify the languages encountered throughout the workforce region, as well**

as components specific to outreach, training for all staff and continued monitoring. The provision of language interpretation and translations services will occur in all St. Louis County American Job Center locations at the point of initial contact and all subsequent points of contact with LEP individuals, where language assistance is necessary. This includes making the “Equal Opportunity is the Law” Notice, brochures and other materials considered communications available in various language translations. St. Louis County is in partnership with the Missouri Rehabilitation Services for the Blind and provides the EO Notice in Braille and “large print” formats as well as online for customers with low vision or who are blind. This helps to ensure that communications with individuals with disabilities are as effective as communications with others.

The Saint Louis County American Job Centers facilitate meaningful access for individuals with limited English proficiency (LEP) through referral to AEL programs, established procedures, staff training, resources and other materials. All individuals with limited English proficiency due to national origin or other language barriers will have access to all one-stop services regardless of their ability to speak, read, write or understand English. Language barriers must be removed so LEP customers are able to communicate and understand the information and services being provided through the career center.

LEP individuals will be advised of available, competent, confidential language interpretation services and be provided written materials translated into languages other than English as needed. Oral interpretation and written translation of both hard-copy and electronic documents would be provided as appropriate in non-English languages.

The region's Limited English Proficiency (LEP) policy ensures awareness within the workforce system so that individuals in need of language assistance services will receive reasonable notice of the availability of service. Notice through language service posters will inform individuals of their right to free interpreter services and will invite them to identify themselves as individuals needing language assistance. All staff are knowledgeable of the language assistance services and the procedures to access these services so LEP customers may be served effectively and receive the

same access to programs, services and benefits that the workforce system provides to all job center customers.

Some of our outreach strategies include but are not limited to advertising in targeted media including community newsletters, newspapers, radio stations or any other media that could reach targeted populations. This includes sending notices about job openings to schools, local colleges and community service groups about services and activities being offered in the local job centers. St. Louis County routinely communicates and consults with schools, community groups, and advocacy organizations.

To ensure quality of services, St. Louis County is required to conduct an annual data analysis of programs, services and employment practices. This annual assessment compares the local workforce data of job seekers utilizing Missouri Job Centers with Missouri's civilian labor force. The results of this analysis are used to determine future performance goals for the Region as well as an outreach plan. The outreach plan includes identifying current and potential partners such as other government agencies, community-based organizations, nonprofits, and private businesses and organizations that are current WIOA core partners as well as those who could become partners. Recommendations are developed based on the data analysis for improving outreach, services and service delivery, as well as labor market strategies. The outreach strategies are intended to be methodologies for making contact with all segments of the population in the local service area, especially those who are currently underserved. The labor market strategies include devising techniques to stimulate the local economy and therefore generate more employment and skills training opportunities for St. Louis County job seekers. Based on the results of the data analysis assessment, the Region is able to develop outreach and recruitment plans to broaden the pool of those groups for whom the assessment indicates there should be higher levels of employment and participation in programs and services.

The plan includes an assessment component to identify the languages encountered throughout the workforce region, as well as components specific to outreach,

**training for all staff and continued monitoring. The provision of language interpretation and translation services will occur in all St. Louis County American Job Center locations at the point of initial contact and all subsequent points of contact with LEP individuals where language assistance is necessary. St. Louis County partners with DWD and MERIC to provide ongoing analysis of minority population groups in the St. Louis Region that include senior workers, women, African Americans, Hispanics and Asians. These analyses assist the Region on how to recruit and target populations that are underserved in our workforce area. St. Louis County is expected to meet the needs of their customers by ensuring universal access to programs, services and activities for all eligible individuals. St. Louis County promotes universal access by understanding the local needs, marketing programs and services and providing outreach in the communities served. These can be accomplished by involving community groups and schools in our planning, collaborating with partners, training staff, and ensuring equal and effective service delivery for all individuals.**

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

**Although a great model, the NGCC model was implemented for the Adult and Dislocated Worker programs as a means to dual enroll customers into both programs at a core/career level. The LWDA has taken the concept a step further in partnership with the International Institute, St. Louis Community College/FWCA, Better Family Life, the Urban League of Metropolitan St. Louis, Vocational Rehabilitation, Adult Education and Literacy, JobCorps, Youth Build, Rehab Services for the Blind and local Division of Workforce Development staff. Working together, we have been able to leverage the resources amongst all programs. This has promoted better integration of services, an unduplicated use of funds, a seamless provision of services to the customer and better communication between partners that once worked in silos.**

- 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.*

**The Board's proposed training expenditure rate is as follows.**

**PY14**

- **Adult 40%**
- **Dislocated Worker 17%**

**PY15**

- **Adult 27%**
- **Dislocated Worker 18%**

**PY 16 (Estimate)**

- **Adult 35%**
- **Dislocated Worker 20%**

**The local process for determining who will receive training under the NGCC initiative follows the current local ITA policy. The policy states ITA funds will be available to those who have been determined by the one-stop operator/partner after an interview, evaluation assessment and career planning are: 1) unlikely or unable to obtain/retain employment that leads to economic self-sufficiency 2) in need of training services to obtain or retain employment leading to economic self-sufficiency 3) have the skills and qualifications to participate successfully in training services 4) have selected a program of training that is directly linked to employment opportunities in the local area or the planning region or in another area to which the individuals are willing to commute or relocate 5) unable to obtain grant assistance from other sources to pay the costs of training 6) if the training services are provided through the adult funding stream, are determined eligible in accordance with the State and local priority system, if any, in effect for adults under WIOA.**

**One reason for the low expenditure rate is the lack of Dislocated Worker customers in comparison to Adult Customers. Although there are Dislocated Workers in our region, they**

are not seeking our services. The Region has worked with the Employment Transition Team and Business Service Team to reach out to the Dislocated Workers, educate them on our services and encourage enrollment. Yet, our efforts have yielded little to no response from this population. Another reason is the decrease in unemployment weeks. At one time unemployment lasted for 26 weeks or more. Now, unemployment is only for 20 weeks. Considering the fact Dislocated Workers are typically more skilled and/or educated than our Adult customers, it is easier for them to become re-employed prior to receiving services from the American Job Center.

**SEE ATTACHMENT B for the complete ITA policy.**

- 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. Louis County Division of Workforce Development has met with and continues to meet with the Directors of the AEL programs throughout St. Louis County. We are working to ensure that services are available to residents throughout the county and to design a referral process for AEL and the American Job Center. The referral process includes the Region referring customers seeking their HiSET and those needing remediation to local AEL classes. It also includes local AEL classes referring their students to the American Job Center for both career and intensive level services.**

**St. Louis County is strongly committed to helping its programs meet success in producing quality student outcomes based on core indicators of performance. Adult Education & Literacy staff provides continuous monitoring, evaluation and assistance in activities that help improve outcomes, share resources, provides technical assistance and support, both directly and indirectly.**

**Missouri Adult Education has a two component monitoring system to assess the progress of Adult Education and Literacy activities under Title II.**

**1. Desk Review – a monthly review of AEL grants/contracts that includes review of financial reports and program data. The data will include numbers served, testing data, performance data that includes testing, outcomes, persistence, progression, and enrollment data. Additionally, data quality and professional development are monitored. Based upon monthly reviews, technical assistance is provided to programs.**

**2. Self-Assessment – for a select number of districts/programs, a self-monitoring report will be submitted to the Department for review to determine compliance with grant/contract requirements.**

**MOAEL also regularly evaluates the quality of providers. A number of programs are chosen for on-site review each year based on a revolving schedule and local risk factors. The reviews ensure that state and federal guidelines are followed, review program performance, and provide ongoing technical assistance to support improvement and continued compliance. These reviews include assessment of the following areas:**

- a) Fiscal/program management and reporting**
- b) Certification and professional development requirements**
- c) Data entry and management**
- d) Assessment procedures e) Intake and orientation processes**
- e) Teaching/classroom observation**
- f) Instruction**
- g) Recruitment and retention**
- h) Facilities**
- i) Program policies**
- j) Documentation requirements**

**Corrective Action: If any of the monitoring components reveal areas of noncompliance, the local provider will be required to submit a corrective action plan with the Missouri Adult Education office. Ongoing technical assistance is provided by the state staff.**

**As part of the alignment-review process required by WIOA108(b)(13), a review will be conducted of all local DESE Title II applications. The Board will review each application for alignment with the Local Plan, local policies and the Region’s goals. As part of the alignment-review process, the Board may make recommendations to ensure congruency between both programs.**

- 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.*

**SEE ATTACHMENT C**

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

**The LWDA Board explores opportunities for customers enrolled as Adults, Dislocated Workers and/or Youth participating in pre-apprenticeship and apprenticeship programs. The LWDA Board will participate in pre-apprenticeship and apprenticeship programs as customer demand and industry availability dictates. There is also Board representation from a local apprenticeship program. The LWDA Board will support registered apprenticeship programs by, when appropriate:**

- **Individual Training Accounts**
- **Customized Training and On-the-Job Training**
- **National Dislocated Worker Grants**
- **Trade Adjustment Assistance**
- **Other state funding sources and/or discretionary grants**

- 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 ensures the continuous improvement of eligible providers by requesting specific criteria in response to the announced Requests for Proposals. Among other requirements, the Board always requests the proposer address their ability to offer: 1) an innovative service approach 2) outside funds to leverage resources 3) partnerships and connections with regional employers and agencies 4) quality staffing (i.e. experience, education and skills). The specifics within each of the aforementioned criteria changes as the paradigm of workforce development changes. Nevertheless, the Board uses a Committee and a rating scale to identify and ensure the continuous improvement of eligible providers. The Committee independently rates each provider then the scores are tallied to determine which provider is able to meet and or exceed the RFP criteria. This information is presented to the whole LWDA Board who then votes to accept the provider or require another RFP be placed. Once the most qualified subcontractor is chosen they are frequently engaged in training. All subcontractor staff attend every relevant DWD training, LWDA training, WIOA partner training, LWDA BOARD training and any other necessary training.**

**The Board ensures the needs of employers are met by engaging the business community. The Board works in partnership with the St. Louis Economic Development Partnership (SLEDP), a collaborative of St. Louis City and County Economic Councils. It is through the partnership with SLEDP that the LWDA is able to ascertain the qualifications and caliber of employee that employers are seeking. This in turn, allows the LWDA to prepare participants to meet the existing and forecasted workforce demand. The Board also utilizes the region’s Business Service team to form connections with employers that lead to On-the-Job training opportunities, apprenticeships, internships, work experience and general employment opportunities. In addition, each subcontractor has staff dedicated to placement and retention.**

**The needs of participants are met by focusing on what was once the “next step” approach but is now the “career pathway” approach. Subcontractors utilize MERIC data, existing job openings and other tools to educate participants on high-growth and high-demand occupations. The goal is to show customers how their short-term goals can provide a**

pathway to a long-term goal that provides self-sufficiency, stability and is sustainable by the sheer demand. The needs of participants are also met by teaching them basic “soft skills”. As an element that many employers find lacking in most applicants, it is imperative that we teach the “soft skills” that will aid the participant in retaining their short and long-term employment.

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:*

WIOA encourages the alignment between four core programs: 1) the Adult, Dislocated Worker and Youth programs; 2) the Adult Education and Literacy program; 3) the Wagner-Peyser Act program; and 4) the Vocational Rehabilitation program. The integration of Adult, Dislocated Worker and Youth programs has been a work-in-progress since the implementation of NGCC. Although not perfect, the region has streamlined services to leverage the funds between programs, improve communications and avoid service duplication. Thus far, our work has resulted in a near-seamless service delivery system.

In regards to other agencies, the St. Louis County LWDA and its partners will continue to strengthen their integration of services through collaboration. We are actively seeking to collaborate with agencies including but not limited to the local unions, Rehabilitative Services for the Blind, MWA, Senior Community Service Employment programs, MO Department of Social Services, JobsCorps, Employment Security and YouthBuild.

Indicators, of our ongoing effort to strengthen the integration of services, are evident in our new committees. One of our new committees is the Disability Resource Committee. This committee is comprised of Workforce Development staff, Vocational Rehabilitation staff, Rehabilitation Services for the Blind staff, the Department of Mental Health staff, Parquad and board members. Thus far, the committee has focused on training and educating all staff on program eligibility and the services offered. The next steps will focus on building the partnership and service integration. Another newly-formed committee is the Career Pathway Committee. This committee is comprised of key people from the International Institute, St. Louis Community College, Adult Education & Literacy, Family Workforce

**Centers of America and St. Louis County workforce development staff. The goal of this committee is to lead the efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.**

**In addition to our committees, at this time, we have two demonstration grants that have required coordination between regions and or agencies to reach a common goal. One grant in particular is the North St. Louis Career Pathway Bridge Demonstration Project which has allowed our region to coordinate with the St. Louis City’s workforce development region, local social service agencies, HeadStart, Economic Development and others. The other grant is the Linking to Employment Activities Pre-release Specialized American Job Center. This grant required collaboration between the LWDA, local government, justice services and community partners.**

1. MEMORANDUMS OF UNDERSTANDING (MOU)—*A copy of each MOU between the Board and each of the One-Stop partners (or one “umbrella” MOU for the same purpose) concerning the operation of the One-Stop Delivery System in the LWDA. Include as **Attachment 3** an updated copy of the MOU with current signatures and dates; if available for Plan submission (DWD requires the MOU to be submitted to the State by July 1, 2016). Missouri Job Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDA. See DWD Issuance 12-2015 [https://jobs.mo.gov/sites/jobs/files/dwdissuance12-2015\\_12232015.pdf](https://jobs.mo.gov/sites/jobs/files/dwdissuance12-2015_12232015.pdf). (See Infrastructure Cost Sharing note in section 3 on page 9.)*

**SEE ATTACHMENT 3**

2. MIGRANT AND SEASONAL FARM WORKERS / AGRICULTURAL EMPLOYMENT SERVICES *WIOA section 167 provides the framework for agricultural services delivery. National Farmworkers Jobs Program (NFJP) services and grants are implemented at 20 CFR Part 685, as proposed. The current Section 167 Grantee, UMOS—United Migrant Opportunity Services, must be included in the MOU as the NFJP partner. The Plan should address how the LWDB will cooperate with UMOS and the State Agricultural Employment Services office to provide employment and training services to this population.*

**St. Louis County has entered into a MOU with UMOS and the state AES program to provide comprehensive services to the MSFW population as outlined in the MOU. St. Louis County LWDA Functional Leaders will assure that United Migrant Opportunity Services (UMOS) information is available in all centers. The Functional Leaders in collaboration with the local Equal Opportunity Officer will ensure staff are trained on the services offered to migrant and seasonal farm workers and how to make the appropriate referral. The DWD case management system will be utilized to track all referrals to UMOS when appropriate.**

3. COST-SHARING AGREEMENT - *Include as **Attachment 4** the negotiated cost-sharing worksheet agreement for each Missouri Job Center that includes the line items' dollar amounts and percentage rates for DWD and the Board. (Note: Although the WIOA statutory deadline for finalized infrastructure cost-sharing agreements is July 1, 2016, DOL has used its administrative authority to extend that deadline to July 1, 2017, Nevertheless, an interim infrastructure cost agreement, which may be short of specificity, is still a required component of the LWDB One-Stop MOUs due to DWD on July 1, 2016.)*

**A cost-sharing agreement will be implemented by the July 1, 2017 extended deadline.**

**SEE ATTACHMENT 4**

- 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.*

**Opportunity for public comment and input into the development of the local plan is achieved by publishing public notice on the website for St. Louis County, Division of Workforce Development. The plan is available for viewing at the American Job Center – North Oaks. The plan must be approved by the local LWDA Board, represented by businesses, labor organizations, and partners prior to submission. Scopes of service are negotiated with each partner prior to each new program year and those service strategies are integrated into the plan.**

**Scheduled workgroups met comprised of partners and Board staff providing input into the development of the plan. Board committees provided input regarding service delivery and administrative oversight.**

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).*

**The designation of the one-stop operator was made in consideration of DWD policies. In the St. Louis County LWDA, St. Louis County Workforce Development, although the one-stop operator, collaborates with each Functional Leader to ensure all decisions are made jointly.**

**As required by Section 121(d) of WIOA and Section 107(d)(10)(A), the St. Louis County LWDA Board will use a competitive procurement process to select their one-stop operator and providers. The procurement process will also follow all federal, state and local procurement guidelines. The LWDA Board will follow the Local Designation and Certification, Eligibility, Exception and Additional Requirements outlined within Section 121(d). The LWDA will follow the Selection of Operators and providers, Selection of One-Stop Operators and Selection of Youth providers as outlined within Section 107(d)(10)(A). The LWDA will utilize a competitive procurement process at least once every 4 years.**

**The selected one-stop operator will be in place no later than July 1, 2017.**

- 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.)*

**SEE ATTACHMENT 7**

- 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).*

**All LWDA Board meetings and activities are made public and in accordance with the Sunshine provision of federal and state law. Attachment 8 outlines the LWDA's conflict of interest policy for LWDA Board members. A conflict of interest policy is in the Assurances which is part of our contracts with service providers and is to include their staff. The policy for St. Louis County staff can be found in the Civil Service Rules at the following link:**

**<http://www.stlouisco.com/YourGovernment/CountyDepartments/Personnel/CivilServiceRules>**

**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**

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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 LWDA is aware that DWD uses a detailed process to approve training providers listed under the Eligible Training Provider System. As a result, the LWDA uses the Eligible Training Provider System to determine which training providers are qualified, vetted and eligible to receive a St. Louis County contract. Once those institutions have signed contract with St. Louis County they are eligible for the LWDA's ITA funds.**

**To assist the customers in making informed choices, the LWDA provides customer with labor market data from missourieconomy.org (MERIC), jobs.mo.gov, the Bureau of Labor Statistics and any other relevant sources that reflect the correlation between their anticipated training and employment. We use the data to explain which industries are high-growth, high-demand, have a career pathway and are truly viable employment options. In addition, we assist the customers in researching all the local training institutions that offer their desired training. We encourage them to compare the program length, program quality, cost of attendance, graduation rate, state exam pass/fail rate, placement rate and average placement wage prior to committing to any particular training provider.**

**In essence, the resources available in our Products & Services Box that assist customers in making informed choices are the ETPS system, labor market data, employment websites (i.e. jobs.mo.gov, Burning Glass), training provider websites/handouts/pamphlets, job center workshops and O\*NET.**

**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.*

**As funds have decreased but the demand to be innovative has increased the LWDA has continued to provide a full array of employment and training services to Adult and Dislocated Worker customers. Our centers continue offer assessments (Talify, CareerReady 101); onsite workshops (Basic Computer Skills Career Exploration, Resume Preparation and Career Networking); recruitment events, remediation (KeyTrain); training opportunities (ITA, MO-40 & OJT); testing (WorkKeys), labor market data and employment security services (RJS & EUC). However, under WIOA, the LWDA has begun to collaborate with our partners- Missouri Work Assistance, AEL, METP, Voc. Rehab and RSB to name a few, to assist with the provision of services. This has allowed us to leverage each partner's best asset and use it to assist our common customers with their training and employment goals. Financial literacy education is an example of how the LWDA leverages resources. A local credit union, St. Louis Community Credit Union, has a center dedicated to financial literacy classes, understanding credit scores, managing debt, mortgage rates, personal loan education and more. When customers express an interest in these topics, the LWDA makes a referral to this partner. This allows us to meet the customers need and helps the credit union increase their impact on the community.**

- 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.*

**The policy of the LWDA states that ITAs shall be made available to eligible individuals participating in WIOA Title I services through the American Job Center. Training services will be available to customers who:**

**A one-stop operator/partner determines, after an interview, evaluation, assessment and career planning are:**

- Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services; and**
- In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and**
- Have the skills and qualifications to participate successfully in training services; and**
- Have selected a program of training services that is directly linked to the employment opportunities in the local area or the planning region, or in another area to which the individuals are willing to commute or relocated; and**
- Are unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds, TAA and Federal Pell Grants, or require WIOA assistance in addition to other sources of grant assistances including Federal Pell Grants; and**
- If training services are provided through the adult funding stream, are determined eligible in accordance with the State and local priority system, if any, in effect for adults under WIOA**

**The amount of ITAs shall not exceed \$10,000 within a two-year period. The two-year period commences with the date the regional limit is met and includes ITA funding received from another LWDA or US-DOL funding where applicable.**

**The ITA policy requires Workkeys testing and the achievement of at least a 3- in Reading for Information, Applied Mathematics and Locating for Information. The Region provides Workkeys testing at the North Oaks and Seven Hills location. In addition, the Region accepts Workkeys scores from other agencies and Regions. Workkeys accommodations are**

made based upon the customer's request. If an accommodation is requested that is beyond what the Region may offer, the Region will collaborate with local agencies and State agencies to provide the accommodation.

The ITA policy also requires the use of MERIC information when considering potential training. The Region has found that training for occupations with grade B or higher tend to yield better placement than those with grades C and below. As a result, the Region will only pay for training with occupational outlooks of grade B or higher. Yet, to be inclusive, if a customer has a job offer that is for an occupation with a grade C or below, the Region will pay for the training to ensure the customer's employment. The use of MERIC information is to ensure the Region is using the ITA funds responsibly based upon the high-growth and high-demand occupations in the local area.

See Attachment B for the complete ITA policy.

- 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 and Re-employment Services (WPRS) are administered at the American Job Center by Family and Workforce Centers of America staff in partnership with Missouri Division of Workforce Development (DWD). On a weekly basis, the potential program participants are mailed a letter instructing them to report to an American Job Center for WPRS orientation to services. Upon their visit, all claimants, including Worker Profilers, are enrolled into WIOA, introduced to all services within the American Job Center and provided with job leads from Jobs.mo.gov. Participants are strongly encouraged to participate in the full array of products and services including personalized job search assistance. On subsequent monthly visits, staff will keep the customer engaged by providing job leads, career advice, current workshop schedules and additional WIOA information upon request.

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

**St. Louis County LWDA Board has inserted additional steps to ensure that we are marketing the OJT Program more consistently in hopes of increasing the number of OJT's while successfully safeguarding against questionable OJT Practices.**

**Some additional procedures to put in place to enhance productivity are as follows:**

- **Increased social media advertisement**
- **Increased Chamber of Commerce presence**
- **Coordinating collaboration between LWDA Board and Business Services**
- **Convey better understanding of OJT objectives to Employers by conducting bi-monthly information sessions**

**We also seek OJT participation through orientation sessions, frequent promotion by the Welcome, Skills, and Jobs Team. As well as, posting within the media centers located at each American Job Center.**

**Some of our creations are as follows:**

- **OJT Eligibility Letters**
- **OJT Certificates**
- **Required OJT Sessions and Workshops ( Scheduled once a week )**
- **Workforce Development / OJT Bi-Weekly Meeting**
- **OJT Training Program - Policy and Procedure Manual**

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.*

**The Board has several strategies for increasing credentials, degrees and certificates in the local area. The first strategy applies to customers who are lacking a high school diploma or equivalent. Adult Education and Literacy classes are co-located with the American Job Center- North Oaks location. This allows the LWDA to refer all customers who need a HiSET to AEL classes as the first step towards obtaining employment and pursuing postsecondary education. AEL classes are held Monday thru Thursday from 8:00 a.m. to 12:30 p.m.**

**The second strategy is the WorkKeys. All customers are made aware of and offered the opportunity to take the WorkKeys and earn a National Career Readiness Certificate (NCRC). Those customers who are pursuing ITA funds are required to take the WorkKeys assessment to access those funds. Our consistent marketing of the Workkeys has allowed our region to successfully reach the point where were completing the last phase of becoming a Certified Work Ready Community (CWRC).**

**The third strategy is the use of individual training account funds to assist customers with their pursuit of certificates, degrees and other industry-recognized credentials.**

**The fourth strategy is supportive services. There are customers who are enrolled in training programs and need supportive services for things such as bus tickets, books etc. to assist them with completing their training. The LWDA works with the customer to alleviate barriers to training so the customer may attain their credential, degree or certificate.**

**The fifth strategy is collaboration. There are several outside training opportunities in our region (i.e. MoHealth WINS, Launch Code, New Horizons Veterans training) where we can refer customers. These grants are at no cost to the customer and provide them the credentials needed to begin a career pathway in high-growth/high-demand industries.**

**The sixth strategy is leveraging funds. METP currently provides up to \$10,000 for food stamp recipients who want to return to school. These funds can be leveraged with the LWDA's ITA funds to assist customers in attending training that may be unattainable based upon the LWDA's funding limitations.**

**Currently, we do not have an MOU with the Community College for WorkKeys proctoring. The WorkKeys is proctored within the job center by trained staff.**

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 Employment Transition Team (ETT) program is operated by the Division of Workforce Development (DWD) in coordination with the local Workforce Development Board (WDB). DWD Workforce Coordinators are responsible for coordinating and overseeing ETT services within the region. Local coordination contacts are made with a WIB representative, North Oaks Functional Leader, Union Representatives, a UI representative and community groups.**

**DWD's Workforce Coordinator takes the lead role in responding to layoff events. DWD provides on-site services or in-person ETT services to any layoff affecting twenty-five (25) or more employees. Employment Transition Team services will be planned and delivered as soon as possible by contacting the employer immediately after receiving notification of the layoff event. An assessment of the employer's layoff schedule, the potential for averting the layoff, and the background and probable assistance needs of the affected workers shall be developed. Review of re-employment prospects for workers in the local community and available resources will also be assessed to meet the short and long-term needs of the affected workers.**

**The method used to quickly respond to a current or projected permanent closure or mass layoff, shall be to activate the local employment transition team consisting of**

**the following partners; the One Stop Operator, local American Job Center offices, Unemployment Insurance, local economic development and/or union representative as needed, and other representatives designated as appropriate.**

**The ETT will coordinate an employee meeting to provide informational packets that include the ETT programs and services brochure, Division of Employment Security UI Benefits fact sheet, the Missouri Economic Research Information Center (MERIC) regional Real time Labor Market Summary and any local flyers or brochures. ETT participants complete a Partial Registration Form and Survey.**

**A labor management committee or Transition Team, voluntarily agreed to by the employee's bargaining representative and company management may be established to prepare a strategy for assessing the employment and training needs of the affected workers. A transition committee comprised of representatives of the employer, the affected workers and the local community devise an implementation strategy that responds to the reemployment needs of the workers.**

***See DWD Issuance 07-20415, "Statewide Employment Transition Team Policy," Oct. 21, 2015.***

**D. Youth**

WIOA Youth Councils are not continued under WIOA. WIOA allows for re-designation 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.).*

**WIOA does not require a Youth Council. The St. Louis County LWDA Board elected to continue the operation of its Youth Council. The Board looks to have committee membership that mirrors the former membership requirements, as possible.**

- **Members of the local LWDA Board who have special interest or expertise in youth policy;**
- **Members who represent service agencies, such as juvenile justice and local law enforcement agencies;**
- **Members who represent local public housing;**
- **Parents of eligible youth seeking assistance under WIOA;**
- **Individuals (including former participants) and members representing organizations that have experience relating to youth activities; and**
- **Members who represent Job Corps Centers, if a Center is located in the local area.**

**The Youth Council prepares a strategic plan annually. This process includes a review of the previous year's performance and consideration of any new trends that may be emerging.**

**The Youth Council would assist in the development of a request for proposal. St. Louis County, through its procurement guidelines, will administer requests for proposal for WIOA services. Contracts are awarded upon review of proposals by a Board committee and a vote by the full Board. Individual training accounts will be authorized only for Department of Elementary and Secondary Education approved training sites. Training services authorized in lieu of an individual training account may be on-the-job training. The Title I service provider will enter into contracts with pre-screened employers for these training services. St. Louis County Government procurement procedures will be followed in procuring any other training services.**

**The Youth Council Chair along with St. Louis County LWDA Board staff are actively working to fill the vacant positions on the St. Louis County Youth Council.**

**Youth Council meetings are held quarterly, the first Thursday of February, May, August and November. Strategic planning meetings are typically held bi-weekly, September and October. The Youth Council meetings have been held at the North Oaks Job center, but over the last two years, meetings have been held at North County Technical High School and the St. Louis Job Corps Center.**

**Core agenda items for the Youth Council meeting include and update from our partners and feedback from youth and council members.**

**SEE ATTACHMENT D**

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;*
  - 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;*
  - c. *The process for identification of Youth service providers;*
  - d. *The evaluation of service providers for performance and impact (please provide details on frequency and criteria);*
  - e. *The providers of the Youth services in the LWDA, including the areas and elements they provide;*
  - f. *How year-round services are provided to Youth 14–24 years of age that are still in high school or out of school;*
  - 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.);*
  - h. *The procedures for serving Youth that are most in need (homeless, disabled, offenders, etc.); and*
  - i. *The identification of the partnerships and describe the coordination of services with other agencies within the LWDA.*

## **In-School Youth**

**The ISY program is subcontracted to the Urban League of Metropolitan St. Louis. The Urban League of Metropolitan St. Louis was founded in 1918 during a time of domestic conflict. Today it has evolved to include Economic Empowerment, Educational Quality and Equality, Meeting Families Basic Needs, Civic Engagement, Social Justice and Sustainable Quality Services. It provides ladders out of poverty through partnerships with corporations, community leaders, governmental and civic institutions. The Urban League of Metropolitan St. Louis was initially identified as a subcontractor based on their response to the LWDA's RFP.**

**a.**

**The ISY program ensures the 14 elements are provided by evaluating each one and building their service delivery strategy around the elements and how they can be effectively applied in the LWDA with the youth population.**

**b.**

**i. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies.**

**Topics and strategies addressing tutoring study skills training and instruction leading to secondary school completion including dropout prevention strategies are being addressed in monthly leadership sessions. For those that have already dropped out, they are being encouraged to enroll in training programs that will offer the completion of a high school diploma as well as a trade. In addition, the Youth Services In-school team works with school counselors to address ACT/SAT preparation, deadline dates and the requirements for postsecondary admittance.**

**ii. Alternative secondary school offerings or dropout recovery services**

**Students are referred to the Alternative Program by the case manager and school counselor for completion of the required credits towards graduation. Dropout recovery services are discussed with the students' counselor. If the school district offers a recovery program, students are automatically enrolled. If there is not a program available, night school is suggested as well as Job Corp.**

- iii. Paid and unpaid work experiences with an academic and occupational education component**

**Work experiences are identified with profit and non-profit companies that will provide work experience to address the student's academic and occupational educational interest. In addition, participating employers are encouraged to assist with grooming the youth for the workforce.**

- iv. Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations.**

**Occupational skill training and recognized post-secondary credential are provided through monthly Leadership, School to Business sessions, Internships and Summer Work Experience. Students are exposed to an array of occupations within a company and informed on how the company works as a whole. Students are also provided with the most current information on the Labor Market Industry (LMI) that highlights in-demand occupations.**

- v. Leadership development activities (e.g., community service, peer-centered activities)**

**Leadership Development activities are held monthly with students. Activities are designed to address issues that affect students' academic performance as**

well as their personal lives. Strategies, guidance and resources are provided at each session.

**vi. Supportive services**

The LWDA has a supportive service policy that allows for up to \$1,000 of supportive services per calendar year. In the event, the need is not allowable under WIOA, DWD Issuance 04-2014 c1 or the LWDA's policy, youth will be referred to the applicable community social service agency.

However, due to limited funding availability the program utilizes other Urban League departments to assist where possible. Contingent on the budget, resources are provided in the areas of bus tickets, uniforms, books and application fees. Parenting youth are referred to the Urban League Head Start Program for childcare.

**vii. Adult mentoring**

Adult mentoring is provided by mentors that are a part of the School to Business Partnership Program through St. Louis University, AT&T, Boeing, United Parcel Service and Four Seasons. These sessions are held monthly. Students are paired up with an employee of the company who provides workforce guidance and etiquette. Mentors also extend the opportunity to participating youth to contact them for additional guidance. Job shadowing is provided to senior students.

**viii. Follow-up services for at least 12 months after program completion**

Follow up is provided to each student following the completion of the program. Students are contacted via US mail, phone, email, Instagram, Facebook and Twitter. Students are provided with the needed resources such as basic needs which includes; food, utility/rental assistance and clothing.

**Additional follow up services also include postsecondary education information, employment leads and occupational training information.**

- ix. Comprehensive guidance and counseling, including drug and alcohol abuse counseling**

**Comprehensive guidance and counseling is an ongoing service. Certified counselors are invited to Leadership Development Sessions to provide counseling on alcohol and drug abuse. Referrals are also provided to Provident Counseling and the United Way Hotline.**

- x. Integrated education and training for a specific occupation or cluster**

**Information is provided to students on Career Paths and Clusters. This would include Health Services, Art & Communication, Business, Management & Technology, Natural Resources Agriculture, Human Services and Industrial & Engineering Technology. Students gain firsthand experience during the monthly School to Business Sessions as well as during their Summer Youth Work Experience.**

- xi. Financial literacy education**

**Financial Literacy is addressed during monthly Leadership and School to Business sessions. Activities are provided to allow students to understand how finances operate. Activities such as Bank or Bust, affords students with an opportunity to make decisions based on their budget. Other activities that help to provide financial literacy training are Welcome to the Real World, You're Hired and Money 101. Partnerships with local banks, credit unions and financial advisors have also proven to be beneficial.**

- xii. Entrepreneurial skills training**

**Entrepreneurial skills' training is provided to students during the School to Business Partnership Program with St. Louis University – John C. Cook School of Entrepreneurial ship. During sessions, local Entrepreneurs are also invited to speak with students during School to Business Program. Additionally, the Leadership Development sessions also invite Entrepreneurs to share their knowledge with youth.**

**xiii. Services that provide labor marked information about in-demand industry sectors and occupations**

**In addition to the services provided by partnering school districts, invited guest, and exposure to in-demand occupations; information published by MERIC on Labor Market Information is provided to students. This information is in writing, during presentations and School to Business sessions.**

**xiv. Postsecondary preparation and transition activities**

**Postsecondary preparation and transitional activities are provided to students during monthly leadership development sessions. Referrals are made to Infinite Scholars Program, Job Corp, Youth Build and the Urban League Scholarship Program. In addition, participants are afforded with an opportunity to enroll in other Urban League Programs such as Youth Tech, Save Our Sons and the Young Professionals.**

**c.**

**St. Louis County LWDA always utilizes a RFP Committee to select subcontractors. The RFP Committee is typically comprised of LWDA Board members and a St. Louis County Workforce Development Staff member. The RFP Committee reviews the RFP and each agency's proposal. Based upon a pre-**

**determined rating scale, each agency is scored on the various elements they have responded to. Upon completing their scoring, the RFP Committee totals the scores and presents the information to the LWDA Board. The Board then casts votes on whether or not to approve the agency, thus making them a subcontractor.**

**We will have new RFP's in January 2017. Until that time, our current subcontractor, will remain our subcontractor based upon a one-year contract extension until June 30, 2017.**

**d.**

**The Urban League's performance is based upon a culmination of factors. Although the following is not all-inclusive, it gives some semblance of the criteria used to rate the subcontractor while they are contracted with the LWDA. The first factor is their ability to achieve LWDA negotiated performance goals. The second factor is the DWD Continuous Improvement Review result. The third factor is the results from the LWDA Sub-state monitoring. The fourth factor is their ability to abide by DWD Issuances and other policies related to confidentiality, eligibility, follow-up, employment plan development, objective assessment development, individual service strategy development and case management.**

**Reviews of the subcontractor are done on a daily basis thru file review, communication and sporadic review of the case management system. The more formal type of review (i.e. sub state monitoring) is done every program year.**

**e.**

**The Urban League of Metropolitan St. Louis is the In-School Youth subcontractor and provides services for all youth 14-21 who are attending school.**

**f.**

**Year-round services are provided to all ISY. This is accomplished through their school schedule program, paid and unpaid work experience, summer jobs**

**programs, community service activities, leadership activities, post-secondary training, workshops and other activities scheduled throughout the year.**

**g.**

**An example of the flow of services is Attachment E.**

**h.**

**Those most in need are enrolled into WIOA ISY services based upon compliance with the criteria in DWD Issuance 02-2015. After enrollment, the ISY subcontractor coordinates services between local shelters, Family Support Division, MWA, AEL, WIOA Adult/Dislocated Worker, Vocational Rehabilitation and any other pertinent partner. The goals for those most in need are 1) alleviate barriers to training/education/employment 2) provide the necessary soft skill training 3) provide job readiness training 4) assist with educational and/or employment needs 5) provide intensive services until employment is attained or education is completed 6) provide follow-up services upon completion of the program.**

**i.**

**The Urban League has many partnerships and uses them based upon the customer's need. The Urban League partners with the Illinois Department of Commerce and Economic Opportunity, Emerson, AT&T, the United Way, HUD, St. Louis County and City Weatherization units, 100 Neediest Cases and other community agencies. The Urban League also coordinates with our new WIOA partners, YouthBuild, JobsCorps, Vocational Rehabilitation and Rehabilitative Services for the Blind. This new partnership allows youth who were unfamiliar with WIOA ISY to participate and leverages the resources of all partners.**

### **Out-of-School Youth**

**The OSY program is subcontracted to Better Family Life, Inc. (BFL). Better Family Life, Inc. is a private community-based organization that has existed in the LWDA for over 30**

years. BFL advocates the belief in a cohesive family is the foundation for every human being's development. They endeavor to rehabilitate individuals on a complete cultural, educational, social and economic level by helping them become self-sufficient and contributing members of society. This belief is exemplified in their mission to establish social, cultural, artistic, youth, economic, housing and educational programs that help promote positive and innovative changes in the lives of individuals and their families. Better Family Life was initially identified as a subcontractor based on their response to the LWDA's RFP.

a.

The OSY program ensures the 14 elements are provided by evaluating each one and building their service delivery strategy around the elements and how they can be effectively applied in the LWDA with the youth population.

b.

i. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies.

All of the youth in the OSY program are out-of-school, and past the dropout prevention strategies. Youth that have dropped out are referred to the AEL location most convenient for them. Services are then coordinated and tracked between BFL and AEL to ensure the completion and HiSET attainment. AEL also assists with tutoring and remediation services for youth who are basic skills deficient at the time of enrollment. Tutoring services and study skills training is provided by BFL case management staff as a part of ongoing training for those interested in pursuing secondary school. BFL also has a partnership with The Scholarship Foundation and the Educational Resources Center. Both organizations provide guidance and counseling to youth who desire to enroll in or complete post-secondary education programs.

**ii. Alternative secondary school offerings or dropout recovery services**

**As an alternative to high school BFL relies heavily on AEL. BFL also works with the school districts to receive guidance on their recovery process or other options.**

**iii. Paid and unpaid work experiences with an academic and occupational education component**

**The work experience provided via the OSY program is always congruent with the developed Individual Service Strategy and Employment Plan.**

**iv. Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations.**

**OSY youth are provided up to \$10,000 in local ITA funds to pursue in-demand occupational skill training. The determination of in-demand is made based upon local labor market data provided by MERIC. In addition, with the new participation mandates for SNAP recipients, BFL coordinates funds for training with those available in the METP program.**

**v. Leadership development activities (e.g., community service, peer-centered activities)**

**The leaderships activities offered include interactive workshops and seminars lead by local business owners. The events teach soft skills, life skills, positive behavior and civic behavior. In addition, BFL offers youth the opportunity to present workshops, plan community service projects and organize group activities. Youth are also give**

**the opportunity to participate in peer interview sessions and occasionally plan staff activities.**

**vi. Supportive services**

**The LWDA has a supportive service policy that allows for up to \$1,000 of supportive services per calendar year. In the event, the need is not allowable under WIOA, DWD Issuance 04-2014 c1 or the LWDA's policy, youth will be referred to the applicable community social service agency.**

**vii. Adult mentoring**

**The LWDA OSY program provides mentoring with the assistance of local business owners, local leader, clergy, past participants, staff and other community partners such as the United Way.**

**viii. Follow-up services for at least 12 months after program completion**

**All OSY are placed into WIOA follow-up services after program completion. If a countable follow-up service is provided, the appropriate service code is entered.**

**ix. Comprehensive guidance and counseling, including drug and alcohol abuse counseling**

**Comprehensive guidance and counseling is provided through the program's life coaches. The life coaches work with the Family Resource Center, Gateway 180 and Behavior Health Response to assist youth with counseling, including drug and alcohol abuse counseling.**

- x. **Integrated education and training for a specific occupation or cluster**

**BFL always integrates education and training into their Job Readiness Training (JRT) classes. The JRT includes occupational specific training related to high-growth and high-demand occupations. Workshops are often held at the company or organization so the youth have a chance to observe the occupation or industry.**

- xi. **Financial literacy education**

**5<sup>th</sup> Third Bank provides all the financial literacy workshops within the OSY program. Youth learn money management tools including spending, saving and investing. Youth also receive information on the different accounts offered through the 5<sup>th</sup> Third Bank. Most importantly, they are given the opportunity to open a checking and/or savings account with 5<sup>th</sup> Third Bank. Youth are also referred to the job center financial literacy classes offered through St. Louis Community Credit Union and PNC bank.**

- xii. **Entrepreneurial skills training**

**Entrepreneurship workshops are taught during the job-readiness training and offered at various times throughout the program year.**

- xiii. **Services that provide labor market information about in-demand industry sectors and occupations**

**MERIC “Now, Next, Later” data is kept on-hand and provided to all youth as part of their comprehensive guidance and counseling. BFL also uses the Career Exploration tool available online. BFL encourages youth to consider LMI when developing their employment plan, applying for employment, considering training and in all facets of reaching their long-term goals. BFL ensures youth are educated on how to create a career pathway that will lead to viable and sustainable employment.**

**xiv. Postsecondary preparation and transition activities**

**The process of preparing youth to transition into post-secondary education begins at enrollment. BFL partners with colleges, universities and technical schools to provide educational information related to application, acceptance and what to expect beyond high school. BFL also partners with agencies who conduct financial aid workshops to ensure youth are educated before commitment. In addition, youth are taken on college tours so they are exposed to campus life as a whole.**

**c.**

**St. Louis County LWDA always utilizes a RFP Committee to select subcontractors. The RFP Committee is typically comprised of LWDA Board members and a St. Louis County Workforce Development Staff member. The RFP Committee reviews the RFP and each agency’s proposal. Based upon a pre-determined rating scale, each agency is scored on the various elements they have responded to. Upon completing their scoring, the RFP Committee totals the scores and presents the information to the LWDA Board. The Board then casts votes on whether or not to approve the agency, thus making them a subcontractor.**

**We will have new RFP’s in January 2017. Until that time, our current subcontractor, will remain our subcontractor based upon a one-year contract extension until June 30, 2017.**

**d.**

**Better Family Life's performance is based upon a culmination of factors. Although the following is not all-inclusive, it gives some semblance of the criteria used to rate the subcontractor while they are contracted with the LWDA. The first factor is their ability to achieve LWDA negotiated performance goals. The second factor is the DWD Continuous Improvement Review result. The third factor is the results from the LWDA Sub-state monitoring. The fourth factor is their ability to abide by DWD Issuances and other policies related to confidentiality, eligibility, follow-up, employment plan development, objective assessment development, individual service strategy development and case management.**

**Reviews of the subcontractor are done on a daily basis thru file review, communication and sporadic review of the case management system. The more formal type of review (i.e. sub state monitoring) is done every program year.**

**e.**

**Better Family Life, Inc. is the Out-of-School Youth subcontractor and provides services for all youth 16-24 who are not attending school.**

**f.**

**Year-round services are provided to all OSY. This is accomplished through job-readiness training, paid and unpaid work experience, winter paid work experience, summer jobs programs, community service activities, leaderships activities, post-secondary training, workshops and other activities scheduled throughout the year.**

**g.**

**An example of the flow of services is Attachment F.**

**h.**

**Those most in need are enrolled into WIOA OSY services based upon compliance with the criteria in DWD Issuance 02-2015. After enrollment, the OSY subcontractor coordinates services between local shelters, Family Support Division, MWA, AEL, WIOA Adult/Dislocated Worker, Vocational Rehabilitation and any other pertinent partner. The goals for those most in need**

are 1) alleviate barriers to training/education/employment 2) provide the necessary soft skill training 3) provide job readiness training 4) assist with educational and/or employment needs 5) provide intensive services until employment is attained or education is completed 6) provide follow-up services upon completion of the program.

i.

BFL has many partnerships and uses them based upon the customer's need. One partnership is with the region's AEL Directors. This partnership allows for streamline service delivery. Another partnership is with the Legal Services of Eastern Missouri. This partnership allows them to refer customers that may have legal barriers to training and employment. In addition, BFL coordinates services with the WIOA Adult/Dislocated Worker subcontractor in the center. This has allowed customers to have a seamless service delivery that accounts for their needs as youth but also as an adult. An example of this would be the availability of incentives within the OSY program that is not available in the Adult program. BFL also coordinates with our new WIOA partners, Jobs Corps, YouthBuild, Vocational Rehabilitation and Rehabilitative Services for the Blind. This new partnership allows youth who were unfamiliar with WIOA OSY to participate and leverages the resources of all 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.*

**An innovative service-delivery project for OSY in the LWDA is our new collaboration with Gateway 180. Gateway 180 is a local homeless shelter for women, children and families. This collaboration was monumental because it has not been done before but was sorely needed. The reason behind the collaboration was the lack of employment & training related services for and with those that are homeless. In an effort to meet this need the**

**LWDA now provides mobile services to Gateway 180. The Out-of-School youth provider travels to Gateway 180 to provide intake, job-readiness training, life skills, parenting skills, adult mentoring, entrepreneurial workshops and additional innovative programs. Although, still a new program, it is our goal to assist the homeless with re-entering the workforce and receiving the training needed to become self-sufficient.**

**Another innovative service-delivery project for the OSY in the LWDA is our new collaboration with local AEL Directors. The purpose of this collaboration is to encourage WIOA participants to attain their HiSET and encourage AEL participants to pursue advanced training and employment. Thus far, the collaboration has helped identify participants in common, allowed for dual enrollment to be less cumbersome and allowed for all resources to be leveraged to best assist the participant.**

**In addition, LWDA's American Job Centers have entered into a MOU with Job Corps St. Louis to provide their youth with a work based learning experience. All three offices have received Job Corps youth, who have worked in support roles in the Next Generation Process. The students are with the Job center for six weeks.**

**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 LWDA Board is designed to help job seekers with their employment needs, training, education and support services. The Board uses its influence, contacts, and professional relationships to secure partnerships with employers throughout the metropolitan area. This engagement is crucial and it is the Boards role to help integrate and align a more effective job driven workforce system.**

- The OJT Program emphasizes training for hire for those who meet the requirements**

- **Provide contact information regarding employers that are looking to hire**
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 St. Louis County region is a member of the Regional Workforce Development Board Directors’ Consortium. This consortium is comprised of the Directors of the Workforce Boards in the St. Louis Metropolitan Statistical Area. The consortium has collaborated on the development of a regional plan.**

**The LWDA has formed a Career Pathway committee to identify and implement pathways to careers in the following high growth, high demand industries: advanced manufacturing; healthcare; information technology; financial services; construction; transportation and logistics. As it relates to the consortium, the region will be focusing on advanced manufacturing and healthcare. We are participating in the RAMP (Regional Advanced Manufacturing Partnership) with the St. Louis Economic Partnership. The Partnership has already convened a group of manufacturers for this project. We will work with the Partnership to convene a similar body for the healthcare industry.**

**The sector strategy industries were determined by analysis of data provided by MERIC. We have performed asset mapping for the area and this will be useful in future discussions and the dissemination of information to key public and private stakeholders. We will also be working with members of our local Board that are in the targeted sectors to assist with the development and implementation of the career pathway in their respective industry.**

**The Region is currently undertaking three innovative service delivery projects. Those projects are: The North St. Louis Career Pathway Bridge Demonstration Project, UAW Advanced Manufacturing Pre-apprenticeship program (Ranken), UAW Engine mechanic program (Metro). The Career Pathway Bridge project is an opportunity to provide services to an underserved market, with additional resources for mental health and legal support services in addition to normal services. All of these projects are geared to prepare participants for occupations in high growth – high demand industries. The following information is from the study performed by Maher and Maher on the St. Louis Region.**

#### **Target Industries**

**The region selected Diversified Manufacturing as its initial industry focus sector. Diversified Manufacturing includes both durable goods manufacturing and a number of non-durable goods industries:**

- **Vehicle manufacturing**
- **Metal and metal fabricating**
- **Chemical manufacturing**
- **Biotechnology**

**Compared nationally, the region has a high concentration of Diversified Manufacturing jobs (70K+) and the number of jobs in this sector is expected to grow over the next decade. The average wages of occupations in this sector, at \$93k+, are extremely high and the sector offers a multitude of opportunities for workers at all skill levels.**

**In addition, Diversified Manufacturing was selected because each local workforce area in the region already has some existing manufacturing-related assets (e.g. high quality post-secondary training, organized manufacturing councils) that could be leveraged in a larger regional effort.**

**The region also identified Health Care and Financial Services, Logistics & Distribution, Bio-Sciences, and Construction as key to the growth of the region. Certain local areas within the larger region, in fact, have progressed in several of these areas.**

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 LWDA Board will work in conjunction with DWD to identify and implement Registered Apprenticeship training programs in the local area. St. Louis County will also actively monitor and contact registered apprenticeship programs in the area from the list that DWD will provide via ETPL (Eligible Training Providers List). We will also monitor the Office of Apprenticeship site ([dol.gov/apprenticeship](http://dol.gov/apprenticeship)) website to stay apprised of other apprenticeship opportunities.**

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 has demonstrated its support to the Missouri Re-entry Process by being an active and engaged partner in regional initiatives. Over the course of the past several years, Job Center staff has conducted workshops, assisted in employer recruitment, and assisted with planning and staffing regional job fairs targeted to the ex-offender population. The Workforce Innovations and Opportunity Act identifies former offenders as one of several priority groups for WIOA services.**

**These customers are afforded the same access and opportunity to receive services. Each offender referred from the Missouri Department of Corrections (DOC) Transitional Housing Unit (THU) is enrolled into WIOA services on their first visit. The initial visit will**

consist of a career enrollment, jobs.mo.gov registration, an initial assessment, referral to products and services and their first meeting with either the Skills or Jobs Team. Family and Workforce Centers of America staffs our Job Center and has the expectation to serve 25% ex-offenders in their contract.

As this item relates to the role of the DVOP, the One Stop Center does not have a DVOP at its location. There are two DVOP representatives at our Seven Hills location that can serve this population. If/when a DVOP may be brought on board, the responsibilities will be to provide intensive services to incarcerated veterans by networking with the Missouri Department of Corrections to identify those veterans who have been released or are about to be released from a corrections facility.

The Region has obtained a LEAP (Linking Employment Activities Pre-release) Grant from DOL. This grant has established a specialized American Job Center in the Justice Center in St. Louis County. The project has a job developer devoted to identifying employers to hire this population. This project has carry over value to the Job Center, as the same service provider operates the LEAP grant and staffs the Job Center.

- 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.*

**Promoting and increasing enrollments for programs such as Work Ready Missouri and Transitional Jobs is a collaborative effort of State of Missouri, St. Louis County, St. Louis Community College, Urban League, and Family & Workforce Centers of America. By participating in Chambers of Commerce, there is an opportunity to reach a variety of employers within various industries to share information about work-based learning programs. In addition, the Local WIB, and BSG Group provides another avenue of sharing the information and also allows the team to receive guidance on ways to reach out to employers and obtain employer referrals. As recruitment events are planned, staff are able to educate employers about the programs or remind them of the opportunities to grow their business with minimal time and cost incurred. Finally, through business networking functions,**

**the team is able to promote Work Ready Missouri, Transitional Jobs, Show-Me Heroes, and On-the-Job Training and the benefits to employers participating. St. Louis County Workforce Development’s primary goal is to assist all customers with obtaining employment. However, dislocated workers and those customers receiving unemployment are the main focus of all our efforts. This is why WorkReady Missouri (WRM) is an essential part of our regional product offering. St. Louis County’s Business Service team markets WorkReady to employers while job center staff market WRM to customers. St. Louis Community College has a team member that focuses on the WorkReady program. Other tactics we have put in place are as follows:**

- **WRM flyers are a part of the “Welcome Team” packet of information provided to customers upon WIOA enrollment**
- **WRM information is discussed at the weekly OJT orientations at each job center**
- **Targeting EUC customers for possible WRM assignments**
- **Using WRM as the first step towards an OJT assignment**
- **WRM handouts and flyers emailed to employers within the region**
- **Introduce WRM to employers placing staff-assisted job orders on Jobs.mo.gov**
- **WRM flyers distributed at all recruitment events, career events and informational sessions**
- **Marketing WRM at local chamber meetings**

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

**The Show-Me-Heroes is an initiative established by Governor Nixon in 2010 to connect Missouri’s businesses to highly qualified job seekers with military experience and to promote the benefits of hiring military veterans transitioning from active duty and members of the National Guard and Reserves.**

- **The Local Veteran Employment Representative (LVER) is tasked with the responsibility to promote and market the Show-Me-Heroes program and website along with American Job Center services and resources to employers and businesses located throughout the St. Louis County region. Businesses are encouraged to take the Pledge to hire veterans, but are not legally obligated to do so. However, by**

taking the pledge, the business is identified as an active “Show-Me-Heroes” participant and if they hire a “Show-Me-Heroes” qualified veteran, the employer would be recognized as such by the Governor’s office to receive a “Flag of Freedom” Award.

- The LVER working with the local business services team should promote the hiring of Show-Me-Heroes eligible military veterans and market the Show-Me-Heroes On-the-Job (OJT) program.
- The goal is to get as many businesses to take the Show-Me-Heroes Pledge within our region.

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.*

**The region has applied for Certified Work Ready Community status. We are 91% complete and are working collaboratively with the St. Louis Economic Partnership and DWD to complete the business engagement portion of the requirement. The LWDA’s Board has taken the lead in the development and implementation of the plan.**

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.*

**According to the MOU, Saint Louis County is responsible for identifying applicants and referring TAA recipients, as well as other unemployed, dislocated, or low-skilled workers as appropriate to St. Louis Community College for participation in the program. All referrals to the program should have a completed MoSTEMWins application form that will be**

forwarded to St. Louis Community College. We have also agreed to share assessment results including interest and aptitude assessments, skill assessments, sector specific assessments, and academic credit for prior learning with St. Louis Community College. Also, based on the availability of funds, we will make career, intensive and non-grant training services available to program participants. Finally, to ensure all parties are aware of customer activity, we have agreed to enter appropriate data into Toolbox. 2.0.

#### SEE ATTACHMENT 11

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.*)*

**St. Louis County Government, Department of Human Services, has contracts with 20 shelters and homeless agencies. In addition, monthly “round table” meetings are held with approximately 60 agencies from the St. Louis region in attendance. The St. Louis County Government’s Division of Workforce Development is a presenter at the “round table” meetings representing its active partners in sharing information and the programs and services offered at the American Job Centers.**

**Efforts to expand the access to the various faith-based and community-based organizations are implemented by St. Louis County’s Division of Workforce Development. Partner agencies include Better Family Life, the Urban League of St. Louis, The International Institute and by symposiums interacting with the aforementioned agencies. The region also has built community and faith-based programs into the local supportive service policy to leverage both funds and resources for WIOA customers.**

XII. Regional Planning Guidance

*Describe the Regional Plan.*

*As previously under WIOA, Missouri has designated 14 Boards and will continue with these same designations with WIOA. In accordance with WIOA sec. 106(c)(2), each of the LWDA's establish a Plan; however, collaboration must exist among the Kansas City and St. Louis Economic Regions for the creation of a Regional Plan composed of the following:*

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

*While this establishes 14 Boards that are encouraged to collaborate, cooperate, and plan across common needs, they will not explicitly submit a Regional Plan. It also establishes two Boards within the Kansas City Region that must contribute to a Regional Economic Plan of for the Kansas City regional economy and four Boards within the St. Louis Region that must contribute to a Regional Economic Plan for the St. Louis regional economy. Boards within the Kansas City and St. Louis regional economic planning areas must complete a regional planning requirement by including within each original LWDB Plan a chapter, or section, that is a Regional Economic Plan that is identically shared by all Boards in each economic region. Additional local regional planning guidance may be developed and required pending the release of final implementing regulations.*

**SEE ATTACHMENT G**

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.)*

**Local levels of performance are negotiated by the Board, our chief elected official and the Governor based on the State’s adjusted levels of performance established under WIOA. Performance levels take into account the specific economic, demographic and other variables of the population served in our region.**

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

**St. Louis County Government is the Local Fiscal Agent and the responsible entity for the disbursement of grant funds as determined by the chief elected official. All other items identified for completion by fiscal are contingent upon the receipt of the allocation of funds from the state.**

- 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.*

**St. Louis County, through its procurement guidelines and in cooperation with the Procurement Division, will administer requests for proposal for WIOA services. The RFP is posted to the St. Louis County website. A bidders list will also be maintained for future RFPs in order to notify a broader range of organizations. A pre-proposal conference is held and responders usually have 30 days to respond. Contracts are awarded upon review of proposals by a review committee and a vote by the full Board. The bidding organization who is awarded the contract along with those bidders who are not selected each receive**

written notice to the effect. Attachment 12 is partial language from our most recent NGCC RFP under WIOA that reflects procurement guidelines. Individual training accounts will be authorized only for Missouri Department of Higher Education approved training sites. DWD Issuance 01-2012 will be followed if any youth training is to be procured. The youth service provider will be required to procure the training following this issuance as St. Louis County contracts with them for all youth services including training. Training services authorized in lieu of an individual training account may be on-the-job training. St. Louis County Division of Workforce Development will enter into contracts with pre-screened employers for these training services. St. Louis County Government procurement procedures will be followed in procuring any other training services.

**SEE ATTACHMENT 12**

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

**St. Louis County Division of Workforce Development performs all of the administrative services for our programs. Processes are continuously reviewed to eliminate any duplication of administrative services. Service providers are not awarded funds for administrative cost thus streamlining work processes to avoid duplication. All fiscal functions and reporting responsibility is centrally administered through the St. Louis County Department of Humans Services – Fiscal Division. Cost sharing is coordinated with partners to eliminate duplicative costs.**

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

**The Next Generation Job center (NGCC) model has streamlined all WIOA Adult and Dislocated Worker Services through coordination of services with partners. Under NGCC, center operations are team and service specific rather than partner specific. As a result, duplication is eliminated. NGCC’s framework fosters continuous engagement with the “next” services model. In addition, due to the continuous contact, customers are able to**

**both know and grow their skills in an efficient and streamlined manner. Staff is also able to keep the customer’s record updated with each contact within one main data system.**

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

**SEE ATTACHMENT 13**

- 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**

- 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.*

**SEE ATTACHMENT 15**

## Comprehensive Centers

**American Job Center  
26 North Oaks Plaza  
St. Louis, MO 63121  
Telephone: 314-381-6700  
Fax: 314-381-7247**

**One-Stop Operator: St. Louis County Workforce Development  
Functional Leader: Robert Lee, St. Louis County WFD  
Partners & Services Provided:**

1. St. Louis Community College & Family Workforce Centers of America
  - WIOA Title I Adult
  - WIOA Title I Dislocated
  - National Emergency Grant
  - Wagner Peyser
  - MO-40 OJT
  - Veteran services
  - METP
  - Worker Profiling services
  - RJS
  - EUC
2. Urban League of Metropolitan St. Louis
  - WIOA Title I In-School Youth
  - Save Our Sons program
  - Youth Tech Workforce Initiative
3. Better Family Life
  - WIOA Title I Out-of-School Youth
4. State of Missouri-Division of Workforce Development
  - WIOA Title I Adult
  - WIOA Title I Dislocated Worker
  - Trade
  - Wagner Peyser
  - METP
  - Worker Profiling
  - Veteran services
  - RJS
  - EUC
5. St. Louis Public Schools
  - Adult Education & Literacy

- GED classes
  - TABE remediation
6. AARP
- Senior Community Services Employment Program

**American Job Center  
4040 Seven Hills Dr.  
Florissant, MO 63033  
Telephone: 314-475-7900  
Fax: 314-877-3020**

**One Stop Operator: St. Louis County Workforce Development**

**Functional Leader: Denise Jackson, DWD**

**Partners & Services Provided:**

1. St. Louis Community College & Family Workforce Centers of America
  - WIOA Title I Adult
  - WIOA Title I Dislocated
  - National Emergency Grant
  - Wagner Peyser
  - MO-40 OJT
  - Veteran services
  - METP
  - Worker Profiling services
  - RJS
  - EUC
  
2. State of Missouri-Division of Workforce Development
  - WIOA Title I Adult
  - WIOA Title I Dislocated Worker
  - Trade
  - Wagner Peyser
  - METP
  - Worker Profiling
  - Veteran services
  - RJS
  - EUC
  
3. AARP
  - Senior Community Services Employment Program

**Affiliate Sites**

**MET Center  
6347 Plymouth Ave.  
St. Louis, MO 63133  
Telephone: 314-746-0700  
Fax: 314-746-0727**

**One Stop Operator: St. Louis County Workforce Development  
Partners & Services Provided:**

1. St. Louis Community College & Family Workforce Centers of America
  - WIOA Title I Adult
  - WIOA Title I Dislocated
  - National Emergency Grant
  - Wagner Peyser
  - MO-40 OJT
  - Veteran services
  - METP
  - Worker Profiling services
  - RJS
  - EUC

**International Institute  
3401 Arsenal St.  
St. Louis, MO 63118  
Telephone: 314-773-9090  
Fax: 314-773-4081**

**One Stop Operator: International Institute  
Partners & Services Provided:**

- WIOA Title I Adult

# **Saint Louis County Supportive Service Policy**

**02-2012**

*Revised 08/2016*

## **Background**

According to DWD Issuance 12-2010, Supportive Services as those services necessary to enable an individual to participate in activities authorized under WIA Title I. Since WIA and WIOA programs are not an entitlement, Supportive Services payments will be made on a case-by-case basis for customers who are currently enrolled in Intensive and/or Training level services within Saint Louis County *and* are unable to obtain Supportive Services through other means including themselves, their support network, financial aid, student loans or community agencies that provide these services.

## **Supportive Service Committee:**

Saint Louis County Workforce Development has established a committee to oversee the supportive service transactions within the region. The committee will meet within two business days of each received request to ensure they are reviewed expeditiously.

The Supportive Service Committee is comprised of the Saint Louis County Workforce Development Director, the Saint Louis County Technical Research and Compliance Manager and any other designee(s) of the Saint Louis County Workforce Development Director.

## **Community Resources:**

In order to leverage funds, local community resources must be explored prior to submitting a Supportive Service request. See Attachment 1 for a list of community resources that must be explored in conjunction with other community resources.

## **Supportive Service Coverage:**

### **Eligibility**

This Policy Applies to Youth, Adult, Dislocated Worker, National Dislocated Worker Grant, including those co-enrolled Trade or Rapid Response customers who are participating in Individualized Career and Training level services within the Saint Louis County Region. Customers who are participating at the Basic Career Services level are not eligible for Supportive Services.

### **Financial Limitations**

Supportive Services for the Saint Louis County region are capped at \$1,000.00 per customer per calendar year. This also applies to customers who have received Supportive Service payments from other regions during the current calendar year. Supportive Service requests beyond the capped amount must include a justification statement from the customer.

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### Covered Supportive Services

Supportive Services may include transportation, work attire or uniforms, work-related tools, testing fees, child care, dependent care, emergency aid and needs-related payments that are necessary to enable an individual to participate in activities authorized under WIOA Title I. Supportive Services may also include incentives for Youth participants.

#### Transportation

- Public transportation tickets will be purchased by the Region and provided to customers upon subcontractor approval.
- Private transportation (i.e. personal vehicle) will be reimbursed at the current IRS mileage reimbursement rate. Transportation costs will be calculated using the customer's residence as a starting and ending point. However, if full IRS mileage reimbursement is provided to a customer, no car repair assistance will be authorized for that customer. **Please take note, St. Louis County reimburses at the full IRS mileage rate. Mileage reimbursement will be provided to customers upon committee approval.**

Yet, the extent of Supportive Services provided will vary based on customer needs, availability of funds and resources. Supportive Services payments must be requested individually and for specific needs related to participation.

#### Supportive Service Request Procedures:

Prior to consideration, Staff must complete the following steps:

- Assist the customer in exploring other means of supportive services (i.e. financial aid, loans and community resources).
- Verify the customer is enrolled in the Youth, Adult, Dislocated Worker or NEG program at an Intensive and/or Training level.
- Ensure the Supportive Service request is necessary for the customer to achieve the goals outlined in their Employment Plan.
- Obtain financial information from the customer that demonstrates their inability to afford the support service on their own.
- The customer must provide official documentation for the supportive service need. Examples include but are not limited to:
  - Documentation from an employer listing required items
  - Documentation from a training provider listing required items
  - Child care/Dependent Care/Needs-related invoice from a verifiable third party

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- Complete the Financial Needs tab in Toolbox/MIS to determine the customer's need.
  - This tab has a List of Values for the types of Monthly Household Resources and Monthly Household Expenditure.
  - Household Resources and Household Expenditures will be automatically calculated and the Net Difference between the two will be displayed.
- The customer must write a formal justification statement if the request is over the Supportive Service capped amount
- Staff must submit a Supportive Service Transmittal Request Form to the Supportive Service Committee.

### **Supportive Service Approval:**

- Staff must enter a service note verifying the customers Supportive Service approval.
- In all cases, the staff must review Service Notes prior to making any Supportive Service payments to avoid duplicate payments.
- All Supportive Service payments must be documented in Toolbox/MIS and include at a minimum all of the following:
  - The type of Supportive Service paid
  - The amount of Supportive Service paid
  - The timeframe the Supportive Service was paid for
  - The justification of need for the Supportive Service; and
  - Lack of other community resources
- In most cases, payments will be made directly to the vendor. However, in extenuating circumstances, the Saint Louis County Director may approve a direct payment to the customer.

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## ATTACHMENT 1

### LOCAL COMMUNITY RESOURCES

#### Clothing

- Goodwill Industries International [www.goodwill.org](http://www.goodwill.org)
- Dress for Success <http://www.dressforsuccess.org>
- Value Village
- The Resale Shop <http://ncjwstl.org/resale.html>
- The Women's Closet Exchange [www.womensclosetexchange.net](http://www.womensclosetexchange.net)
- St. Louis Adventist

#### Childcare

- Missouri Department of Social Services [www.dss.mo.gov](http://www.dss.mo.gov)
- Catholic Charities of St. Louis [www.ccstl.org](http://www.ccstl.org)
- Crisis Nursery [www.crisisnurserykids.org](http://www.crisisnurserykids.org)
- Salvation Army [www.stlsalvationarmy.org](http://www.stlsalvationarmy.org)

#### Housing

- Community Action Agency (CAA) [www.caastlc.org](http://www.caastlc.org)
- Better Family Life [www.betterfamilylife.org](http://www.betterfamilylife.org)
- Urban League of Metropolitan St. Louis [www.ulstl.org](http://www.ulstl.org)
- Catholic Charities of St. Louis [www.ccstl.org](http://www.ccstl.org)
- American Red Cross [www.redcrossstl.org](http://www.redcrossstl.org)
- Salvation Army [www.stlsalvationarmy.org](http://www.stlsalvationarmy.org)

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### **Food**

- St. Louis Food Bank [www.stlfoodbank.org](http://www.stlfoodbank.org)
- Food Outreach [www.foodoutreach.org](http://www.foodoutreach.org)
- St. Louis Adventist

### **Utility Assistance**

- Community Action Agency (CAA) [www.caastlc.org](http://www.caastlc.org)
- Catholic Charities of St. Louis [www.ccstl.org](http://www.ccstl.org)
- Salvation Army [www.stlsalvationarmy.org](http://www.stlsalvationarmy.org)

*This is not a complete list all resources available in the Saint Louis Area*

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Supportive Services Transmittal Form

Submission Date: \_\_\_\_\_

Partner Name: \_\_\_\_\_

**CUSTOMER INFORMATION:**

Customer Name: \_\_\_\_\_

App ID #: \_\_\_\_\_

**INTENSIVE/TRAINING ENROLLMENT:**

Adult: \_\_\_\_\_ Dislocated Worker: \_\_\_\_\_ Youth: \_\_\_\_\_ NEG: \_\_\_\_\_ Rapid Response: \_\_\_\_\_

WIA/WIOA ITA Recipient: Y/N \_\_\_\_\_

**SUPPORTIVE SERVICE REQUEST:**

Has the Customer previously received Supportive Services from Saint Louis County or any other Region?

Y/N: \_\_\_\_\_ Amount Received: \_\_\_\_\_ Date Received: \_\_\_\_\_ Purpose: \_\_\_\_\_

Amount Requested: \_\_\_\_\_

Purpose: Work-related \_\_\_\_ Education Related \_\_\_\_ Needs Related \_\_\_\_ Emergency Aid \_\_\_\_

Explanation: \_\_\_\_\_

**COMMITTEE PURPOSE ONLY:**

Approved: \_\_\_\_\_ Approval Date: \_\_\_\_\_ Denied: \_\_\_\_\_ Denial Date: \_\_\_\_\_

Committee Comments: \_\_\_\_\_

**Memorandum of Understanding (MOU)  
For the Saint Louis County  
Workforce Innovation and Opportunity Act (WIOA) One-Stop Delivery System**

**I. Introduction**

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration by the St. Louis County Local Workforce Investment Board (“the Board”) and the One-Stop Delivery System signatory partners (“the Partners”) hereafter name. It describes how they will use their various funding streams and resources to serve their mutual customers, both job seekers and employers, through an integrated system of service delivery operated at 2 comprehensive sites, called Missouri Job Centers, and 2 affiliated sites. We understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies.

**II. Strategic Vision**

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic development services for job seekers, incumbent workers, and employers.

### III. Services

The following table details the services that the partners will deliver through the One-Stop System, the agencies responsible for delivering those services, and the revenue sources those agencies will use to fund the services.

| <b>SERVICE</b>  | <b>AGENCIES</b>   | <b>REVENUE SOURCES</b>   |
|---|---|--|
| <b>Enrollment</b>                                     | St. Louis Community College/Family and Workforce Center of America<br>International Institute<br>MO-DWD<br>MO-DWD Veterans Services<br>Better Family Life (Older Youth)<br>Urban League (In-school Youth) | Wagner-Peyser<br>WIOA Title I<br>TA<br>WIOA NEG                  |
| <b>Assessment</b>                                     | St. Louis Community College/Family and Workforce Center of America<br>International Institute<br>MO-DWD<br>MO-DWD Veterans Services<br>Better Family Life (Older Youth)<br>Urban League (In-school Youth) | Wagner-Peyser<br>WIOA Title I<br>TA<br>WIOA NEG                  |
| <b>Training</b> – referrals to MERIC approved schools | St. Louis Community College/Family and Workforce Center of America<br>International Institute<br>MO-DWD<br>Better Family Life (Older Youth)   | Wagner-Peyser<br>WIOA Title I<br>TA<br>WIOA NEG<br>MOWins Grants |

|   |   |   |
|---|---|---|
| <b>Employment Counseling</b>  | St. Louis Community College/Family and Workforce Center of America<br>International Institute<br>MO-DWD<br>Better Family Life (Older Youth)<br>Urban League (In-school Youth) | Wagner-Peyser<br>WIOA Title I<br>TA<br>WIOA NEG |
| <b>On-the-Job Training</b>  | St. Louis Community College<br>MO-DWD   | Wagner-Peyser<br>WIOA Title I<br>TA<br>WIOA NEG |
| <b>Job Search</b><br>Workshops<br>Networking<br>Employment Referrals and Placement<br>Job Fairs/Recruitment<br>Events | St. Louis Community College/Family and Workforce Center of America<br>International Institute<br>MO-DWD<br>Better Family Life (Older Youth)<br>Urban League (In-school Youth) | Wagner-Peyser<br>WIOA Title I<br>TA<br>WIOA NEG |
| <b>Work Based Learning</b>  | St. Louis Job Corps   | USDOL   |
| <b>Support Services</b>   | St. Louis Community College/Family and Workforce Center of America<br>International Institute<br>MO-DWD<br>Better Family Life (Older Youth)<br>Urban League (In-school Youth) | WIOA Title I                                    |

|  |  |   |
|--|--|---|
| <b>Adult Education &amp; Literacy (AEL)</b>  | St. Louis Public Schools<br>Parkway School District<br>Rockwood School District<br>U-City School District<br>St. Louis Community College<br>Ritenour School District | MO Dept. of Elementary and Secondary Education (DESE)                               |
| <b>Business Services</b>   | St. Louis Community College  | WIOA Title I  |
| <b>Missouri Employment Training Program (METP)</b>   | MO-DWD   |   |
| <b>Wagner-Peyser Labor Exchange/Employment Services</b>  | MO-DWD   | Wagner-Peyser   |
| <b>Vocational Rehabilitation (VR)</b>  | MO State Division of Vocational Rehabilitation   | MO Dept. of Elementary and Secondary Education (DESE)                               |
| <b>The Senior Community Service Program</b>  | AARP   | USDOL and AARP Foundation   |
| <b>Perkins Career and Technical Education</b>  | St. Louis Special School District  | MO Dept. of Elementary and Secondary Education (DESE)                               |
| <b>Trade Adjustment Assistance</b>   | MO-DWD   | TA  |
| <b>Jobs for Veterans State Grant</b>   | MO-DWD Veterans Services<br>MO-DWD   | Wagner-Peyser<br>WIOA Title I   |
| <b>Community Services Block Grant Activities</b>   | MO-DWD   | TBD   |
| <b>US Dept. of Housing and Urban Development (employment and training)</b>   | TBD  | TBD   |
| <b>State Unemployment Compensation Law activities</b>  | MO Division of Employment Securities   | DOL   |
| <b>Reintegration programs for eligible offenders</b>   | Family and Workforce Center of America   | LEAP Grant  |
| <b>Temporary Assistance for Needy Families (TANF)</b>  | Better Family Life MWA Program   | DSS   |
| <b>Energy Assistance (on itinerant basis) to alleviate immediate threat of utility disconnection or to have it restored for individuals that are income eligible</b> | Community Action Agency of St. Louis County  | MO Dept. Of Social Services, FSD-Low Income Home Energy Assistance Program (LIHEAP) |

#### **IV. Shared Funding of Infrastructure**

The shared funding of the infrastructure will be included upon final guidance from the State.

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

The shared funding of services will be included upon final guidance from the State.

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

We agree that the Partners will conduct referral for services in the following manner:

1. All customers referred for services will receive a written referral form with the date, time, and place of the appointment.
2. All appointments will be scheduled within three working days.
3. The individual making the appointment will follow up within two working days of the scheduled appointment date.

#### **VII. Human Resources Management**

We agree that the Partners will develop commonly accepted expectations for customer service and engagement that are compliant with each individual entity's employee policies. Each Partner will incorporate those expectations into their own employee-performance system and agree to conduct periodic performance reviews in accordance with the requirements of their organization.

#### **VIII. One-Stop Delivery System Performance Criteria**

We agree that the One-Stop Delivery System will strive to achieve these standards of quality service for its customers, employees, and Partners:

1. All customers will receive prompt and courteous service from the staff.
2. All customers will receive the services designed to assist customers in achieving their educational and/or job placement goals.
3. All employees can expect to work in a safe and professional environment.
4. All employees can expect to receive the best tools to achieve the desired outcome for their customers.
5. All Partners will deliver high-quality services through the Missouri Job Centers.
6. All Partners will adhere to the local policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA.

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

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners.

The Board's responsibilities will be:

1. To provide administrative and fiscal oversight, and monitoring of all functions of the One-Stop System
2. Negotiate local performance accountability
3. Select One-Stop operator and providers
4. Coordinate Functional Leadership for the Centers

The One-Stop operator's responsibilities will be:

1. To staff the Missouri Job Centers
2. Provide guidance to Partners regarding the provision of labor-exchange services
3. To meet performance standards

The One-Stop Partners' responsibilities will be:

1. To provide programs and services for job seekers and employers and apportion costs as agreed upon
2. To meet performance standards

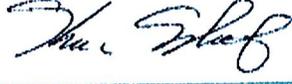
## **X. Duration and Modification**

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2016 and will continue in effect until June 30, 2021 or such time as any party will modify, extend, or terminate this MOU in writing. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change.

## **XI. 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 in writing at least 30 days prior to the effective termination date.

**MOU Signature Page**

  
LWDB Chair 6/1/16  
Date

  
St. Louis County 5/31/16  
Workforce Development Executive Director Date

Family and Workforce Centers  
Of America

  
Signature and Title 5-3-16  
Date  
President/CEO

**MOU Signature Page**

 6/1/16  
LWDB Chair Date

 5/31/16  
St. Louis County Date  
Workforce Development Executive Director

Better Family Life  5/27/16  
Signature and Title Date

MOU Signature Page



LWDB Chair

6/1/16  
Date



St. Louis County  
Workforce Development Executive Director

Date

5/3/16

  
St. Louis Community College  
Signature and Title

Date

5/5/2016







*Ther. Slob*

6/1/16

LWIB Chair

Date

*Andrea Jackson Jenip*

5/31/16

St. Louis County

Date

Workforce Development Executive Director

**MO Division of Vocational  
Rehabilitation**

*Kydra Mitchell, District Supervisor*

Signature and Title

Date

5-2-2016

**MOU Signature Page**

*[Handwritten Signature]*

6/1/16

LWDB Chair

Date

*[Handwritten Signature]* 5/31/16

St. Louis County  
Workforce Development Executive Director

Date

**Adult Education Literacy**

*[Handwritten Signature]* 5/20/2016  
Supervisor

Signature and Title

Date

**MOU Signature Page**

*Mr. Sleaf*

*6/1/16*

LWDB Chair

Date

*Andrea Jackson Jennings*

*5/31/16*

St. Louis County

Date

Workforce Development Executive Director

Missouri Division of Workforce  
Development

*[Signature]*

*5-5-16*

Signature and Title

Date

*Randy Cottrell  
Manager*



MOU Signature Page

  
LWDB Chair \_\_\_\_\_ Date 6/1/16

  
St. Louis County \_\_\_\_\_ Date 5/31/16  
Workforce Development Executive Director

**AARP Foundation**

  
Signature and Title \_\_\_\_\_ Date 5-4-16  
*Project Director*

Robert Yeaton  
*Project Director*

ryeaton@aarp.org  
aarp.org/foundation

**AARP FOUNDATION**

*Senior Community Service Employment Program*

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Florissant, MO 63033

T 314-830-3600  
F 314-830-3674

*Hunger Income Housing Isolation*



**MOU Signature Page**

 6/1/16  
LWDB Chair Date

 5/31/16  
St. Louis County Date  
Workforce Development Executive Director

**Community Action Agency of St. Louis County, Inc.**

  
Signature

  
Title

5/5/16  
Date

**MEMORANDUM OF UNDERSTANDING**  
**Between the Division of Workforce Development**  
**And United Migrant Opportunity Services**

This Memorandum of Understanding (MOU) is an agreement between the Division of Workforce Development (DWD), representing Missouri's fourteen (14) Workforce Development Regions and United Migrant Opportunity Services (UMOS), the National Farmworker Jobs Program (NFJP) grantee.

The purpose of this MOU is to ensure the most effective and efficient utilization of the funds provided by the US Department of Labor for administration and operation of the statewide Migrant Seasonal Farm Workers (MSFWs) outreach program, in compliance with 29 CFR 38, Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act (WIOA) of 2015. This also complies with 20 CFR 653.107 (c)(2)(v) as it pertains to the number of MSFWs planned to be contacted by the signatory agencies of this MOU.

DWD and UMOS will work together as partners with the shared goal to provide a full spectrum of services to Missouri's MSFWs and agricultural employers.

**I. SERVICES TO BE PROVIDED**

UMOS as the NFJP (WIOA section 167) grantee will:

1. Provide a bilingual (Spanish and English) worker to each Job Center deemed "significant" in service to MSFWs, as needed, to provide clients with easy access to services.
2. Provide outreach workers to visit MSFWs where they live and/or work, in order to inform them of all available Job Center services and community programs, from which they may benefit, including those available to the general public.
3. Refer MSFWs to opportunities for which they may qualify, Agricultural as well as Non-Agricultural employment opportunities currently available to all applicants.
4. Assist MSFWs in the preparation of applications for new employment.
5. Refer MSFWs to Job Center staff for training programs.
6. Provide information regarding the types of employment likely to be available when the currently-employed MSFW becomes available for new employment.
7. Receive and subsequently refer complaints, including farm labor complaints, to the State Monitor Advocate.
8. Coordinate farm labor program activities with DWD's MSFW Outreach staff and the State Monitor Advocate.
9. Provide appropriate UMOS staff to travel within the State to attend meetings, training sessions, speaking engagements and/or other activities deemed necessary by both agencies.
10. UMOS will provide DWD with a list referencing a contact person in each of its offices who are familiar with the terms of this cooperative agreement.

Meanwhile, DWD and Missouri's Job Centers will endeavor to provide all services available to MSFWs, as it does to all registered applicants, in accordance with Missouri's Law against Discrimination and, additionally, those services in compliance with the Judge Richey Court Order, namely, including:

1. Provide information to MSFWs about the Job Service Complaint System and refer complainants to the local Job Centers to document and file their complaints.
2. Document and refer to the State Monitor Advocate any apparent violations of employment-related laws, including housing, field sanitation and potable water.
3. Make referrals to specific employment opportunities currently available to unemployed MSFWs, as well as to other job openings for which they may qualify.
4. Assist MSFWs in the preparation of employment applications.
5. Refer MSFWs to appropriate training programs.
6. Provide information regarding the types of employment that are likely to be available when the currently-employed MSFW becomes available for new employment.
7. Take job orders from employers in the applicable sectors of agriculture and enter them into the appropriate database system, following prescribed procedures.
8. Provide adequate space, including access to telephone and computer, in offices designated "significant" in service to MSFWs, as needed, for a bilingual UMOs worker to attend to clients in the Job Centers.

DWD will provide to UMOs, as requested, a list of names and contact information for all registered customers who have indicated that they have done farmwork. Additionally, DWD will assist UMOs in tracking retention rates of UMOs's MSFW clients who find work through any Job Center, as is required through the 167 grant.

## II. REPORTING SYSTEM

UMOS will make effective use of the desk space, computers, labor market information, employment and training opportunities, and other programs provided by DWD, to generate quarterly statistical reports and submit them to the designated entity within DWD.

Reports will include:

- Number of estimated MSFWs currently in the State
- Number of MSFW contacts made during each day, week, and month
- Number of referrals made to various services
- Number of complaints received and referred
- Number of training applications received and referred
- Placement information on any customers who are co-enrolled, with both UMOs and DWD, who have entered employment
- An outline of services provided, when necessary and requested
- Any significant events that need to be highlighted

**III. AGREEMENT**

UMOS and DWD will provide initial and periodic cross-training regarding program services offered by each.

Any revision to this MOU, whether by modification or supplementation, must be accomplished by a formal amendment or supplement signed and approved by the duly authorized representative of the DWD and UMOS.

This MOU may be terminated at any time during the term of the agreement, with or without cause, by either party by furnishing written notice to the other party at least thirty (30) days before the desired termination date.

The undersigned have read this “Memorandum of Understanding” between the Division of Workforce Development representing Missouri's fourteen (14) Workforce Development Regions and the United Migrant Opportunity Service to remain in effect for one year from the most recent date of signing (below), and they agree to comply with the provisions of this MOU.

**Division of Workforce Development**  
**Amy Sublett, Director**

**United Migrant Opportunity Services**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Printed Name**

\_\_\_\_\_  
**Printed Name**

\_\_\_\_\_  
**Title**

\_\_\_\_\_  
**Title**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Date**



**Memorandum of Understanding (MOU)  
Disclosure  
Missouri Department of Social Services**

**MOU Title:** One-Stop Delivery System

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

**Job Center Cost Share**  
**St Louis North Oaks**  
**Cost Sharing**

Report For: June 2016

Job Center Cost Share Budget for 7/1/2016 through 6/30/2017

Percentages for April to June 2016

DWD: 19.00% WDB: 81.00%

Pending

| Job Center Cost Share |                   |               |                 |
|-----------------------|-------------------|---------------|-----------------|
|                       | <b>Proposed</b>   | <b>WDB</b>    | <b>Adjusted</b> |
|                       | <b>Budget</b>     | <b>+ or -</b> | <b>Budget</b>   |
|                       | <b>Adjustment</b> |               |                 |
| Office                | \$25500.0         | \$ 0.00       | \$25,500.00     |
| Supplies-             |                   |               |                 |
| NGCC                  |                   |               |                 |
| Telecommunication     | \$43300.0         | \$ 1200.00    | \$44,500.00     |
| Charge                |                   |               |                 |
| Postage               | \$ 0.00           | \$ 0.00       | \$0.00          |
| Postage               | \$ 0.00           | \$ 0.00       | \$0.00          |
| Meter                 |                   |               |                 |
| Machine-              |                   |               |                 |
| Office Furn &         |                   |               |                 |
| Equip Rental          |                   |               |                 |
| Copier-Office         | \$7500.00         | \$ 0.00       | \$7,500.00      |
| Furniture &           |                   |               |                 |
| Equip R&M             |                   |               |                 |
| Rent/Utilities        | \$458000.         | \$ 0.00       | \$458,000.00    |
| Printing              | \$ 0.00           | \$ 0.00       | \$0.00          |
| Organization          | \$ 0.00           | \$ 0.00       | \$0.00          |
| Memberships           |                   |               |                 |
| Publications &        | \$ 0.00           | \$ 0.00       | \$0.00          |
| Subscriptions         |                   |               |                 |

|                |              |            |              |
|----------------|--------------|------------|--------------|
| Record         | \$ 150.00    | \$ 0.00    | \$150.00     |
| Destruction-   |              |            |              |
| Other          |              |            |              |
| Business       |              |            |              |
| Services       |              |            |              |
| Insurance      | \$ 0.00      | \$ 0.00    | \$0.00       |
| Interpretation | \$ 250.00    | \$ 0.00    | \$250.00     |
| Services-      |              |            |              |
| Other          |              |            |              |
| Professional   |              |            |              |
| Services       |              |            |              |
| Functional     | \$69622.0    | \$ 0.00    | \$69,622.00  |
| Leader         |              |            |              |
| TOTALS         | \$604,322.00 | \$1,200.00 | \$605,522.00 |

**Workforce Development Board  
2016**

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Director/CEO**  
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**Mary Schaefer, Executive Director**  
**Mideast Area Agency on Aging**  
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**Don Willey, Business Manager**  
**Laborers Local 110 (RETIRED)**  
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[dwilley@lu110.com](mailto:dwilley@lu110.com)

**OPTIONAL MEMBERS**

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**Community Action Agency of  
St. Louis County**  
2709 Woodson Road  
St. Louis, MO 63114  
(314) 863-0015  
[merline@caastlc.org](mailto:merline@caastlc.org)

*Steven V. Stenger*  
*County Executive*



*Andrea Jackson-Jennings, M.Ed.*  
*Director of Human Services*

**Hugh McVey**  
**DES Liaison/Coordinator**  
Division of Employment Security  
421 E. Dunklin Street  
Jefferson City, MO 65101  
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Updated 3-31-16

**BYLAWS  
of the  
ST. LOUIS COUNTY  
WORKFORCE DEVELOPMENT BOARD**

a board formed pursuant to St. Louis County Revised Ordinance Section 630.300 et. seq. (capitalized words not otherwise defined herein have the meanings set forth in therein)

**ARTICLE I - OFFICERS**

- A. Officers  
The officers shall be a Chair, a Vice-Chair, secretary, treasurer, and parliamentarian.
- B. Chair  
The Chair shall be elected from among the private sector members on the Board. The Chair shall be the principal officer of the Board and shall in general supervise and control all of the business and affairs of the Board membership. The Chair shall appoint committee members and chairs of the committees. The Chair may sign any instruments which the Board has authorized to be executed; and in general shall perform all duties incident to the office of Chair and such other duties as may be prescribed by the Board from time to time.
- C. Vice Chair  
The Vice-Chair shall be elected from among the private sector members on the Board. In the absence of the Chair, or in the event of their inability to act, the Vice-Chair will perform the duties of the Chair, and when so acting, shall have all the powers of and be subject to all the restrictions upon the Chair. The Vice-Chair shall perform such other duties as from time to time may be assigned to him by the Chair or by the Board.
- D. Secretary  
The secretary shall be responsible for the recording of Board business and attesting the Chair's signature as may be required. The secretary shall be responsible for recording attendance at meetings, and for determining and certifying that a quorum is present on an appropriate record. During a meeting when roll-call voting is required, the secretary shall "call-the-roll", record and certify individual member's votes on an appropriate record. The secretary shall be responsible for validating the accuracy of minutes, in particular, the recording of motions and their outcomes.
- E. Treasurer  
The treasurer shall be the vice chair of the Executive/ Finance Committee.
- F. Parliamentarian  
The Parliamentarian shall, at the request of the presiding officer at any meeting of the Board or the committees of the Board, provide advice regarding parliamentary procedure.

G. Election

The officers shall be elected by the Board, from the slate presented by the Nominating Committee, during the second quarter of odd-numbered years or as required by vacancies. To the extent that the slate presented by the Nominating Committee contains positions for which no nominees have been identified, nominations may be taken from members of the Board at a regular meeting of the Board.

H. Term of Office and Vacancies

Each officer shall hold office until his/her successor shall have been duly elected and qualified or until his/her death or until he/she shall resign or shall have been removed in the manner hereinafter provided. Vacancies may be filled at any meeting of the Board in the manner set forth above, and if unfilled after a meeting of the Board, may be appointed by the Chair.

I. Removal

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

**ARTICLE II – COMMITTEES**

A. Standing Committees

The following committees shall be the standing committees of the Board.

1. EXECUTIVE/ FINANCE COMMITTEE – The Executive/Finance Committee shall consist of the Chair, Vice Chair, Treasurer, and Secretary and such other members of the Board, which are appointed by resolutions adopted by a majority of the members of the Board. At all times, a majority of the Executive/ Finance Committee members must represent the private sector. The Chair of the Board shall serve as Chair of the Executive/ Finance Committee.

Any action taken or initiated by the Executive/Finance Committee on behalf of the Board shall require full disclosure to the Board at the regularly scheduled meeting following said actions. The duties of the Committee are as follows:

- a. Responsible for acting on behalf of the Board as authorized by the Board.
- b. Responsible for making policy recommendations to the Board which meet the needs of both the area employers and job seekers.
- c. Responsible for review recommendations for revisions to Board's governing documents.

2. YOUTH COUNCIL – An advisory committee to the Board, charged with developing the portions of the local plan relating to eligible youth, recommending eligible providers of youth activities to be considered for grants or contracts on a competitive basis, conducting oversight with respect to eligible providers of youth activities, coordinating youth activities that are authorized by the act, and other duties required by applicable law and to the extent consistent with applicable law, requested by the Board’s Chair.
3. DISABILITY RESOURCE COMMITTEE – An advisory committee to the Board, charged with developing policies for St. Louis County Career Centers as related to WIOA and serving customers with disabilities. The Committee will coordinate with surrounding regions to develop a regional strategy linking job seekers with disabilities and the business community.
4. CAREER PATHWAYS COMMITTEE – An advisory committee to the Board, charged with leading efforts to develop and implement career pathways in the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
5. NOMINATING COMMITTEE – At a regular meeting of the Board, the Chair shall seek volunteers for the Nominating Committee for the purpose of nominating a slate of officers of the Board. The committee shall seek willing nominees from active Board members and shall make its best effort to nominate at least one candidate for each office.

B. Ad Hoc Committees

The Board, by resolution adopted by a majority of the members, may from time to time appoint such committees from among its members, or other persons for such particular purposes as may be deemed necessary or desirable to enhance or assist the Board to carrying out its duties, and furthering the purposes of the Workforce Innovation and Opportunity Act.

Any committee so appointed shall have the powers and authority as are explicitly delegated by the Board; and no such committee shall exercise the authority of the Board with respect to the election of officers or members of the Board, the adoption, repeal or amending of these bylaws, or adopting a plan of merger or consolidation or dissolution of the Board.

C. Quorum

At all committee meetings, one-half of all the members of such committee shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the members of the committee present at such meeting shall be the act of the committee. If a quorum shall not be present at any meeting of a committee, the

members of the committee present thereat may adjourn the meeting, from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

D. Telephonic Meetings

Committees may conduct meetings by means of a conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other, and participation in a meeting in this manner shall constitute presence in person at the meeting.

E. Written Consent

At the discretion of the Chair, the members of a committee may be polled by fax, e-mail, or other written communication, to take action on an item(s) requiring expedited attention. For such action to be effective, written response to the communication must be received by at least 40% of the members of the committee who are entitled to vote, and the majority of those members must have affirmatively consented to such action. Written evidence of the action taken shall be included in the minutes filed with the corporate records.

**ARTICLE III – BOARD MEETINGS AND PROCEDURES**

A. Regular Meetings

The Local Board shall hold at least 4 regular meetings each year to discuss progress or other matters affecting the operation of the Board. Meetings will be open to the public.

B. Special Meetings

Special meetings shall be called by the Chair or by a majority of the members of the Board.

C. Notice

Notice of all meetings of the Workforce Development Board shall be given at least seven (7) days previous thereto by written communication, mailed faxed or delivered personally to each member at his/her business address. Said notice shall be the responsibility of the Administrative Entity's staff, which shall also be responsible for making such notice public.

Attendance at or participation in a meeting by a member of the Board waives any required notice of the meeting unless the Board member, upon arriving at the meeting or prior to the vote on a matter not noticed as set forth herein, objects to lack of notice and does not vote for or assent to the objected to action. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in any notice or waiver of notice of such meeting.

D. Agenda

The business of all meetings of the Board shall be those matters identified in the meeting agenda. All requests of matters for Board consideration are to be communicated to the

Chair and executive director at least ten (10) days before the scheduled Board meeting. The Board may add additional items to the agenda with the affirmative vote of the Board.

E. Quorum

At all meetings of the Board, 40% of all the members of the Board who are entitled to a vote shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the members of the Board who are entitled to a vote and who are present at any meeting at which there is a quorum shall be the act of the Board, unless the action is one upon which, by express provision of applicable law, or these Bylaws, a different vote is required, in which case such express provision shall govern and control. If a quorum shall not be present at any meeting of Board, the members of the Board present thereat may adjourn the meeting, from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

F. Telephonic Meetings

The Board may conduct meetings by means of a conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other, and participation in a meeting in this manner shall constitute presence in person at the meeting.

G. Written Consent

At the discretion of the Chair, the members of the Board may be polled by fax, e-mail, or other written communication, to take action on an item(s) requiring expedited attention. For such action to be effective, written response to the communication must be received by at least 40% of the members of the Board who are entitled to vote, and the majority of those members must have affirmatively consented to such action. Written evidence of the action taken shall be included in the minutes filed with the corporate records.

F. Voting

Subject to the conflict of interest policy set forth herein, the act of a majority of the voting members present at a duly organized meeting at which a quorum is present shall be the act of the Board. Voting shall be conducted per Roberts Rule of Order.

G. Proceedings for Meetings

Meeting proceedings will be governed by Roberts Rules of Order, Newly Revised.

#### **ARTICLE IV – BYLAW AMENDMENTS**

A. Proposal

Amendments to these bylaws may be made whenever it is felt necessary for the best interest of the Board. Such amendments shall be proposed in writing and transmitted with agenda announcements prior to all meetings.

B. First Reading

The motion for such amendments shall be made to the Executive/Finance Committee the meeting following drafting and this shall constitute the first reading.

C. Voting

A vote will be taken at the meeting following the First Reading of the proposed Bylaws. A two-thirds majority of those voting at all Board meetings (per Article V, Section 2B, Voting) shall be required to amend these bylaws.

**ARTICLE V – CONFLICTS OF INTEREST**

Except for voting on the local plan as required under WIOA (or any predecessor legislation or amendments to WIOA), excluding modifications, no Board member may vote on or participate in debated on any item before the Board on regarding provision of services by such member, by an entity that such member represents, (or by which the member is employed) or that would provide direct financial benefit to such member or the immediate family of such member. Furthermore, members should abstain from voting on items of business where members of the community and others may feel there is the appearance of a vested interest. In addition, no member of the Board may engage in any other activity determined by the Chief Elected Official to constitute conflict of interest as specified in the Missouri State Plan (as defined in WIOA).

**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. Louis County Workforce Investment Board  
The following local board members attest by their signatures that they have reviewed and understand the board's current by-laws:

|   |                        |   |                          |
|---|------------------------|---|--------------------------|
| <u>Patrick Murray</u><br>PATRICK MURRAY     | <u>3/23/16</u><br>Date | <u>Hugh McVeey</u><br>HUGH McVEEY       | <u>3/23/16</u><br>Date   |
| <u>Malik Ahmed</u><br>MALIK AHMED           | <u>3/23/16</u><br>Date | <u>Mike Molligan</u><br>MIKE MOLLIGAN   | <u>3/23/16</u><br>Date   |
| <u>Gwen Mizell</u><br>Gwen Mizell           | <u>3/23/16</u><br>Date | <u>Don Willey</u><br>DON WILLEY         | <u>3-23-16</u><br>Date   |
| <u>Mary Schaeffer</u><br>MARY SCHAEFFER     | <u>3/23/16</u><br>Date | <u>John Frederick</u><br>JOHN FREDERICK | <u>3-23-2016</u><br>Date |
| <u>Merline Anderson</u><br>MERLINE ANDERSON | <u>3/23/16</u><br>Date | <u>Paul Birk</u><br>PAUL BIRK           | <u>3.23.2016</u><br>Date |
| <u>Reginald Scott</u><br>REGINALD SCOTT     | <u>3/23/16</u><br>Date | <u>Kevin Whibley</u><br>KEVIN WHIBLEY   | <u>03-23-16</u><br>Date  |
| <u>Lydia Mitchell</u><br>LYDIA MITCHELL     | <u>3/23/16</u><br>Date | _____                                   | Date                     |
| <u>Mary Grott</u><br>MARY GROTT             | <u>3/23/16</u><br>Date | _____                                   | Date                     |
| <u>Roderick Nunn</u><br>RODERICK NUNN       | <u>3/23/16</u><br>Date | _____                                   | Date                     |
| <u>Caroline Battles</u><br>CAROLINE BATTLES | <u>3/23/16</u><br>Date | _____                                   | Date                     |

**The LWDA does not include more than one unit of local government. This attachment is not applicable to the region.**

**Workforce Investment Board and Youth Council**  
**Conflict of Interest Code**

The key responsibilities of the Workforce Investment Board include broad-based strategic planning, more efficient use of resources, improved service delivery, results-based accountability and increased employer involvement.

In order to ensure that the citizens of St. Louis County have complete confidence in those individuals appointed by the County Executive to serve on the Workforce Investment Board and Youth Council, these individuals agree to abide by the following conflict of interest provisions as required by the Workforce Innovation and Opportunity Act.

**Restricted Activities:**

1. No member of the Workforce Investment Board and Youth Council shall:
  - a. Cast a vote or participate in any decision-making capacity on any matter under consideration:
    - regarding the provision of services by such member (or by an entity that such member represents); or
    - that would provide direct financial benefit to such member or the immediate family of such member.
  - b. Engage directly or indirectly in any business transactions or private arrangement for profit that accrues from or is based upon his or her official position or authority on the Board.
  - c. Participate in the negotiation of or decision to award contracts or grants, the settlement of any claims or charges in any contracts or grants, the certification of any eligible providers or the establishment of any designation of any local workforce investment areas or the establishment of any one stop delivery system, with or for any entity in which he or she has a financial or personal interest.
  - d. No individual may be placed in a Workforce Innovation and Opportunity Act employment activity if a member of that person's immediate family is directly supervised by or directly supervises that individual.
2. Representation of interests.

No member of either of the boards shall represent or act as agent for any private interest, whether for compensation or not, in any transaction in which the board has a direct and substantial interest and which could be reasonably expected to result in a conflict between a private interest of the board and his official board responsibility.

A business sector representative may not be an employee of a public sector organization represented on the local Workforce Investment Board, including state and local government agencies.
3. Misuse of information.

No member of the board shall, for his or her own personal gain or for the gain of others, use any information obtained as a result of his or her board membership and not available to the public at large or divulge such information in advance of the time prescribed for its authorized release.
4. Misuse of board facilities and equipment.

No member of the board shall use any board equipment, supplies or properties for his or her own private gain or for other designated purposes.

**Duties of Board Members:**

It shall be the duty of all board members to:

1. Excuse themselves from their official board duties if there is a conflict of interest.
2. Advise the board of any potential conflict(s) of interest.
3. Ask the board for an opinion if they have any doubts that a specific situation involves a conflict of interest.

**Violations of the Conflict of Interest Code:**

If, after an investigation, the board believes that this Code has been violated, it can recommend to the County Executive that the individual who has violated the Code be removed as a member of the board for a violation of this Code, even if the board has not made such a recommendation.

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Signature of Board Member

---

Date

## ASSURANCES

1. The Subrecipient assures that it and its subrecipients shall establish in accordance with WIOA Section 184, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of and accounting for funds made available by the Annual Agreement.
2. The Subrecipient assures that it and its subrecipients shall comply with 2 CFR Part 200, et al., for funds made available by the Annual Agreement.
3. The Subrecipient assures that it and its subrecipients shall comply with requirements of the Americans with Disabilities Act of 1990 (or as amended) and associated Code of Federal Regulations as applicable to the entity directly or indirectly as recipients of contracted funds from the state of Missouri.
4. The Subrecipient assures that it and its subrecipients shall comply with Title VI of the Civil Rights Act of 1964, as amended, and implementing regulations at 29 CFR part 31, which prohibit discrimination and require provision of equal opportunity on the basis of race, color, or national origin.
5. The Subrecipient assures that it and its subrecipients shall comply with Section 504 of the Rehabilitation Act of 1973 (P.L. 93-112), as amended (including amendments made by the Americans with Disabilities Act Amendments Act of 2008), and U.S. Department of Labor's implementing regulations at 29 CFR part 32, which prohibit discrimination and require provision of equal opportunity on the basis of disability.
6. The Subrecipient assures that it and its subrecipients shall comply with Title IX of the Education Amendments of 1972, as amended, and implementing regulations at 29 CFR part 36, which prohibit discrimination and require provision of equal opportunity on the basis of sex in education and training programs.
7. The Subrecipient assures that it and its subrecipients shall comply with Age Discrimination Act of 1975, as amended, and implementing regulations at 29 CFR part 35, which prohibit discrimination and require provision of equal opportunity on the basis of age, but permit certain distinctions based on or related to age.
8. The Subrecipient assures that it and its subrecipients shall comply with the Privacy Act of 1974, as amended. These funds cannot be used in contravention of 5 U.S.C. 552a or regulations implementing that section.
9. In accordance with the Departments of Labor, Health and Human Services, and Education and Related Agencies Appropriations Act, Public Law (P.L.) 101-166, Section 511, "Steven's Amendment", the Subrecipient and its subrecipients shall not issue any statements, press releases, and other documents describing projects or programs funded in whole or in part with

Revised  
June 30, 2015

Federal money unless the prior approval of the state agency is obtained and unless they clearly state the following as provided by the state agency:

- the percentage of the total costs of the program or project which will be financed with Federal money;
  - the dollar amount of Federal funds for the project or program; and
  - percentage and dollar amount of the total costs of the project or program that will be financed by nongovernmental sources.
10. The Subrecipient assures that it and its subrecipients shall comply with the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255) as amended, relating to nondiscrimination on the basis of drug abuse; the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616) as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; Sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290 dd.2), as amended, relating to confidentiality of alcohol and drug abuse patient records; Title VIII of the Civil Rights Act of 1968 (42 U.S.C. 3601 et seq.) as amended, relating to nondiscrimination in the sale, rental or financing of housing; any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and the requirements of any other non-discrimination statute(s) which may apply to the application.
  11. The Subrecipient assures that it and its subrecipients shall comply with the Requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provides for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
  12. The Subrecipient assures that it and its subrecipients shall comply with provisions of the Hatch Act (5 U.S.C. 1501-1508 and 5 U.S.C. 7324-7326), which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
  13. The Subrecipient assures that it and its subrecipients shall comply as applicable, with the provisions of the Davis-Bacon Act, as amended (40 U.S.C. 3141-3148), as supplemented by 29 CFR Part 5, the Copeland Act (18 U.S.C. 874 and 40 U.S.C. 3145), as supplemented by 29 CFR Part 3, and the Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708), regarding labor standards for federally assisted construction subagreements.
  14. The Subrecipient assures that it and its subrecipients shall comply as applicable, with the Flood Insurance Purchase Requirements of Section 102(A) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
  15. The Subrecipient assures that it and its subrecipients shall comply with Environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures

under the National Environmental Policy Act of 1969 (P.L. 91-190) and Presidential Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in flood plains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. 1451 et. seq.); (f) conformity of Federal actions to State (Clear Air) Implementation Plans under Section 176(c) of the Clear Air Act of 1955, as amended (42 U.S.C. 7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended, (P.L. 93-523); and (h) protection of endangered species under the Endangered Species Act of 1973, as amended, (P.L. 93-205).

16. The Subrecipient assures that it and its subrecipients shall comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. 1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
17. The Subrecipient assures that it and its subrecipients shall assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. 470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. 469a.1 et seq.).
18. The Subrecipient assures that it and its subrecipients shall comply with The National Research Service Award Act of 1974 (P.L. 93-348) regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
19. The Subrecipient assures that it and its subrecipients shall comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. 2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
20. The Subrecipient assures that it and its subrecipients shall annually monitor and resolve monitoring findings of subrecipients receiving funds under WIOA. Such monitoring shall be done in accordance with WIOA Section 184(a)(4), 2 CFR Part 200.328, 200.331 and additional requirements as issued by the Contractor.
21. The Subrecipient assures that it and its subrecipients shall not use funds received under WIOA to displace any currently employed employee or previously laid off employee from the same or substantially equivalent job in accordance with WIOA Section 181(b)(2)(A).
22. The Subrecipient assures that it and its subrecipients shall comply with the confidentiality requirements of WIOA Section 116(i)(3) and 2 CFR Part 200.303(e).
23. The Subrecipient assures that it and its subrecipients shall not use funds received under WIOA to assist, promote, or deter union organizing in accordance with WIOA Section 181(b)(7).
24. The Subrecipient assures that it and its subrecipients shall not expend funds provided under WIOA for those activities identified as being prohibited.

25. The Subrecipient assures that it and its subrecipients receiving WIOA funds shall provide services through the Local Workforce Development Area Plan that are consistent with the state of Missouri Workforce Investment Plan (or as modified).
26. The Subrecipient assures that it and its subrecipients shall comply with Consolidated Appropriations Act of 2014 (P.L. 113-235 (Division H, Title I, Section 105)) none of the funds appropriated under the heading "Employment and Training" in the appropriation statute(s) may be used by a recipient or subrecipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II. This limitation shall not apply to vendors providing goods and services as defined in 2 CFR Part 200.330. Where States are recipients of such funds, States may establish a lower limit for salaries and bonuses of those receiving salaries and bonuses from subrecipients of such funds, taking into account factors including the relative cost-of-living in the State, the compensation levels for comparable State or local government employees, and the size of the organizations that administer Federal programs involved including Employment & Training Administration programs.
27. The Subrecipient assures that it and its subrecipients shall comply with the Jobs for Veterans Act (JVA), (P.L. 107-288 (38 USC 4215)), as implemented by 20 CFR Part 1010. The JVA provides priority of service to veterans and spouses of certain veterans for the receipt of employment, training, and placement services. Agreement by a program operator to implement priority of service is a condition of receipt of DOL funds. The Planning Guidance (either the Stand-Alone Planning Guidance at 73 FR 72853 (December 1, 2008) or the Unified Planning Guidance at 73 FR 73730 (December 3, 2008)) and TEGL 10-09 requires states to describe the policies and strategies in place to ensure, pursuant to the Jobs for Veterans Act and the regulations, that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded in whole or in part by the USDOL. In addition, the states are required to provide assurances that they shall comply with the Veterans' Priority of Service Provisions established by the Jobs for Veterans Act (P.L. 107-288 (38 USC 4215)) and TEGL 10-09.
28. The Subrecipient assures that it and its subrecipients shall comply with 285.530 RSMo.
  - Pursuant to section 285.530.2, RSMo, the Subrecipient shall maintain enrollment and participation in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the contracted services included herein.
  - Pursuant to section 285.530.5, RSMo, neither the Subrecipient nor any subcontractor shall knowingly employ, hire for employment, or continue to employ an unauthorized alien to perform work within the state of Missouri. In accordance with sections 285.525 to 285.550, RSMo a general contractor or subcontractor of any tier shall not be liable when such contractor or subcontractor contracts with its direct subcontractor who violates subsection 1 of section 285.530, RSMo if the contract binding the contractor and subcontractor affirmatively states that:

- a. the direct subcontractor is not knowingly in violation of subsection 1 of section 285.530, RSMo and
  - b. shall not henceforth be in such violation and
  - c. the contractor or subcontractor receives a sworn affidavit under the penalty of perjury attesting to the fact that the direct subcontractor's employees are lawfully present in the United States.
- The Exhibit II E-Verify documents shall be completed and returned to the Contractor.
29. The Subrecipient assures that it and its subrecipients shall comply with Missouri Governor Executive Order 04-09. No award of a contract shall be made to a vendor who contemplates performing work pursuant to the contract at a site outside the United States, unless one of the conditions of Executive Order 04-09 is met.
30. The Subrecipient assures that it and its subrecipients shall expend funds provided by the Annual Agreement in accordance with WIOA regulations, USDOL, DWD guidance, and all other applicable federal, state, or local laws.
31. By signature of the Annual Agreement, the Subrecipient provides the following Certification regarding Lobbying in accordance with 2 CFR Part 200.450 and 29 CFR 93 and certifies that to the best of his or her knowledge and belief:
- No federal appropriated funds have been paid or will be paid, by or on behalf of the signatory, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
  - If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the signatory shall complete and submit Standard Form –LLL “Disclosure of Lobbying Activities”, in accordance with its instructions.
  - The signatory shall require that the language of this Certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.
  - This Certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this Certification is a prerequisite

for making or entering into this transaction imposed by 31 U.S.C. 1352. Any person who fails to file the required Certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

32. By signature of the Annual Agreement, the Subrecipient provides the following Certification regarding a Drug Free Workplace in accordance with the Drug Free Workplace Act of 1988, 41 U.S.C. 8101 et seq., 2 CFR Part 182, and 29 CFR Part 94 and certifies that it will or will continue to provide a drug free workplace by:
- (1.) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
  - (2.) Establishing an ongoing drug-free awareness program to inform employees about:
    - A. The dangers of drug abuse in the workplace;
    - B. The grantee's policy of maintaining a drug-free workplace;
    - C. Any available drug counseling, rehabilitation, and employee assistance programs;
    - D. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
  - (3.) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (1);
  - (4.) Notifying the employee in the statement required by paragraph (1) that, as a condition of employment under the grant, the employee will:
    - A. Abide by the terms of the statement;
    - B. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
  - (5.) Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph (4) (B) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number (s) of each affected grant;
  - (6.) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (4) (B), with respect to any employee who is so convicted:
    - A. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

- B. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
- (7.) Making a good faith effort to continue to maintain a drug free workplace through implementation of paragraphs (1), (2), (3), (4), (5) and (6).
33. By signature of the Annual Agreement, the Subrecipient provides the following Certification regarding Debarment and Suspension in accordance with 2 CFR Part 180 and certifies that to the best of his or her knowledge and belief that it and its principals:
- Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - Have not within a three-year period preceding this Annual Agreement been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - Are not presently indicted or otherwise criminally or civilly charged by a government entity (Federal, State or local) with commission of any of the offenses enumerated in this certification; and,
  - Have not within a three-year period preceding this Annual Agreement had one or more public transactions (Federal, State, or local) terminated for cause or default.
  - Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall submit an explanation to the Contractor.

**34. NONDISCRIMINATION & EQUAL OPPORTUNITY ASSURANCE:**

*Note: This particular assurance (portions which are duplicated elsewhere in other assurances) is applicable to the extent that the program activities are conducted as part of the One Stop delivery system (See 29 CFR 37.2).*

As a condition to the award of financial assistance from the Department of Labor under Title I of WIOA, the Subrecipient assures that it and its subrecipients shall comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

- (1) Section 188 of the Workforce Innovation and Opportunity Act of 2014 (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA financially assisted program or activity;
- (2) Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, religion, or national origin;
- (3) Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- (4) The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
- (5) Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The Subrecipient and its subrecipients also assure that it shall comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the Subrecipient's operation of WIOA financially assisted program or activity, and to all agreements the Subrecipient makes to carry out the WIOA financially assisted program or activity. The Subrecipient understands that the United States has the right to seek judicial enforcement of this assurance.

35. The Subrecipient assures that it will register in the System for Award Management (SAM) database at [www.sam.gov](http://www.sam.gov), and maintain current registration at all times during the pendency of this Annual Agreement. In order to register in SAM, a valid Dun and Bradstreet Data Universal Numbering System (DUNS) Number is required. See [www.dnb.com](http://www.dnb.com).
36. The Subrecipient assures that it and its subrecipients shall comply with the Buy American Notice Requirement. In the case of any equipment or product that may be authorized to be purchased with financial assistance provided using funds available under WIOA, it is the sense of the Congress that entities receiving the assistance should, in expending the assistance, purchase only

American-made equipment and products, as required by the Buy American Act (41 USC 8301-8303). See WIOA Section 502—Buy American Requirements.

37. The Subrecipient assures that it and its subrecipients shall comply with EO 13333. This agreement may be terminated without penalty, if the grantee or any subgrantee, or the Subrecipient or any subrecipient engages in: “(i) severe forms of trafficking in persons; (ii) the procurement of a commercial sex act during the period of time that the grant, contract, or cooperative agreement is in effect; (iii) the use of forced labor in the performance of the grant, contract, or cooperative agreement; or (iv) acts that directly support or advance trafficking in persons.” (22 U.S.C. § 7104(g))
38. The Subrecipient assures that it and its subrecipients shall comply with Special Requirements for Conferences and Conference Space. The Subrecipient must obtain prior approval from the Contractor before holding any conference (which includes meeting, retreat, seminar, symposium, training activity or similar event held in either Federal or non-Federal space), or any activity related to holding a conference, including, but not limited to, obligating or expending contracted funds, signing contracts for space or services, announcing Grantor’s or Contractor’s involvement in any conference, and using Grantor or Contractor official’s name or Grantor’s or Contractor’s name or logo. The Grantor or Contractor retains the right to obtain information from the Subrecipient about any conference that is funded in whole or in part with contracted funds.
39. Pursuant to EO 13043 (April 16, 1997), Increasing the Use of Seat Belts in the United States, the Subrecipient and its subrecipients are encouraged to adopt and enforce on-the-job seat belt policies and programs for their employees when operating vehicles, whether organizationally owned or rented or personally owned.
40. Pursuant to EO 13513: Sec. 4. Text Messaging While Driving by Government Contractors, Subcontractors, and Recipients and Subrecipients. Contractors, subcontractors, and recipients and subrecipients are encouraged to adopt and enforce policies that ban text messaging while driving company-owned or -rented vehicles or Government-owned, Government-leased, or Government-rented vehicles, or while driving privately-owned vehicles when on official Government business or when performing any work for or on behalf of the Government, and to conduct initiatives of the type described in section 3(a) of the Executive Order.
41. The Subrecipient assures that it and its subrecipients shall comply with TEGL 37-14, which prohibits discrimination based on gender identity, gender expression, and sex stereotyping.
42. The Subrecipient assures that it and its subrecipients shall comply with 2 CFR Part 200.322 regarding Procurement of recovered materials.
43. The Subrecipient assures that it and its subrecipients shall comply with Appendix II to 2 CFR Part 200, “Contract Provisions for Non-Federal Entity Contracts Under Federal Awards.”

44. Pursuant to EO 12928, the Subrecipient and its subrecipients are strongly encouraged to provide subcontracting/subgranting opportunities to Historically Black Colleges and Universities and other Minority Institutions such as Hispanic-Serving Institutions and Tribal Colleges and Universities; and to Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals.
45. As clarified by EO 13166, Improving Access to Services for Persons with Limited English Proficiency, dated August 11, 2000, and resulting agency guidance, national origin discrimination includes discrimination on the basis of limited English proficiency (LEP). To ensure compliance with Title VI, Subrecipients and their subrecipients must take reasonable steps to ensure that LEP persons have meaningful access to programs in accordance with DOL's Policy Guidance on the Prohibition of National Origin Discrimination as it Affects Persons with Limited English Proficiency Volume 68, Number 103, Pages 32289-32305. Meaningful access may entail providing language assistance services, including oral and written translation, where necessary. Subrecipients and their subrecipients are encouraged to consider the need for language services for LEP persons served or encountered both in developing budgets and in conducting programs and activities.
46. Conferences sponsored in whole or in part by Subrecipients or their subrecipients are allowable if the conference is necessary and reasonable for the successful performance of the Federal Award. Subrecipients and their subrecipients are urged to use discretion and judgment to ensure that all conference costs charged to the grant are appropriate and allowable. For more information on the requirements and allowability of costs associated with conferences, refer to 2 CFR 200.432.
47. The Subrecipient and its subrecipients must ensure that the use of these funds for health benefits coverage complies with 50 and 507 of Division G of P.L. 113-235, the Consolidated and Further Continuing Appropriations Act, 2015.
48. The Subrecipient and its subrecipients shall comply with The Architectural Barriers Act of 1968, 42 U.S.C. 4151 et seq., as amended, the Federal Property Management Regulations (41 CFR 102-76), and the Uniform Federal Accessibility Standards issued by GSA (see 36 CFR 1191, Appendixes C and D) set forth requirements to make facilities accessible to, and usable by, the physically handicapped and include minimum design standards. All new facilities designed or constricted with grant support must comply with these requirements.
49. Pursuant to 15 U.S.C. 2225a, the Subrecipient and its subrecipients must ensure that all space for conferences, meetings, conventions or training seminars funded in whole or in part with federal funds complies with the protection and control guidelines of the Hotel and Motel Fire Safety Act (P.L. 101-391, as amended). Subrecipients and their recipients may search the Hotel Motel National Master List at <http://www.usfa.dhs.gov/applications/hotel> to see if a property is in compliance, or to find other information about the Act.
50. Subrecipients and their subrecipients are prohibited from entering into a contract, memorandum of understanding, or cooperative agreement with, make a grant to, or provide a loan or loan

guarantee to, any corporation that was convicted of a felony criminal violation under any Federal law within the preceding 24 months, where the awarding agency is aware of the conviction, unless a Federal agency has considered suspension or debarment of the corporation and has made a determination that this further action is not necessary to protect the interest of the Government.

51. The Subrecipient and its subrecipients must ensure that no funds made available under a Federal Act may be used for any contract with any foreign incorporated entity which is treated as an inverted domestic corporation under section 835(b) of the Homeland Security Act of 2002 (6 U.S.C. 395(b)) or any subsidiary of such an entity. Waivers to this regulation may be granted by the Secretary of Labor if the Secretary determines that the waiver is required in the interest of national security.
52. The Subrecipient and its subrecipients may not enter a contract, memorandum of understanding, or cooperative agreement with, make a grant to, or provide a loan or loan guarantee to, any corporations that has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, where the awarding agency is aware of the unpaid tax liability, unless a Federal agency has considered suspension or debarment of the corporation and has made a determination that this further action is not necessary to protect the interests of the Government.
53. The Subrecipient and its subrecipients must ensure that these funds are not provided to the Association of Community Organizations for Reform now (ACORN), or any of its affiliates, subsidiaries, allied organizations or successors.
54. Pursuant to 2 CFR 200.400(g), non-Federal entities may not earn or keep any profit resulting from Federal financial assistance, except as authorized by WIOA Section 121(d) for One-Stop operators (American Job Centers) or service providers which are for-profit entities.

**St. Louis County LWDA  
Sub-state Monitoring Policy & Plan**

# **St. Louis County Region Sub-State Monitoring Policy & Plan**

## **1. Responsible Representative-**

The St. Louis County Local Workforce Development Area chose St. Louis County's Technical Research & Compliance Manager to serve as the "Responsible Representative" for programmatic oversight functions. The decision was based upon a culmination of factors that took into account, expertise, the ability to interpret Training Employment & Guidance Letters, the ability to interpret DWD Issuances, the ability to provide training, the ability to participate as a regional representative and the lack of any conflict-of-interest. As an employee of St. Louis County Government, the Technical Research & Compliance Manager has an inherent interest in ensuring services are delivered according to federal, state and local policies.

The St. Louis County Local Workforce Development Area chose St. Louis County's Human Services Fiscal Department to serve as the "Responsible Representative" for financial monitoring and review functions. The decision was based upon their direct knowledge of financial policies and procedures as required by the Division of Workforce Development. The decision was also based upon their direct expertise and understanding of St. Louis County Government financial policies and procedures. As employees of St. Louis County Government, the Fiscal Department has an inherent interest in ensuring all funds are distributed appropriately, accurately tracked and accounted for at all times.

## **2. Accountability-**

The Technical Research & Compliance Manager will provide an annual report at the end of each program year. The report will be disseminated to the Board, CLEO, all subcontractors, the St. Louis County Workforce Development Director and other pertinent staff.

## **3. Compliance and Performance-**

The Technical Research & Compliance Manager will provide annual monitoring reports to the Board and CLEO regarding compliance with the terms and conditions of each contractual scope of work. In addition, the subcontractor and area performance review will be provided to both the Board and CLEO on an annual basis. The monitoring reports will also cover the adequacy of assessment, planning of activities/services, the coordination with One-Stop partners to meet the comprehensive needs of customers and customer outcomes.

When problems are identified, prompt and appropriate corrective action will be taken.

## **4. Compatibility-**

The monitoring tools utilized to conduct annual monitoring will take into account the intent of WIOA, all TEGs, Issuances, Local Policies, DWD monitoring tools and subcontractors Scope of Work.

## **5. Quality Assurance-**

Annual monitoring will include a review of program quality and provide for a continuous improvement of service delivery. Monitoring will include a comprehensive examination of compliance issues cited in prior Federal, State and Local reviews. A written determination will state whether corrective measures were taken to address issues has proven effective.

**6. Methodology and Target Universe-**

- a. The LWDA Board will use a random-sampling technique in participant file reviews to test eligibility in every funding stream.
- b. WIOA Adult and WIOA Dislocated Worker will be combined for sampling NGCC service delivery. Every program year, the Board will monitor one statistically valid sample of WIOA career-only enrollments
- c. Every program year, the Board will monitor one statistically valid sample of Adult participants enrolled in **each** of the following services:
  - Classroom Training
  - On-the-Job Training
  - Work experience/Internship
  - Supportive Services/Needs-related payments
  - All other services that result in a direct payment being made to, or on behalf of a participant
- d. Every program year, the Board will monitor one statistically valid sample of Dislocated Worker participants enrolled in **each** of the following services:
  - Classroom Training
  - On-the-Job Training
  - Work experience/Internship
  - Supportive Services/Needs-related payments
  - All other services that result in a direct payment being made to, or on behalf of a participant
- e. The following sample size will be used for every sample, depending upon the universe to be reviewed.

| <u>Universe</u> | <u>Sample Size</u> |
|-----------------|--------------------|
| 1-200           | 69                 |
| 201-300         | 78                 |
| 301-400         | 84                 |
| 401-500         | 87                 |
| 501-1,000       | 96                 |
| 1,001-2,000     | 100                |
| 2,001-10,000    | 105                |

- f. At a minimum, records will be reviewed for:
  - Eligibility documentation and/or priority for the programs and services received
  - Orientation to services
  - Orientation of the participant to their rights under compliance and grievance procedures
  - Justification for the provision of Individualized Career Services or Training services
  - Method of assessment
  - Employment planning
  - Individual Training Accounts

- Appropriateness and accuracy of participant payments (e.g. Supportive services, Incentives, Needs-related payments)
- Appropriate data entry
- Posting of outcomes, including the attainment of a degree, certificate, credential and supplemental employment data

g. Youth monitoring procedures will be adjusted to include the following WIOA changes:

- New eligibility criteria & barriers
- 5% over-income exception
- 5% limit on In-School Youth enrolled with the “Requires Additional Assistance” barrier
- 20% work-based learning with educational component requirement
- 75% Out-of-School Youth expenditure rate

*The Board will also incorporate additional 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.*

## **7. Financial Monitoring Review-**

The Board’s financial representative- Department of Human Services-Fiscal Department- will conduct annual on-site monitoring of sub recipients to ensure fiscal integrity. The Financial Monitoring Review will be performed to comply with WIOA section 184(a)(4) [29 U.S.C. 3244(a)(4)], annual DWD agreements and 2 CFR Part 200 and part 2900. The review is to 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. The review will ensure the sub-recipient meets the terms and conditions of the sub-award and the fiscal goal or requirements and that the amounts are accurate, allowable, supported by documentation and properly allocated. The review will be provided in a written report to the Board. The review will identify areas of noncompliance and remedy recommendations. The Financial Monitoring Review 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 also incorporate additional financial 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 Outreach Plan

For

American Job Centers

St. Louis Regional Area

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***PART ONE***  
***EXECUTIVE SUMMARY***

**A. Goals of Plan:**

This Business Outreach Plan has been developed by the Business Service Group in response to a clearly defined need to improve services to our business customers.

This Business Outreach Plan addresses key initiatives that ensure more efficient system-wide point of contact delivery system that will promote long-term economic and workforce development growth for the St. Louis region.

This Business Outreach Plan will ensure that:

- Contact with local businesses will be coordinated to avoid duplication
- All partners will be able to provide the full range of the system's services through coordination
- All partners will use standardized procedures when contacting businesses

All partners will share information about business contacts by recording contact information in TOOLBOX

## **B. Program Partners / WIOA CORE PARTNERS**

|                                     |
|-------------------------------------|
| Family Workforce Centers of America |
| Better Family Life                  |
| Urban League                        |
| St. Louis Public Schools ( AEL)     |
| Division Workforce Development      |
| Vocational Rehab                    |

### BSG TEAM MEMBERS ARE AS FOLLOWS:

Joe Meyer – Business Service Representative  
Susan McKnight – Business Service Representative  
Deandre Barry – Business Service Representative  
Karen Farria – Business Liaison  
Vamadu Sheriff – Business Liaison (p/t)  
Derek Collins - Business Service Manager

### BSG Team Members have the following roles / responsibilities:

- Identify new job development opportunities and maintain long-term public/private partnerships
- Monitor assigned employer accounts
- Conduct outreach services to the local business community
- Assist employers with staff development needs
- Organize recruitment events, networking events, pre-screening, interviewing process, identify qualified job candidates, and post job orders on Jobs.mo.gov
- Monitor program performance to ensure compliance
- Provide mandatory documentation
- Ensure Saint Louis County Workforce Development is in compliance with Workforce Innovation and Opportunity Act (WIOA)
- Provide administrative support for On-the-Job Training Program
- Review Case Manager files pertaining to On-the-Job Training Program
- Attend Chamber of Commerce functions and support special events sponsored by Saint Louis County.

The above list of partners may change periodically because of new or expired contracts.

### **C. Plan Design**

The Business Outreach Team has created a flexible plan specifically designed to meet the unique needs of St. Louis businesses and American Job Center partners.

The key components of the plan include:

- Researching the needs of our local businesses
- Description of service delivery strategies
- Description of the account management system
- Description of standardized practices

Our goal is to ensure that **all** American Job Centers and partner satellite offices in the St. Louis Region provide consistent information, appropriate referrals, and a high-level of customer service to our business community.

### **D. Business Development Protocol**

#### **BUSINESS DEVELOPMENT PROTOCOL**

1. St. Louis County BSG will initiate contact with new/existing businesses in the St. Louis Metropolitan region with a focus on St. Louis County industry clusters.
2. The BSG will create a solid relationship and rapport between St. Louis County and said industry.

- ✓ Identifying business needs (employment, turn-over rate, training etc.)
  - ✓ Introduce the American Job Center (partners, services etc...)
3. Once a joint business plan is established /developed, the BSG will designate two American Job Center representatives who will serve as the primary contacts for that particular employer / industry.
  4. The selection process for representatives will be based on several factors including but not limited to:
    - Industry needs
      - i. Staffing
      - ii. Availability
    - Representatives Expertise
  5. Representatives are 100% responsible for ensuring the industry is satisfied with our services. Should the representative have questions or concerns, they should consult with the BSG Supervisor. Before a relationship is terminated or before any major changes are made in the relationship, the BSG Supervisor should be consulted.
  6. Representatives should provide St. Louis County BSG Supervisor with a monthly report of pre-determined pertinent information regarding the industry cluster they are representing. This report will allow the BSG Supervisor to stay apprised of the relationship and also allow the BSG Supervisor to provide suggestions/feedback to the representatives.
  7. Although, we will monitor collaborative efforts, our goal is not oversee or manage the representatives. Our goals are:
    - To ensure quality service to our local business as their one-stop employment/training provider
    - To eliminate the confusion industries feel when contacted by multiple reps within the same organization
    - To prepare the American Job Center & its partners for Functional Management
    - To move the American Job Center beyond the social service stigmatization into a professional & well organized service.

## ***PART TWO***

### ***MISSION, VISION, VALUES, AND GOALS***

#### **Mission**

To partner with business and community leaders to support the economic development for the St. Louis Metropolitan Region.

## **Vision**

To effectively deliver recruitment assistance and other services to businesses by establishing an aligned regional point of contact.

## **Values**

Our work is guided by the following core beliefs:

- We believe that local communities are in the best position to address local workforce needs.
- We believe that the workforce system must be business/employer-driven.
- We believe in collaboration and partnership.
- We believe in conducting business in accordance with the highest standards of ethics, accountability and efficiency.

## **Goals**

Increase market penetration of the following programs

1. OJT Placement / Agreements
2. WRM (Work Ready Missouri)
3. Recruitment Events

Baseline data \_\_\_\_\_

Goal \_\_\_\_\_

2. Increase # of business relationships and improve upon existing relationships.

Baseline data \_\_\_\_\_

Goal \_\_\_\_\_

3. Increase # of job orders in Jobs.Mo.Gov.

Baseline data \_\_\_\_\_

Goal \_\_\_\_\_

## ***PART THREE***

### ***DESCRIPTION OF THE BUSINESS OUTREACH PLAN***

#### **A. Purpose**

1. The purpose of this document is to establish a standard operating procedure for those **contracting** with Missouri Department of Workforce Development and NGCC Partners and Contractors for Business Outreach and Development.
2. The primary goal is to coordinate on behalf of the American Job Center of St. Louis County and define business outreach guidelines and establish mutually beneficial relationships between partner agencies and area businesses.
3. To support and implement the NGCC System as defined in the Business Outreach Plan. All efforts are to establish and maintain a long-term relationship with businesses.

#### **B. NGCC (Next Generation Career System Description**

(Defined under Workforce Innovation Opportunity Act)

The One-Stop Delivery System is a system under which all organizations responsible for administering employment and training services collaborate to create a seamless system of service delivery. This system will enhance access to workforce development services and improve long-term employment outcomes for individuals and businesses receiving the services. The system in the St. Louis Area provides delivery of these services through the American Job Center (AJC).

Employment and training services provided are:

1. Recruitment and Hiring Services include:

- Write job orders for posting on [www.Job.Mo.Gov](http://www.Job.Mo.Gov)
- Referral of qualified job seekers
- Veteran services and referrals
- Job Fairs
- Interview space
- Pre-screening and coordination of interviews at Missouri Career Centers
- Skills assessment of job seekers
- Tax Credits (Work Opportunities Tax Credit (WOTC) and Missouri Quality Jobs Program
- Compliance and regulatory information
- Labor Market Information (LMI) and market surveys

2. Training Services include:

- Customized training through partner organizations (our customized training programs are operated through local educational agencies)
- New jobs training
- English as a Second Language (ESL) classes

The NGCC System in the St. Louis Metro Area will consist of a network of partners providing unique services and programs that are linked physically and/or technologically through the American Job Center. Participating partners' job titles are Business Services Representatives, Workforce Development Specialists, and Veterans Representatives.

## **Summary of NGCC (Next Generation Career Center Model)**

1. The NGCC Model system will be maintained by Business Service Team through systematic & timely follow ups.
2. When making business contacts, all partner staff are to identify themselves as a Missouri Career Center Partner to reduce confusion and to establish brand identity.
3. All staff must check the Toolbox system prior to contacting businesses to ensure that previous contact has not been established by a partner agency within the past 60 days.
4. If anyone has made contact with that specific business in the past 60 days, staff must first contact the account manger to coordinate outreach efforts.
5. If contact has not been established by a partner agency or contact has not been maintained, initial contact can be made.
6. Once relationships with business are established, that person becomes the coordinate point of contact for that business and should be referred to prior to contacting that particular business.
7. All partner staff are to present and promote the Product Box Core Services available to the business to ensure that the business is fully aware of services offered by all partner agencies.
8. All employer contact information, job orders, and pertinent information will be maintained in Toolbox in a timely & efficient manner. The goal is to enter contacts within 24 hours.
9. If a service is not offered by the staff's agency, staff will contact appropriate partner agency to match needs of businesses.

10. Uniform marketing packages will be provided to businesses that outline all services available.

#### **D. Business Service Representative**

The Business Service Representative's responsibilities are referenced under the NGCC System. The Business Service Representative primary goal is to make sure that each account receives the best, customized services from the American Job Centers. He or she must also make sure that all the company's job openings are entered into Toolbox/Job.Mo.Gov Business preferences dictating each situation will require that the Business Service Representative to use his/her own judgment to determine the best method of service delivery.

The Business Service Representative will have 4 basic options to choose from in terms of deciding how an account will be handled. These options will provide maximum flexibility to serve the business, reduce duplication of contact and provide partners with better access to businesses that have jobs that match the needs of a particular client base. Here are the options and some examples of why you might pick a particular option:

Option 1 – Handle the account yourself.

- a. You have established a great rapport with the Human Resources person.
- b. You have access to the job getting team that will assist with referring individuals to the type of openings available.

Option 2 – Work the account as a team with other partner staff.

- a. The qualification requirements of the job openings at a company exceed the capabilities of individuals listed within the job getting team; therefore request assistance from other sources.
- b. The company is requesting things that are outside of your area of expertise.
- c. It is a large company with multiple openings in many departments all the time.
- d. The business wants to work with a team of people.

Option 3 – Pass the account to a partner.

- a. You have no client; therefore share openings with others to see if they can identify qualified openings at this business, which may mean that the business will be better served other agencies.
- b. The company is requesting services that only a partner can provide.
- c. You are unable to serve the business for whatever reason.

Option 4 – The account does not warrant constant monitoring. .

- a. It is a very small business with one opening and little chance for future openings.
- b. It is a company with high turnover that is almost always looking to fill a particular position.

These are just a few suggestions on how to make the judgment call that will best serve a particular business.

#### **E. Branding and Marketing**

1. Uniform and consistent branding will be implemented utilizing the approved American Job Center and Jobs.Mo.Gov Logo.
2. Standardized marketing materials will be developed for use by all MCC Business Outreach partners in presentation to area businesses of the Product Box Services offered by the St. Louis Metro Area American Job Centers.

Marketing materials will include:

- 4-color advertising brochures offering Product Box Services
- Standardized and personalized job order form
- Business cards (including approved MCC/ logo)



## CONSORTIUM PARTNER MEMORANDUM OF UNDERSTANDING

between

*St. Louis Community College,*

and

*St. Louis County Department of Human Services, Division of Workforce Development*

*St. Louis Community College*, as a sub-grant recipient for the Missouri STEM Workforce Innovation Networks (MoSTEMWINS) 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:

Grant Agreement #TC-26470-14-60-A-29

The federal awarding agency is the Department of Labor, Employment and Training Administration.

The Period of Performance is October 1, 2014 through September 30, 2018.

This consortium partner memorandum of understanding is by and between the undersigned Director of the *St. Louis County Department of Human Services, Division of Workforce Development* and the Chancellor of *St. Louis Community College* whereas both parties have developed this agreement in continued support of the MoSTEMWINS grant initiative. Under this MOU, both parties agree to provide integrated workforce services for the MoSTEMWINS grant target population to include Trade Act Assistance participants, veterans, unemployed participants, underemployed participants and low-skilled participants.

### **Purpose of the MOU**

In support of this statewide grant initiative 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 Understanding (MOU) to jointly enhance support for the career training and job placement of workers eligible under the TAACCCT MoSTEMWINS grant program. This MOU will serve to describe each party's role of services provided to the grant target population within their respective service areas.

## **Goal and Priorities**

MoSTEMWINs supports the development of innovative approaches to address current and future workforce needs in the science, technology, engineering and math (STEM) industries. As a consortium, Missouri's community colleges will serve the diverse workforce needs of the state and its citizens. Consortium colleges will work together to (1) collaborate on program design, including the development of new curriculum and course redesign; (2) improve efficiency by eliminating redundancies and sharing best practices; and (3) improve results by developing and implementing new and innovative approaches; and (4) connect target populations to educational opportunities which support employment opportunities in the State's growing STEM industries. By focusing on the following three strategies, Missouri's community colleges will introduce significant changes in the way they support adult student success.

- Strategy 1: **Accelerate Entry into Career Programs** by refining assessment, transforming developmental education and adding support services to meet the needs of TAA-eligible and other participants.
- Strategy 2: **Create Clear Pathways to STEM Careers** by expanding access to/developing new stacked and latticed credentials in programs that meet employer needs.
- Strategy 3: **Improve Employment Attainment** by working with industry, local WIBs, the state, and community-based organizations to engage, guide and employ participants.

## **Services Supported by the MOU**

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

*St. Louis Community College* will deliver WIN and NCRC assessments, academic advising, career counseling, basic and technical skills training, and program retention services to the grant participants. *St. Louis County Department of Human Services, Division of Workforce Development's* WorkKeys assessment realm will be utilized for MoSTEMWINs participants that come to a Career Center as the first point of entry. For the entire grant period, *St. Louis Community College* will serve 300 individuals in such areas as:

**MoSTEMWINs Portal** (includes Adult Learning Academy: Pre-Algebra, Adult Learning Academy: Elementary Algebra; Adult Learning Academy: Integrated Reading and Writing; Digital Literacy; STEM Readiness for Technology and Science pathways; and Career Assessment, Planning and Readiness)

### **Credit Programs**

- IT Help Desk/End-User Support Specialist Certificate of Specialization
- Life Science Lab Assistant Certificate of Specialization
- Precision Machining Technology Certificate of Specialization

### **Non-Credit Programs**

- Patient Care Technician Certificate of Completion
- LaunchCode reBootU Certificate of Completion
- Medical Assistant Certificate of Completion (pending funding)

*St. Louis Community College* will use *St. Louis County Department of Human Services, Division of Workforce Development* as the primary, but not the sole, source of referrals for MoSTEMWINs grant-related training.

*St. Louis County Department of Human Services, Division of Workforce Development* and *St. Louis Community College* will jointly serve on a regional advisory committee, along with representatives from other state agencies and industry leaders, to support the timely execution of deliverables and curriculum design that uses identified best practices and improvements outlined in the MoSTEMWINs grant initiative. In addition, there will be bimonthly meetings of the WIB executive level staff and *St. Louis Community College* executive level staff.

*St. Louis Community College* will provide education and outreach materials and efforts. Outreach materials will detail the specific guidelines and processes for participant enrollment in each program offered under the grant.

*St. Louis County Department of Human Services, Division of Workforce Development* will identify applicants and refer any qualified TAA recipients, as well as other unemployed, dislocated, or low-skilled workers as appropriate. *St. Louis Community College* will also identify participants and will enroll them in jobs.mo.gov. College staff will then refer customers to the *St. Louis County Department of Human Services, Division of Workforce Development* to determine WIA Core, Intensive and/or Training eligibility for MoSTEMWINs. All referrals from *St. Louis County Department of Human Services, Division of Workforce Development* will have a completed MoSTEMWINs application form that will be forwarded to *St. Louis Community College* who will have final acceptance authority into the MoSTEMWINs program. A release will be signed by candidates during the intake process allowing *St. Louis Community College* to release student information to *St. Louis County Department of Human Services, Division of Workforce Development*.

*St. Louis County Department of Human Services, Division of Workforce Development* and *St. Louis 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®), sector specific assessments, and academic credit for prior learning, as appropriate for meeting grant deliverables.

*St. Louis County Department of Human Services, Division of Workforce Development* will make available, on a first come, first served basis based on fund availability, all core, intensive and non-grant training services (such as supportive services, skills assessments, non-grant supported educational programs, etc.) for which a program participant may be eligible both prior to and during training. All approval will only be done by staff of *St. Louis County Department of Human Services, Division of Workforce Development*.

*St. Louis Community College* will be responsible for reporting grant program data to the MoSTEMWINs consortium and to *St. Louis County Department of Human Services, Division of Workforce Development*. For those individuals applying through *St. Louis County Department of Human Services, Division of Workforce Development*, *St. Louis County Department of Human Services, Division of Workforce Development* agrees to enter appropriate data in the statewide Toolbox 2.0 system. *St. Louis County Department of Human Services, Division of Workforce Development* also agrees to complete the MoSTEMWINs application available online at <http://www.stlcc.edu/MoSTEMWINs>.

*St. Louis County Department of Human Services, Division of Workforce Development* will leverage the portfolio of business services, job placement, and training assistance, such as OJT, WOTC tax credits, Show Me Heroes funding, job orders, etc., through the Career Centers for the benefit of the training participants and targeted economic development industry sectors.

*St. Louis County Department of Human Services, Division of Workforce Development* and *St. Louis Community College* will cooperate to develop formal and informal workforce intelligence through Career Center business services units on employment and training needs in the respective industry sectors.

*St. Louis County Department of Human Services, Division of Workforce Development* and *St. Louis Community College* will work together to engage employers to assess hiring needs and support participant placement.

*St. Louis County Department of Human Services, Division of Workforce Development* and *St. Louis Community College* will establish joint placement activities with the Business Services Department staff and MoSTEMWINs staff. Both staff teams will collaborate to develop a referral process to ensure placement of appropriate participants and program completers and the *St. Louis Community College* MoSTEMWINs career pathway coach will forward copies of resumes to a designated *St. Louis County Department of Human Services, Division of Workforce Development* Business Services Department staff member. The Career and Employment Services offices on the *St. Louis Community College* campuses will serve as a resource for MoSTEMWINs staff and students who are enrolled in or have completed credit programs.

*St. Louis County Department of Human Services, Division of Workforce Development* will identify the appropriate unit and/or staff to receive referrals from *St. Louis Community College* and report outcomes and program data. The *St. Louis Community College* MoSTEMWINs career pathway coach will enter case notes in Toolbox for referral and tracking purposes.

Participant record keeping will be done by both parties. Financial aid, scholarships, veterans' benefits, and other third party sources of financial support will be tracked by the MoSTEMWINs staff and designated *St. Louis Community College* offices. TAA, Adult and Dislocated Worker services and funding will be tracked through Toolbox.

*St. Louis Community College* offers professional development workshops as part of the Portal program. These workshops align to the workshops clients are required to attend to qualify for WIOA funding. *St. Louis County Department of Human Services, Division of Workforce Development* will recognize the *St. Louis Community College* workshops as meeting the requirement to attend professional development workshops. Workshops include:

- Finding and Keeping the Job You Want (Resume Development, Interviewing)
- Acing the Job Application
- Career Networking
- Using LinkedIn
- Work Value / Work Ethic

## **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 MoSTEMWINs 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**

- A. *St. Louis Community College* MoSTEMWINs abstract
- B. Program of Study Cost Sheets
- C. Student Consent to Release Records
- D. Information Sessions Hosted at *St. Louis County Department of Human Services, Division of Workforce Development*
- E. Intake Process Flow
- F. Referral flowchart between *St. Louis Community College and St. Louis County Department of Human Services, Division of Workforce Development*

### **Modification Process**

This Memorandum of Understanding, together with the exhibits identified above, constitutes the entire agreement between MoSTEMWINs Consortium *St. Louis Community College* and *St. Louis County Department of Human Services, Division of Workforce Development* 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.

This is an agreement made as of June 3, 2015, between *St. Louis Community College* and *St. Louis County Department of Human Services, Division of Workforce Development*

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*St. Louis Community College, Chancellor*

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*St. Louis County Department of Human Services, Division of Workforce Development, Director*



## St. Louis Community College

**Amount to be received:** \$2,095,275

**Students to be served:** 300 Portal / 220 Workforce Training

**Grant funds will be used to support programs in:**

| Program   | Credential  | New, Expanded, or Existing Program  |
|---|---|---|
| <p><b>MoSTEMWINS Portal</b></p> <p>Grant funds will cover the cost of instruction and the intrusive student support services of a career pathway coach.</p>   | <p>Non-credit Certificate of Completion</p> <p>Credit for Prior Learning:</p> <ul style="list-style-type: none"> <li>- MTH:020</li> <li>- MTH:030</li> <li>- ENG:030</li> <li>- RDG:030</li> </ul>  | <p>Expanded; Revised the MoHealthWINS Portal program, developed under TAACCCT Round 1, to serve the MoSTEMWINS participants. New courses include STEM Readiness—Science and STEM Readiness—Technology; Adult Learning Academy courses contextualized to STEM.</p> |
| <p><b>Information Technology Help Desk/End-user Support Specialist</b></p> <p>Grant funds will cover the intrusive student support services of a career pathway coach; participants will rely on federal student aid, WIA/WIOA ITA funds, veterans' benefits, scholarships, SNAP, and/or self-pay to cover tuition and certification exams.</p> | <p>Certificate of Specialization</p> <ul style="list-style-type: none"> <li>- Aligned to CompTIA A+ Certification</li> <li>- Aligned to CompTIA Network + Certification</li> <li>- Aligned to Examination Institute for Information Science (EXIN) Information Technology Infrastructure Library Certification</li> </ul> | <p>Existing</p>   |
| <p><b>LaunchCode reBootU</b></p> <p>Grant funds will cover the intrusive student support services of a career pathway coach; participants' tuition is covered through WIA funds from the Missouri DWD.</p>  | <p>Non-credit Certificate of Completion</p>   | <p>New</p>  |

| Program   | Credential   | New, Expanded, or Existing   |
|---|--|--|
| <p><b>Life Science Lab Assistant</b></p> <p>Grant funds will cover the intrusive student support services of a career pathway coach; participants will rely on federal student aid, WIA/WIOA ITA funds, veterans' benefits, scholarships, SNAP and/or self-pay to cover tuition.</p>                              | <p>Certificate of Specialization</p>   | <p>Existing</p>  |
| <p><b>Patient Care Technician</b></p> <p>Grant funds will cover the cost of instruction and the intrusive student support services of a career pathway coach.</p>   | <p>Non-credit Certificate of Completion</p>  | <p>Expanded; Employer partner SSM Health agreed to a cost sharing model.</p>   |
| <p><b>Precision Machining Technology</b></p> <p>Grant funds will cover the intrusive student support services of a career pathway coach; participants will rely on federal student aid, WIA/WIOA ITA funds, veterans' benefits, scholarships, SNAP, and/or self-pay to cover tuition and certification exams.</p> | <p>Certificate of Specialization<br/>           Aligned to NIMS Certifications:</p> <ul style="list-style-type: none"> <li>- Measurement, Materials and Safety</li> <li>- Job Planning, Benchwork and Layout</li> <li>- Grinding Skills I</li> <li>- Drill Press Skills I</li> <li>- Manual Milling Skills I</li> <li>- Turning Operations: Turning Between Centers</li> <li>- Turning Operations: Turning Chucking Skills</li> <li>- CNC Milling: Programming, Set Up and Operations</li> </ul> | <p>Existing; the PMT program was developed under the MoManufacturingWINS Round 2 TAACCCT grant and will be continued under MoSTEMWINS.</p> |
| <p><b>Medical Assistant</b></p> <p>Contingent upon future grant funding or private funding from an employer partner to support an initiative of the Higher Education Collaborative.</p>   | <p>Non-credit Certificate of Completion</p> <ul style="list-style-type: none"> <li>- Aligned to Certified Clinical Medical Assistant Certification</li> </ul>  | <p>Existing</p>  |

**Number of new faculty and non-teaching personnel that will be hired:** One new FT Educational Assistant III will be hired to perform intake and outreach activities and to support students in the MoSTEMWINs Portal program including direct instruction to students in the Adult Learning Academy. Other MoSTEMWINs staff previously supported the MoHealthWINs grant.

**Target Population:** TAA eligible, Veterans, Unemployed, Low-Skilled, Under-employed

**Local employer partners:**

- **SSM Health**
- **TriZetto Corporation**

**Additional information about project:** *Detail innovations and grant priorities that will be delivered.*

- St. Louis Community College will improve completion rates for students in MoSTEMWINs programs of study by awarding **credit for prior learning**, **accelerating** progress through technical training programs, **increasing access** through flexible scheduling and **online/hybrid courses**, and providing **intrusive student advising/support** through a career pathway coach.
- MoSTEMWINs will enable St. Louis Community College to **accelerate entry into STEM career programs** by **accelerating progress through developmental education**.
- Employer partner, SSM Health, will **share the cost** of Patient Care Technician instruction, doubling the number of cohorts.
- St. Louis Community College will offer **industry certification preparation** courses.
- Some programs will include **college credit** applicable to one or more AAS Degrees.
- All participants will earn a nationally recognized credential, the **National Career Readiness Certificate (NCRC)**, before they enter a STEM technical training program.
- Participants will have access to a **Career Pathway Coach** who will offer coaching and career counseling, provide resources to address barriers, and assist with placement services.
- St. Louis Community College will **improve employability** of MoSTEMWINs completers by adding a **Work Ethics/Work Values** unit to the MoSTEMWINs Portal to better develop participants' soft skills.
- St. Louis Community College's Portal program of study is fully aligned with the **National Network of Business and Industry Associations' Common Employability Skills**.



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*MoSTEMWINs: This workforce solution was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The solution was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership.*

**Tuition:** Fall 2015

| Course   | Course Description  | Credit Hours | In District \$103.00 |
|----------|---|--------------|----------------------|
| CPDV 711 | Adult Learning Academy: Pre-Algebra                             | 3            | \$309.00             |
| CPDV 712 | Adult Learning Academy: Literacy                                | 6            | \$618.00             |
| CPDV 713 | Adult Learning Academy: Elementary Algebra                      | 3            | \$309.00             |
| CPDV 716 | STEM Readiness – Health Science/Life Science or                 | 2.5          | \$257.50             |
| CPDV 717 | STEM Readiness – Engineering Technology/ Information Technology |              |                      |
| CPDV 718 | Digital Literacy - MoSTEMWINS                                   | 1.5          | \$154.50             |
| CPDV 719 | Career Assessment, Planning, and Readiness                      | 3            | \$309.00             |
| Totals   |   | 19           | \$1,957.00           |

**Estimated Costs of Program:** Fall 2015

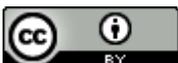
|                                   | Program Costs     |
|-----------------------------------|-------------------|
| <b>Estimated Costs of Program</b> | <b>\$1,957.00</b> |

*These estimated program costs are fully covered by the MoSTEMWINS grant program.*

**Estimated Costs of Program for Health Science/Life Science Students:** Fall 2015

|   | Program Costs  |
|---|----------------|
| <b>Student Costs of STEM Readiness – Health Science/Life Science Program (Lab notebook, safety glasses)</b> | <b>\$25.00</b> |

*None of these estimated student costs are covered by the MoSTEMWINS grant program. MoSTEMWINS participants should contact their career pathway coach to identify potential financial assistance resources.*



**Tuition:** Fall 2015

| Course | Course Description                             | Credit Hours | In District \$103.00 | Other MO \$149.00 | Out of State \$205.00 | International \$215.00 |
|--------|--|--------------|----------------------|-------------------|-----------------------|------------------------|
| IT 102 | Desktop Client Support                         | 3            | \$309.00             | \$447.00          | \$615.00              | \$645.00               |
| IT 103 | Help Desk Principles                           | 3            | \$309.00             | \$447.00          | \$615.00              | \$645.00               |
| IS 130 | Hardware and Software Support                  | 3            | \$309.00             | \$447.00          | \$615.00              | \$645.00               |
| IS 151 | Microcomputer Applications in Business         | 4            | \$412.00             | \$596.00          | \$820.00              | \$860.00               |
| IT 101 | Cisco Networking Academy I: Networking Basics  | 5            | \$515.00             | \$745.00          | \$1,025.00            | \$1,075.00             |
| IS 237 | Fundamentals of Information Assurance/Security | 3            | \$309.00             | \$447.00          | \$615.00              | \$645.00               |
| IS 229 | Unix/Linux I                                   | 3            | \$309.00             | \$447.00          | \$615.00              | \$645.00               |
| Totals |  | 24           | \$2,472.00           | \$3,576.00        | \$4,920.00            | \$5,160.00             |

**Textbooks:** Fall 2015

| Course | Title  | Cost       |
|--------|--|------------|
| IT 102 | MCTS Guide to Microsoft Windows – Windows 7      | \$180.35   |
| IT 103 | Guide to Computer User Support For Help Desk     | \$162.70   |
| IS 130 | A+ Guide to Managing & Maintenance for your PC   | \$122.35   |
| IS 151 | Microsoft Office 2013 and SAM Access Code        | \$354.35   |
| IT 101 | Introduction to Networks Course Booklet          | \$30.00    |
|        | Introduction to Networks Lab Manual              | \$50.00    |
|        | Introduction to Networks Companion Guide         | \$66.67    |
| IS 237 | Applied Information Security                     | \$81.00    |
|        | Security+ Guide to Network Security Fundamentals | \$176.70   |
| IS 229 | Guide to Unix Using Linux                        | \$185.40   |
|        | Linux Administration                             | \$40.00    |
| Totals |  | \$1,449.52 |

**Estimated Costs of Program: Fall 2015**

|   | In District       | Other MO          | Out of State      | International     |
|---|-------------------|-------------------|-------------------|-------------------|
| <b>Estimated Costs of Program (Tuition and Textbooks)</b> | <b>\$3,921.52</b> | <b>\$5,025.52</b> | <b>\$6,369.52</b> | <b>\$6,609.52</b> |

**Industry Certification Exams:**

| Exam                     | Cost     |  |
|--------------------------|----------|--|
| CompTIA A+ (2 part exam) | \$356.00 | A+ and ITIL exam simulators are available for use in the Interactive Learning Lab, Room D-210. |
| CompTIA Security +       | \$283.00 |  |
| EXIN ITIL                | \$259.95 |  |

**None of these estimated program and industry certification exam costs are covered by the MoSTEMWINS grant program. MoSTEMWINS participants should contact their career pathway coach to identify potential financial assistance resources.**

This workforce solution was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The solution was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership.



**Tuition:** Fall 2015

| Course  | Course Description                      | Credit Hours | In District<br>\$103.00 | Other MO<br>\$149.00 | Out of State<br>\$205.00 | International<br>\$215.00 |
|---------|---|--------------|-------------------------|----------------------|--------------------------|---------------------------|
| BIO 111 | Introductory Biology I                  | 4            | \$412.00                | \$596.00             | \$820.00                 | \$860.00                  |
| BIO 100 | Introduction to Life Science Lab Skills | 3            | \$309.00                | \$447.00             | \$615.00                 | \$645.00                  |
| BIO 104 | Basic Lab Methods                       | 3            | \$309.00                | \$447.00             | \$615.00                 | \$645.00                  |
| GE 101  | Technical Computer Applications         | 3            | \$309.00                | \$447.00             | \$615.00                 | \$645.00                  |
| MTH 140 | Intermediate Algebra                    | 3            | \$309.00                | \$447.00             | \$615.00                 | \$645.00                  |
| Totals  |   | 16           | \$1,648.00              | \$2,384.00           | \$3,280.00               | \$3,440.00                |

**Textbooks:** Fall 2015

| Course  | Title  | Cost     |
|---------|--|----------|
| BIO 111 | Campbell Essential Biology                       | \$125.45 |
| BIO 100 | No text required at this time                    |          |
| BIO 104 | Basic Laboratory Methods For Biotechnology       | \$107.40 |
|         | Biotechnology – Laboratory Notebook              | \$17.10  |
|         | Biology 104 – Basic Laboratory & Methods Manual  | \$8.25   |
| GE 101  | Go! All in One: Computer Concepts & Applications | \$152.00 |
| MTH 140 | Intermediate Algebra                             | \$146.70 |
| Totals  |  | \$594.65 |

**Supplies:** Fall 2015

| Course  | Title          | Cost   |
|---------|----------------|--------|
| BIO 111 | Safety Glasses | \$5.25 |

**Estimated Costs of Program:** Fall 2015

|   | In District       | Other MO          | Out of State      | International     |
|---|-------------------|-------------------|-------------------|-------------------|
| <b>Estimated Costs of Program (Tuition, Textbooks and Supplies)</b> | <b>\$2,247.90</b> | <b>\$2,983.90</b> | <b>\$3,879.90</b> | <b>\$4,039.90</b> |

***None of these estimated program costs are covered by the MoSTEMWINS grant program. MoSTEMWINS participants should contact their career pathway coach to identify potential financial assistance resources.***

**Tuition:** Spring 2016

| Course | Course Description                               | Credit Hours | In District \$103.00 | Other MO \$149.00 | Out of State \$205.00 | International \$215.00 |
|--------|--|--------------|----------------------|-------------------|-----------------------|------------------------|
| ME 154 | Mechanical Blueprint Reading (1st 8-weeks)       | 2            | \$206.00             | \$298.00          | \$410.00              | \$430.00               |
| ME 100 | Measurement, Materials and Safety (1st 8-weeks)  | 3            | \$309.00             | \$447.00          | \$615.00              | \$645.00               |
| ME 111 | Job Planning, Benchwork and Layout (1st 8-weeks) | 3            | \$309.00             | \$447.00          | \$615.00              | \$645.00               |
| ME 120 | Manual Machining I (2nd 8-weeks)                 | 3            | \$309.00             | \$447.00          | \$615.00              | \$645.00               |
| ME 200 | Manual Machining 2 (2nd 8-weeks)                 | 3            | \$309.00             | \$447.00          | \$615.00              | \$645.00               |
| ME 212 | Introduction to CNC Machining (2nd 8-weeks)      | 3            | \$309.00             | \$447.00          | \$615.00              | \$645.00               |
| Totals |  | 17           | \$1751.00            | \$2,533.00        | \$3,485.00            | \$3,655.00             |

**Textbooks:** Spring 2016

| Course | Title                          | Cost     |
|--------|--------------------------------|----------|
| ME154  | Print Reading for Industry     | \$94.00  |
| ME 120 | Precision Machining Technology | \$120.00 |
| Totals |                                | \$214.00 |

**ToolingU Licenses:** Spring 2016

| License            | Cost     |
|--------------------|----------|
| 180-day license or | \$122.00 |
| 365-day license    | \$256.00 |

**Estimated Costs of Program: Spring 2016**

|  | In District       | Other MO          | Out of State      | International     |
|--|-------------------|-------------------|-------------------|-------------------|
| <b>Estimated Costs of Program (Tuition, textbooks, 365-day ToolingU)</b> | <b>\$2,221.00</b> | <b>\$3,003.00</b> | <b>\$3,955.00</b> | <b>\$4,125.00</b> |

**Industry Certification Exams (NIMS):**

|                      | Cost    |
|----------------------|---------|
| Registration         | \$40.00 |
| Exam Fees (per exam) | \$35.00 |

| 11 Entry-level Certifications               |   |
|---|---|
| Measurement, Materials & Safety             | Grinding Skills I                           |
| Job Planning, Benchwork & Layout            | Drill Press Skills I                        |
| Manual Milling Skills I                     | CNC Turning: Programming Setup & Operations |
| Turning Operations: Turning Between Centers | CNC Milling: Programming Setup & Operations |
| Turning Operations: Turning Chucking Skills | CNC Turning: Operations                     |
|   | CNC Milling: Operations                     |

**None of these estimated program and industry certification exam costs are covered by the MoSTEMWINS grant program. MoSTEMWINS participants should contact their career pathway coach to identify potential financial assistance resources.**

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**Estimated Costs of Program: Fall 2015**

| Course   | Course Description  | Program Costs |
|----------|---|---------------|
| PCTT 701 | Patient Care Technician (Instruction and instructional materials) | \$2,500.00    |

*These estimated program costs are covered by the MoSTEMWINS grant program and funds provided through an employer partnership.*

**Estimated Student Costs of Program: Fall 2015**

|  | Program Costs |
|--|---------------|
| Student Costs of Program (Shoes, scrubs, watch and Missouri Family Care Safety Registry) | \$120.00      |

*None of these estimated student costs are covered by the MoSTEMWINS grant program. MoSTEMWINS participants should contact their career pathway coach to identify potential financial assistance resources.*

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# Student Consent to Release Records

Name (please print): \_\_\_\_\_

Student ID #: \_\_\_\_\_

I, the undersigned, hereby authorize St. Louis Community College to release the following educational records and information (identify records or types of records):

Assessment Results, Progress Reports, Final Grades, Program Completions, Certifications,  
Credentials Awarded, Employment

To (Name and Address of Person/Agency to receive Information):

St. Louis County Department of Human Services, Division of Workforce Development

Attn: Bob Lee

26 North Oaks Plaza

St. Louis, Missouri 63121

For the purpose of:

Monitoring and evaluating professional development activities including participation and  
progress in non-credit/credit courses.

I understand further that: (1) I have the right not to consent to the release of my education records; (2) I have a right to receive a copy of such records upon request; (3) and that this consent shall remain in effect until revoked by me, in writing, and delivered to St. Louis Community College, but that any such revocation shall not affect disclosures previously made by St. Louis Community College prior to the receipt of any such written revocations.

\_\_\_\_\_  
Student Signature

\_\_\_\_\_  
Date

*This information is released subject to the confidentiality provisions of appropriate state and federal laws and regulations which prohibit any further disclosure of this information without the specific written consent of the person to whom it pertains, or as otherwise permitted by such regulations.*



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# MoSTEMWINS Information Sessions Hosted at St. Louis County

## Information Sessions

- ✓ Sessions
  - Every third Friday from 9:00 – 12:00 noon (Invitations will state 8:45 am)
  - 10 candidates per session (St. Louis County will schedule up to 15)
  - **Candidates must have a High School Diploma or completed their GED/HSE\***
  - MoSTEMWINS Intake Steps during each session
    - MSWs Online Application, if not already submitted prior to the session
    - STLCC Application
    - STLCC Background Check Statement
    - CR101 Quick Guide Assessment, unless taken at St. Louis County within last 6 months and scores validated between St. Louis County and STLCC prior to the session
    - Healthcare Career Readiness Assessment (Healthcare Pathway only)
- ✓ Schedule
  - First session targeted for Friday, July 17, 2015
  - Schedule sessions through end of May 2017
- ✓ Logistics
  - Sessions held in the TBD Computer Lab (Presentation and Initial Assessments)
  - 10 PC workstations and printer for candidate use
  - PC with projector for PowerPoint presentation
- ✓ Outreach Materials
  - STLCC will prepare MoSTEMWINS materials for hard copy and email distribution.
  - St. Louis County will display the materials at the St. Louis County office and provide to clients by email.
- ✓ MoSTEMWINS Programs of Study
  - **MoSTEMWINS Portal**
    - Continuing enrollment through September 2017
    - Career Assessment, Planning and Readiness
    - Adult Learning Academy
    - STEM Readiness
    - Digital Literacy
  - **Life Science Lab Assistant**
    - Enrollment available for 3 cohorts
  - **Patient Care Technician**
    - Enrollment available for 4 cohorts
  - **IT Help Desk/End-User Support Specialist**
    - Enrollment available for 2 cohorts
  - **Precision Machining Technology**
    - Recruitment to start in September 2015
    - Enrollment available for 3 cohorts
  - **Medical Assistant**
    - Enrollment available for 1 cohort

## Project Management

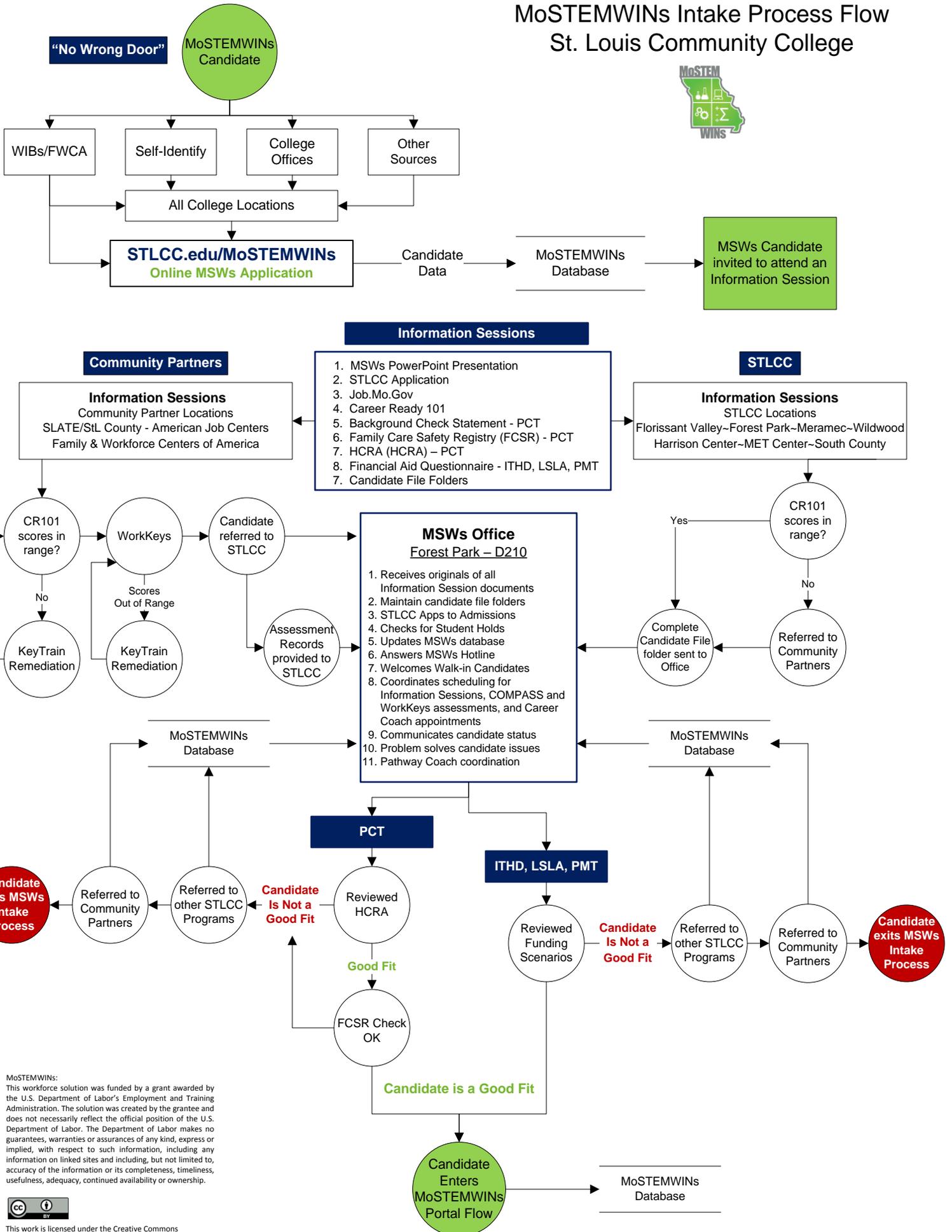
- ✓ Coordinators and Processes
  - Bob Lee and Kevin Talbot will project manage this program and the process steps.
  - TBD, with St. Louis County, will:
    - Manage the Information Session schedule,
    - Validate candidates complete their MSWs Online Application on the STLCC website and, instruct candidates not to call STLCC (314-984-7777) to schedule a St. Louis County Info Session.

- Validate candidates have completed their Jobs.Mo.Gov. registration,
  - Validate previous candidate assessment scores for CR101 – when taken within the previous 6 months, and verified with STLCC for their use – prior to the scheduled session, and
  - Send invitations to candidates scheduled for each session.
- Mat Favre, with STLCC, will:
    - Partner with TBD to manage the Information Session schedule,
    - Verify the use of previous CR101 assessment scores
    - Facilitate the Information Sessions,
    - Reschedule any candidates that arrive 10 minutes late.
  - TBD and Mat will develop a shared schedule process to coordinate session rosters.
  - Bob and Kevin will hold meetings as needed with Mat and TBD to review and discuss MSWs Information Session status.
- ✓ Info Session Outcomes – Correspondence to candidates via MSWs processes
- Mat will provide MSWs intake process status to all St. Louis County candidates, which includes CR101 and HCRA assessment scores.
  - Respectful of FERPA guidelines, Mat will provide TBD with status for each candidate that attends a MSWs Information Session in the form of: Successfully Completed or Unsuccessfully Completed. Detailed information on individual candidates will be provided to TBD or Bob via the STLCC Student Consent to Release Records form when authorized by the individual candidate.
- ✓ WorkKeys
- Candidates that successfully complete their MSWs Information Session will be invited to take the WorkKeys assessment.
  - WorkKeys at St. Louis County
    - TBD will coordinate WorkKeys enrollment for candidates that would like to take their assessment at the St. Louis County office.
    - Sessions will be held on the first and third Wednesdays of the month at 9:00 am.
    - Candidates will be scheduled that score 3s or higher on their CR101 Quick Guide Assessment.
    - TBD and Mat will develop a shared schedule process or communication step to coordinate when MSWs candidates are scheduled for assessments scheduled at St. Louis County.
    - TBD will provide WorkKeys scores and pdf copies of NCRC certificates to Mat.
    - TBD will distribute NCRC certificates to candidates through normal St. Louis County process steps.
    - Candidates that score a 2 in Math on their CR101 Quick Guide Assessment will be invited to take their assessment with STLCC at the Forest Park campus.
  - WorkKeys at STLCC – Forest Park
    - Mat will coordinate WorkKeys enrollment for candidates that would like to take their assessment at STLCC on the Forest Park campus.
    - Respectful of FERPA guidelines, Mat will provide TBD with status for each candidate that attends a WorkKeys assessment in the form of: Attended or Didn't Attend. Detailed information on individual candidates will be provided to TBD or Bob via the STLCC Student Consent to Release Records form when authorized by the individual candidate.



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# MoSTEMWINS Intake Process Flow St. Louis Community College



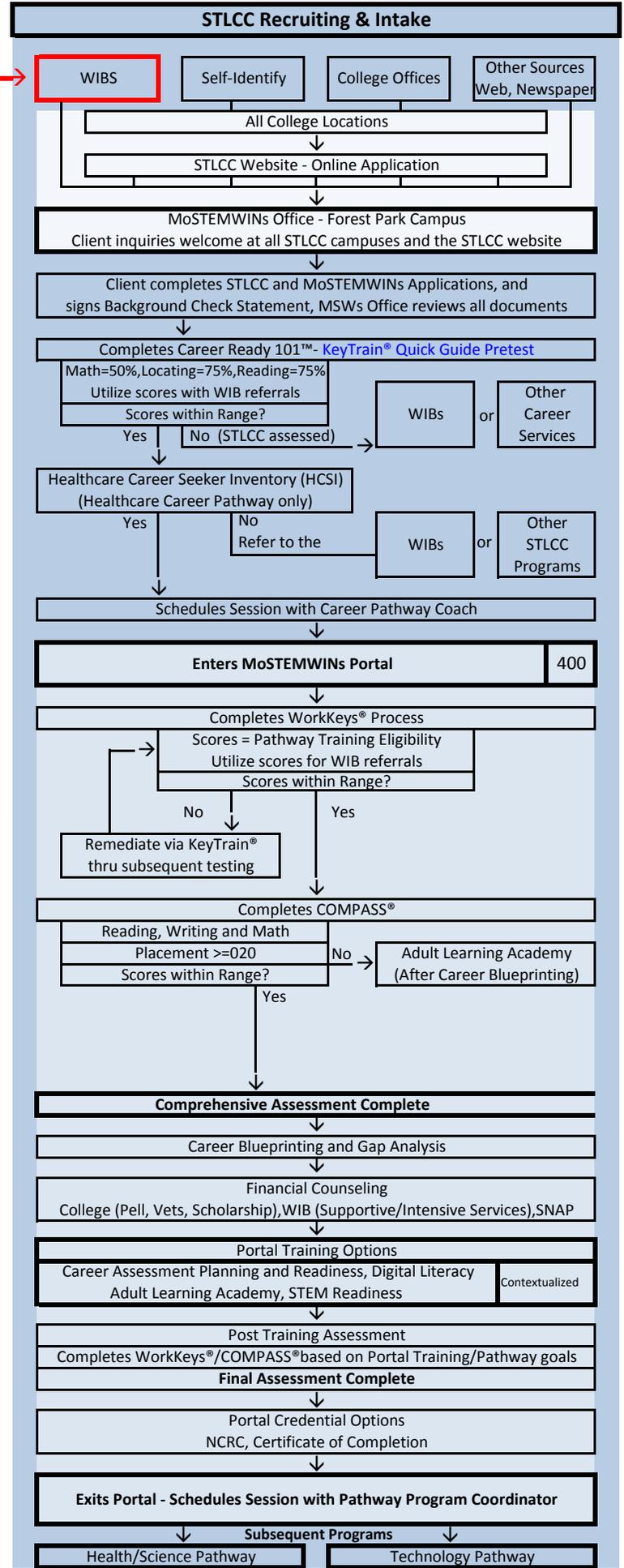
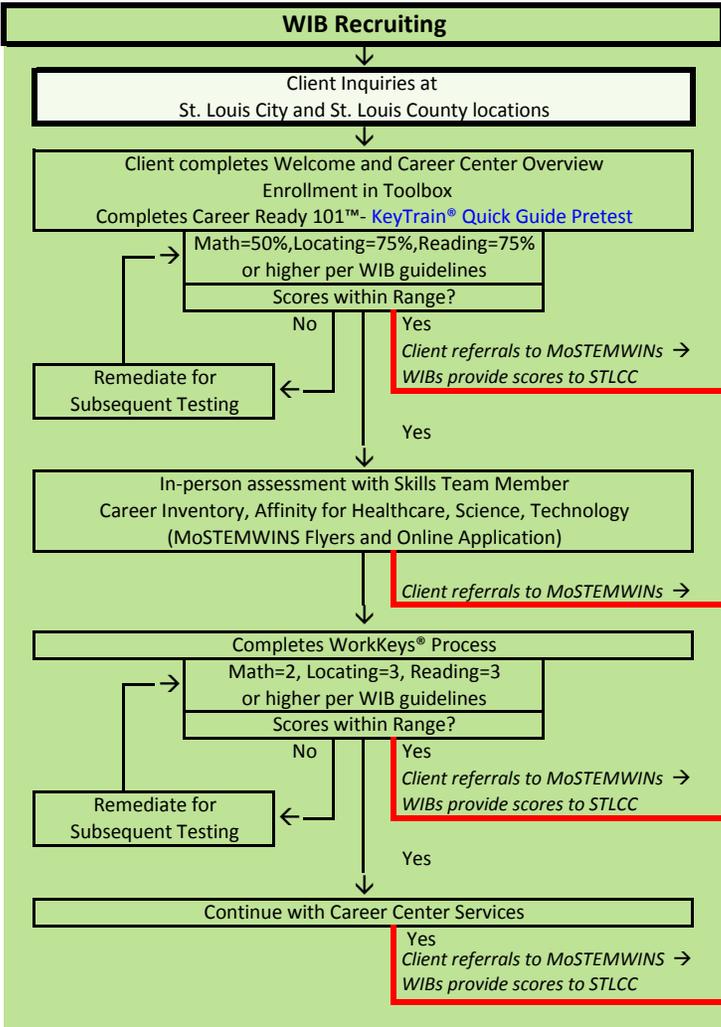
MoSTEMWINS:  
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# MoSTEMWINS Recruiting and Referral Processes

Revised 05/18/15



- St. Louis Community College MoSTEMWINS Training Programs**
- MoSTEMWINS Portal Certificate of Completion
  - Life Science Lab Assistant Certificate of Specialization
  - IT Help Desk/End-User Support Specialist Certificate of Specialization
  - Precision Machining Technology Certificate of Specialization
  - Patient Care Technician Certificate of Completion
  - Medical Assistant Certificate of Completion\*
  - LaunchCode reBootU Certificate of Completion\*

\*Funding Pending

**Local Competitive Procurement Process  
(excerpts from the most recent NGCC RFP -2014)**

**I. GENERAL PROGRAM INFORMATION**

A. Process

The Workforce Investment Act of 1998 (WIA), provides federal funds to states for the operation of employment and training programs. St. Louis County, Missouri is a designated local area for these funds. WIA programs in St. Louis County are managed by the St. Louis County Department of Human Services, Division of Workforce Development on behalf of the County Executive.

Proposals submitted are reviewed in accordance with the criteria in Section III.F. by the Local Workforce Investment Board (LWIB). The selected applicant will proceed to the negotiation process with approval of the LWIB and St. Louis County Department of Human Services, Division of Workforce Development.

Upon completion of successful negotiations, St. Louis County will enter into a contract with the proposer for services negotiated based on the proposal approved by the LWIB and St. Louis County. The contractor must hold ethics to the highest standard in every aspect of their services.

Service providers will be selected in accordance with Section 123 of the Workforce Investment Act and St. Louis County Department of Human Services, Division of Workforce Development Procurement Policies and State of Missouri Division of Workforce Development.

B. Disclaimers

Submission of a proposal does not commit St. Louis County and the LWIB to approve any proposal or pay any cost incurred in the preparation of a proposal in response to this RFP or to contract for service. Failure to follow the RFP process can result in the outright rejection of a proposal. **Any existing contractor with St. Louis County DHS Workforce Development is prohibited from utilizing any funds currently awarded to respond to this RFP. Any existing contractor may apply, but must certify that no current funds were utilized to respond to this RFP.** St. Louis County reserves the right to accept or reject any or all bids received as a result of the RFP. This RFP may be cancelled in part or in its entirety if it is in the best interest of the LWIB and St. Louis County DHS Division of Workforce Development.

In the event it becomes necessary to revise any part of this RFP, a written addenda will be issued. Any amendment to this RFP shall be valid only if in writing and issued by St. Louis County. Verbal conversations or agreements with any officer, agent or employee of St. Louis County which may modify any terms or obligations of this RFP shall be invalid.

St. Louis County Department of Human Services, Division of Workforce Development may require proposers selected to participate in negotiations without discussion of an offer with the proposer. Each proposal should be submitted in the most favorable terms from a cost and technical standpoint. St. Louis County Department of Human Services, Division of Workforce Development reserves the right to request any additional data or discussion/presentation in

support of the written proposal at any time, prior to the execution of a contract. The proposer may be required to submit cost, technical or other revisions of their proposals that may result from such negotiation.

Funding of any staffing services is subject to regulations, policies and funding allocations from the United States Department of Labor and the State of Missouri. St. Louis County DHS Division of Workforce Development will provide notice of any changes affecting your approved staffing services.

Once a contract is awarded to a bidding organization, that organization assumes full responsibility for administration of the program activity and expenditures of WIA funds according to the Federal Regulations and other policies or regulations established by the U.S. Department of Labor, The State of Missouri, the LWIB and the St. Louis County DHS Division of Workforce Development.

Each organization will be liable for any disallowed or illegal expenditure of funds or program operation conducted under this contract. The organization or agency must be willing to sign a contract which will provide a full indemnification and hold harmless of any liability to St. Louis County or its governing bodies for any activities conducted by the contractor. This includes a full statement of responsibility for reimbursing St. Louis County for any costs or expenditures which are disallowed in an audit, or any other claims which might be made against a program operator by a WIA participant or other interested party. Disallowed or illegal costs will be subject to repayment from non-federal funds to St. Louis County DHS Division of Workforce Development by the contractor.

The Workforce Investment Act and Federal Regulations may be obtained from the U.S. Department of Labor at their website: <http://www.doleta.gov/usworkforce/wia/act.cfm>

### C. Type of Contract

The RFP is for a cost-reimbursement contract. All contracts shall be enforced as performance agreements and will be negotiated to determine reasonableness of cost. All proposals must contain a line-item budget. Line-item budget must be in sufficient detail to justify all costs to program activities and shall include a written cost allocation plan for any joint and/or shared cost. All costs shall be supportable and subject to a cost/price/benefit analysis.

Conflict of Interest policies issued by the U.S. Department of Labor, State of Missouri and St. Louis County will be effective throughout all phases of this procurement process.

## II. GENERAL INSTRUCTIONS FOR COMPLETING THIS RFP

**Potential bidders are strongly encouraged to carefully read the entire RFP and all attachments before beginning their response.** All requested information should be typed on 8 ½ x 11 inch paper, in 12-point font, double spaced and answered completely, honestly and to the best of your organization’s ability. Fancy bindings and other presentations beyond that required by the RFP should not be included.

Applications received by the St. Louis County DHS Division of Workforce Development will be screened to ensure that all basic information has been provided and minimum requirements are met. The LWIB’s review committee will certify proposals for the review process which will follow the evaluation criteria.

While all staffing proposed activities do not have to occur during the entire period, they may not begin before the contract start date, nor continue past June 30, 2015. All costs under contract must be incurred before June 30, 2015. The LWIB may renew the contract for subsequent years based upon demonstrated performance.

Eight (8) copies of the completed proposal must be submitted. One (1) copy must bear the original signature of the agency official authorized to enter into a contract with St. Louis County Department of Human Services, Division of Workforce Development.

|                                       |                              |
|---------------------------------------|------------------------------|
| RFP Issued                            | January 28, 2014             |
| Mandatory Proposer’s Conference       | February 10, 2014, 3:00 p.m. |
| Question & Answers Deadline           | February 21, 2014            |
| Proposals Due                         | March 10, 2014               |
| Proposal Review Completed             | March 31, 2014               |
| Workforce Board Approval              | April 23, 2014               |
| Contractor Begins Delivering Services | July 1, 2014                 |

**The mandatory proposer’s conference will be held at:**

Missouri Career Center- St. Louis County  
#26 North Oaks Plaza  
St. Louis, MO 63121

**Proposals must be received by 5:00 p.m., Monday, March 10, 2014.**

- All copies must be received in sealed envelopes.
- Hand delivered or courier delivered proposals will be dated and time stamped with a receipt issued.
- Proposals mailed in will be dated and time stamped at the time of receipt.

- Faxed proposals **will not be accepted.**
- Your response to the narrative section of the proposal is limited to no more than 20 pages. This page limitation is imposed for the sake of the reviewers of your proposal. This limitation does not include other sections of your proposal.
- Failure to include all required information could result in rejection of your proposal.

**Completed proposals should be submitted to:**

Daryl Cothran, Director  
Missouri Career Center- St. Louis County  
#26 North Oaks Plaza  
St. Louis, MO 63121

The items to be included in all proposals are as follows:

- Proposal Cover Sheet (front page)
- Certification/Signature Page (Section VI)
- Proposal (Section VII) with Program Narrative
- Line Item Budget (Attachment A)
- Worksheet for Staff Wages (Attachment B)
- Certification Regarding Debarment and Suspension (Exhibit 1)
- Certification Regarding Lobbying (Exhibit 2) **MUST BE SIGNED**
- Most current single audit

F. Evaluation Criteria: (Used by Proposal reviewers)

1. **Management and Organization (25 points)**

Proposer's demonstrated history of operating similar programs with successful performance. Evaluation factors will include organizational structure, qualifications of staff and the demonstrated ability to collaborate and/or leverage other resources in support of services.

2. **Approach to Hiring Staff: (30 points)**

The degree to which the proposer demonstrates an understanding of the objectives of this program based on the program design and the NGCC Model. Staffing of the Career Center is the most critical aspect of ensuring program quality and customer service. Please describe your proposed staffing plans and identify the minimum qualifications required for staff that will be involved in delivering the proposed services.

3. **Budget Summary (40 points)**

The degree to which the applicant's accounting system, organization, staffing and general justification of costs demonstrates cost effectiveness. Evaluation factors include budget accuracy and completeness, cost allowance under WIA, and level of in-kind and/or other resources leveraged.

4. **Other (5 points)**

The provision of services or program design that exceed the minimum requirements listed within the Request for Proposal.

**Total Points Possible = 100**

## **V. ADDITIONAL REQUIREMENTS**

This RFP is not in itself an offer to work nor does it commit St. Louis County Department of Human Services, Division of Workforce Development to fund any proposals submitted. St. Louis County is not liable for any costs incurred in the preparation or research of proposals. St. Louis County Division of Workforce Development reserves the right to make an award to any proposer or to make no awards, if that is deemed to serve the best interest of the St. Louis County Region. In addition, St. Louis County Division of Workforce Development reserves the right to: 1) amend or withdraw this RFP at any time, 2) reject any and all proposals and 3) re-issue this RFP. St. Louis County Division of Workforce Development may negotiate the proposal with the successful proposer before St. Louis County Division of Workforce Development makes any final commitment. All commitments made by St. Louis County Division of Workforce Development are contingent upon the availability of funds.

A. Proposing organizations should note that under the requirements of the Freedom of Information Act (FOIA), the contents of your proposal or other information submitted to St. Louis County Division of Workforce Development is subject to public release upon request, except those items specifically exempt from disclosure. The proposer shall mark as “proprietary” those parts of its proposal that it deems proprietary. However, the proposer is alerted that this marking is advisory only and not binding on St. Louis County Division of Workforce Development. If there is a request from the public under FOIA to inspect any part of the proposal so marked, St. Louis County Division of Workforce Development will advise the proposer and request further justification in support of the “proprietary” marking. If St. Louis County Division of Workforce Development determines, after receipt of justification, that the material is releasable, the proposer will be notified immediately. Under no circumstances will a proposal or any part of a proposal be released prior to the contract award decision.

B. The winning proposer must subscribe to and use E-Verify to ensure all staff and potential staff working under this contract meets the illegal immigrant policies set forth by the State of Missouri.

C. The successful proposer must have all staff that work with WIA participant’s files and related information complete a State of Missouri approved Confidentiality Agreement before working with any confidential information, whether verbal or written.

D. The contractor staff shall not represent himself/herself to be an employee of the State of Missouri or St. Louis County. Therefore, the contractor shall assume all legal and financial responsibility for taxes, FICA, employee fringe benefits, workers compensation, employee insurance, minimum wage requirements, overtime, etc., and agrees to indemnify, save and hold the State of Missouri and St. Louis County, its officers, agents and employees harmless from and against, any and all loss; cost (including attorney fees); and damage of any kind related to such matters. The contractor will be responsible for informing their staff of the above statements.

**CPR**

**Data Entry for the month of  
July 2016  
St. Louis Co.**

**Funding:** WIOA Adult Funding

**Grant:**

**Project:**

**CFDA:** 17.258

**Formula Funds**

**DWD Contract:** 10-13-13-17

**PY16**

**Start Date: 7/1/2016**

**End Date: 6/30/2018**

| PY16   | FY17                          |                                    |                                       |              |
|--|-------------------------------|------------------------------------|---------------------------------------|--------------|
| Adult - PY16/FY17  |                               | <b>Total Budget:</b>               | \$ 238,826.00                         |              |
| <b>Final report?</b><br><input type="radio"/> Yes<br><input checked="" type="radio"/> No |                               |                                    |                                       |              |
| <b>Admin</b>   |                               |                                    |                                       |              |
|  |                               | Accrued<br>Monthly<br>Expenditures | Accrued<br>Cumulative<br>Expenditures | Budget       |
|  | Admin Salary/Fringe           | \$ 0.00                            | \$0.00                                | \$11,378.47  |
|  | Admin Other                   | \$ 0.00                            | \$0.00                                | \$12,504.13  |
|  | Subtotal:                     | \$0.00                             | \$0.00                                | \$23,882.60  |
| <b>Program</b>   |                               |                                    |                                       |              |
|  | Program Sal/Frng              | \$ 0.00                            | \$0.00                                | \$79,627.64  |
|  | Program Other Staffing Costs  | \$ 0.00                            | \$0.00                                | \$94,715.76  |
|  | Individual Training Account   | \$ 0.00                            | \$0.00                                | \$30,000.00  |
|  | On the Job Training           | \$ 0.00                            | \$0.00                                | \$10,000.00  |
|  | Pre-Apprenticeship            | \$ 0.00                            | \$0.00                                | \$0.00       |
|  | Registered Apprenticeship     | \$ 0.00                            | \$0.00                                | \$0.00       |
|  | Transitional Jobs             | \$ 0.00                            | \$0.00                                | \$0.00       |
|  | Incumbent Worker Training     | \$ 0.00                            | \$0.00                                | \$0.00       |
|  | Work Experience or Internship | \$ 0.00                            | \$0.00                                | \$0.00       |
|  | Supportive Services           | \$ 0.00                            | \$0.00                                | \$600.00     |
|  | Subtotal:                     | \$0.00                             | \$0.00                                | \$214,943.40 |
|  | <b>Total:</b>                 | \$0.00                             | \$0.00                                | \$238,826.00 |
| <b>Cumulative Cash Drawn</b>   |                               |                                    | \$0.00                                |              |
| <b>Through July:</b>   |                               |                                    |                                       |              |

CPR

Data Entry for the month of  
 July 2016  
 St. Louis Co.

Funding: WIOA Adult Funding

Grant:

Project:

CFDA: 17.258

DWD Contract: 10-13-13-17

Formula Funds

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

| PY16   | FY17                          |                              |                                 |
|--|-------------------------------|------------------------------|---------------------------------|
| Adult - PY16/FY17  |                               | <b>Total Budget:</b>         | \$ 1,636,699.00                 |
| <b>Final report?</b><br><input type="radio"/> Yes<br><input checked="" type="radio"/> No |                               |                              |                                 |
| Admin  |                               | Accrued Monthly Expenditures | Accrued Cumulative Expenditures |
|  |                               |                              | Budget                          |
|  | Admin Salary/Fringe           | \$ 0.00                      | \$0.00 \$14,531.03              |
|  | Admin Other                   | \$ 0.00                      | \$0.00 \$149,138.87             |
|  | Subtotal:                     | \$0.00                       | \$0.00 \$163,669.90             |
| Program  |                               |                              |                                 |
|  | Program Sal/Frng              | \$ 0.00                      | \$0.00 \$111,364.60             |
|  | Program Other Staffing Costs  | \$ 0.00                      | \$0.00 \$996,264.50             |
|  | Individual Training Account   | \$ 0.00                      | \$0.00 \$270,000.00             |
|  | On the Job Training           | \$ 0.00                      | \$0.00 \$90,000.00              |
|  | Pre-Apprenticeship            | \$ 0.00                      | \$0.00 \$0.00                   |
|  | Registered Apprenticeship     | \$ 0.00                      | \$0.00 \$0.00                   |
|  | Transitional Jobs             | \$ 0.00                      | \$0.00 \$0.00                   |
|  | Incumbent Worker Training     | \$ 0.00                      | \$0.00 \$0.00                   |
|  | Work Experience or Internship | \$ 0.00                      | \$0.00 \$0.00                   |
|  | Supportive Services           | \$ 0.00                      | \$0.00 \$5,400.00               |
|  | Subtotal:                     | \$0.00                       | \$0.00 \$1,473,029.10           |
|  | <b>Total:</b>                 | \$0.00                       | \$0.00 \$1,636,699.00           |
| <b>Cumulative Cash Drawn</b>   |                               |                              | \$0.00                          |
| <b>Through July:</b>   |                               |                              |                                 |

CPR

Data Entry for the month of  
 July 2016  
 St. Louis Co.

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

DWD Contract: 10-13-13-17

Formula Funds

PY16

Start Date: 7/1/2016

End Date: 6/30/2018

| PY16                                       | FY17          |  |  |
|--|---------------|--|--|
| Dislocated Worker - PY16/FY17              |               | <b>Total Budget:</b>   | \$ 253,482.00                          |
|  |               | <div style="border: 1px solid black; padding: 5px;"> <b>Final report?</b><br/> <input type="radio"/> Yes<br/> <input checked="" type="radio"/> No                 </div> |  |
| Admin                                      |               | Accrued Monthly Expenditures   | Accrued Cumulative Expenditures Budget |
| Admin Salary/Fringe                        |               | \$ 0.00  | \$0.00 \$9,148.74                      |
| Admin Other                                |               | \$ 0.00  | \$0.00 \$16,199.46                     |
|  | Subtotal:     | \$0.00   | \$0.00 \$25,348.20                     |
| Program                                    |               |  |  |
| Program Sal/Frng                           |               | \$ 0.00  | \$0.00 \$75,956.49                     |
| Program Other Staffing Costs               |               | \$ 0.00  | \$0.00 \$126,777.31                    |
| Individual Training Account                |               | \$ 0.00  | \$0.00 \$20,000.00                     |
| On the Job Training                        |               | \$ 0.00  | \$0.00 \$5,000.00                      |
| Pre-Apprenticeship                         |               | \$ 0.00  | \$0.00 \$0.00                          |
| Registered Apprenticeship                  |               | \$ 0.00  | \$0.00 \$0.00                          |
| Transitional Jobs                          |               | \$ 0.00  | \$0.00 \$0.00                          |
| Incumbent Worker Training                  |               | \$ 0.00  | \$0.00 \$0.00                          |
| Work Experience or Internship              |               | \$ 0.00  | \$0.00 \$0.00                          |
| Supportive Services                        |               | \$ 0.00  | \$0.00 \$400.00                        |
|  | Subtotal:     | \$0.00   | \$0.00 \$228,133.80                    |
|  | <b>Total:</b> | \$0.00   | \$0.00 \$253,482.00                    |
| <b>Cumulative Cash Drawn Through July:</b> |               |  | \$0.00                                 |

CPR

Data Entry for the month of  
 July 2016  
 St. Louis Co.

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

DWD Contract: 10-13-13-17

Formula Funds

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

| PY16                                       | FY17          |                                     |  |
|--|---------------|-------------------------------------|--|
| Dislocated Worker - PY16/FY17              |               | <b>Total Budget:</b>                | \$ 1,350,602.00                        |
|  |               | <b>Final report?</b>                |  |
|  |               | <input type="radio"/> Yes           |  |
|  |               | <input checked="" type="radio"/> No |  |
| Admin                                      |               | Accrued Monthly Expenditures        | Accrued Cumulative Expenditures Budget |
| Admin Salary/Fringe                        |               | \$ 0.00                             | \$0.00 \$16,621.66                     |
| Admin Other                                |               | \$ 0.00                             | \$0.00 \$118,438.54                    |
|  | Subtotal:     | \$0.00                              | \$0.00 \$135,060.20                    |
| Program                                    |               |                                     |  |
| Program Sal/Frng                           |               | \$ 0.00                             | \$0.00 \$190,068.42                    |
| Program Other Staffing Costs               |               | \$ 0.00                             | \$0.00 \$796,873.38                    |
| Individual Training Account                |               | \$ 0.00                             | \$0.00 \$180,000.00                    |
| On the Job Training                        |               | \$ 0.00                             | \$0.00 \$45,000.00                     |
| Pre-Apprenticeship                         |               | \$ 0.00                             | \$0.00 \$0.00                          |
| Registered Apprenticeship                  |               | \$ 0.00                             | \$0.00 \$0.00                          |
| Transitional Jobs                          |               | \$ 0.00                             | \$0.00 \$0.00                          |
| Incumbent Worker Training                  |               | \$ 0.00                             | \$0.00 \$0.00                          |
| Work Experience or Internship              |               | \$ 0.00                             | \$0.00 \$0.00                          |
| Supportive Services                        |               | \$ 0.00                             | \$0.00 \$3,600.00                      |
|  | Subtotal:     | \$0.00                              | \$0.00 \$1,215,541.80                  |
|  | <b>Total:</b> | \$0.00                              | \$0.00 \$1,350,602.00                  |
| <b>Cumulative Cash Drawn Through July:</b> |               |                                     | \$0.00                                 |

CPR

Data Entry for the month of  
July 2016  
St. Louis Co.

Funding: WIOA Youth

Grant:

Project:

CFDA: 17.259

DWD Contract: 10-13-13-17

Formula Funds

PY16

Start Date: 4/1/2016

End Date: 6/30/2018

|  |           |                              |                                 |
|--|-----------|------------------------------|---------------------------------|
| <b>PY16</b>  |           |                              |                                 |
| Youth - PY16   |           | <b>Total Budget:</b>         | \$ 1,960,146.00                 |
| <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;"> <p align="center"><b>Final report?</b></p> <p align="center"> <input type="radio"/> Yes<br/> <input checked="" type="radio"/> No                 </p> </div> |           |                              |                                 |
| Admin  |           | Accrued Monthly Expenditures | Accrued Cumulative Expenditures |
|  |           |                              | Budget                          |
| Admin Salary/Fringe  |           | \$ 0.00                      | \$0.00                          |
| Admin Other  |           | \$ 0.00                      | \$0.00                          |
|  | Subtotal: | \$0.00                       | \$0.00                          |
| In-School  |           |                              |                                 |
| IS Salary/Fringe   |           | \$ 0.00                      | \$0.00                          |
| IS Other Staffing/Oper Costs   |           | \$ 0.00                      | \$0.00                          |
| IS Occup Skills Trng   |           | \$ 0.00                      | \$0.00                          |
| IS Work Experience   |           | \$ 0.00                      | \$0.00                          |
| IS Work Experience Staffing  |           | \$ 0.00                      | \$0.00                          |
| IS On the Job Training   |           | \$ 0.00                      | \$0.00                          |
| IS Supportive Services   |           | \$ 0.00                      | \$0.00                          |
| IS Pre-Apprenticeship Programs   |           | \$ 0.00                      | \$0.00                          |
| IS Internships   |           | \$ 0.00                      | \$0.00                          |
| IS Financial Literacy Education  |           | \$ 0.00                      | \$0.00                          |
| IS Dropout Prevention and Recovery   |           | \$ 0.00                      | \$0.00                          |
| IS Alternative Secondary School Services   |           | \$ 0.00                      | \$0.00                          |
| IS Other Direct Part Cost  |           | \$ 0.00                      | \$0.00                          |

|                   |  |         |        |                |
|-------------------|--|---------|--------|----------------|
|                   | Subtotal:                                  | \$0.00  | \$0.00 | \$424,922.35   |
| Out-School        |  |         |        |                |
|                   | OS Salary/Fringe                           | \$ 0.00 | \$0.00 | \$168,823.50   |
|                   | OS Other Staffing/Oper                     | \$ 0.00 | \$0.00 | \$905,765.84   |
|                   | OS Occup Skills Trng                       | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OS Older Youth Individual Training Account | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OS Work Experience                         | \$ 0.00 | \$0.00 | \$264,619.71   |
|                   | OS Work Experience Staffing                | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OS On the Job Training                     | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OS Supportive Services                     | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OS Pre-Apprenticeship Programs             | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OS Internships                             | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OS-Financial Literacy Education            | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OS Dropout Prevention and Recovery         | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OS Adult Education and Literacy Activities | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OS Other Direct Part Cost                  | \$ 0.00 | \$0.00 | \$0.00         |
|                   | Subtotal:                                  | \$0.00  | \$0.00 | \$1,339,209.05 |
| In-School Summer  |  |         |        |                |
|                   | ISS Salary/Fringe                          | \$ 0.00 | \$0.00 | \$0.00         |
|                   | ISS Other Staffing/Oper                    | \$ 0.00 | \$0.00 | \$0.00         |
|                   | ISS Work Experience                        | \$ 0.00 | \$0.00 | \$0.00         |
|                   | ISS Supportive Services                    | \$ 0.00 | \$0.00 | \$0.00         |
|                   | Subtotal:                                  | \$0.00  | \$0.00 | \$0.00         |
| Out-School Summer |  |         |        |                |
|                   | OSS Salary/Fringe                          | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OSS Other Staffing/Oper                    | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OSS Work Experience                        | \$ 0.00 | \$0.00 | \$0.00         |
|                   | OSS Supportive Services                    | \$ 0.00 | \$0.00 | \$0.00         |
|                   | Subtotal:                                  | \$0.00  | \$0.00 | \$0.00         |
|                   | <b>Total:</b>                              | \$0.00  | \$0.00 | \$1,960,146.00 |
|                   | <b>Cumulative Cash Drawn Through July:</b> |         | \$0.00 |                |
|                   | OS Expenditures: 0%                        |         |        |                |
|                   | Work Experience Expenditures: 0%           |         |        |                |



SAINT LOUIS COUNTY  
AMERICAN JOB CENTER  
26 NORTH OAKS PLAZA  
SAINT LOUIS, MO 63121

## **COMPLAINT/GRIEVANCE RESOLUTION SYSTEM**

Saint Louis County American Job Centers, as a sub recipient of the Department of Labor – Employment and Training Administration funds and a Workforce Innovative Opportunity Act (WIOA) service delivery area administration entity, has established and maintains an administrative procedure for processing and resolving complaints or grievances, connected with discrimination complaints, program complaints, and criminal complaints.

Program operators, contractors, grantees, sub-grantees, sub-recipients, sub-contractors, and any other interested parties will be informed of their right to file complaints or grievances and of the procedures to follow in filing a complaint or grievance under WIOA. All subcontractors and employers of WIOA participants are required to maintain complaint and grievance procedures. Informational posters on this topic, such as the notice “Equal Opportunity is the Law”, will be posted at One-Stop Career Center locations and all other appropriate locations. The Workforce Innovative Opportunity Act Complaint and Grievance Guide for the Missouri One-Stop system will be available to all One-Stop Career Center customers.

The local Equal Employment Opportunity Officer is responsible for ensuring compliance at the local Workforce Innovative Opportunity Act for all recipients of WIOA Title I financial assistance including One-Stop Career Centers and service providers. The duties of the local EO Officer are as follows: serve as the local liaison to the State WIOA EO Officer, facilitate onsite EO reviews conducted by DWD or USDOL staff, ensure that Equal Opportunity posters are placed in areas of high visibility, ensure that communications or brochures contain the required taglines, process, resolve and refer complaints of discrimination, ensure all applicants and employees receives an EO notice, ensure facilities, programs, services and information are accessible to individuals with a disability and to individuals whose primary language is not English, review all local plans, contracts and agreements to ensure “nondiscrimination assurance”, participate in training to maintain the competencies required of a local EO Officer, collaborate with the State WIOA EO Officer when alternate dispute resolution has been selected by a complainant, and begin the process of a discrimination complaint by coordination of information.

Although this administrative procedure provides for requested hearings and the right to appeal, every effort to resolve all complaints and grievances informally and at the lowest level will be made. This procedure is established in an attempt to resolve complaints, which allege violations of the Act, regulations, grant, or any other agreement, under the

Act including complaints arising in connection with any WIOA programs operated by sub recipients. The procedure includes the following components which are discussed separately for clarity and understanding:

Discrimination Complaints  
General WIOA Complaints  
Local Program and Policies Complaints  
Local Complaint Resolution Process  
State WIOA Policies, Programs, Activities or Agreements Complaint Process  
State Complaint Resolution Process  
Criminal Fraud, Waste and Abuse Complaints  
Criminal Complaints, Waste and Abuse Complaints  
Non-Participant Complaints  
Confidentiality of Information  
Documentation and Records

### Discrimination Complaints

The recipient must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIOA Title I – financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

Individuals who feel they have been subjected to discrimination under a WIOA Title I – financially assisted program or activity, may file a complaint within 180 days from the date of the alleged violation. Complaints alleging discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and

Any beneficiary of programs financially assisted under Title I – of the Workforce Innovative Opportunity Act of 1998 (WIOA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States or his or her participation in any WIOA Title I – financial assisted program or activity may file with a state or local administrative entity, service provider, One-Stop operator or

The Director, Civil Rights Center (CRC)  
U. S. Department of Labor  
200 Constitution Avenue NW, Room N-4123  
Washington, D. C. 20210

If the complaint is filed with the Division of Workforce Development, the complainant will receive a written Notice of Final Action within ninety (90) calendar days from the date the complaint was filed.

Written complaints may be made on the Discrimination Complaint Form or must include: the complainant's name and address, the identity of the individual or entity that complainant alleges is responsible for the discrimination, a description of the complainant's allegations in enough detail to allow an initial determination of jurisdiction, timeliness, and the apparent merit of the complaint and the complainant's signature of the complainant's authorized representative.

Immediately upon receiving and logging a discrimination complaint, the local EO officer will forward the complaint to the State EO Officer for determination of jurisdiction and further processing.

### General WIOA Complaints

Complaints involving local, WIOA programs, agreements or local WIB policies and activities may be made up to one (1) year from the date of the event or condition alleged to be a violation of WIOA. The DWD Discrimination Complaint Form may be used as a complaint intake tool. Any complaint received in writing will be accepted and handled in the same manner as if it were made on the General WIOA Complaint Form.

### Local Program and Policies Complaints

Any applicant, employee, participant, service provider, program recipient, or other interested party may file a complaint alleging a violation of local WIOA programs, agreements or WI policies and activities. Complainants with disabilities may be accommodated in order to file a complaint through alternate formats, as requested. Complaints may be filed with the local administrative entity (AE) or the service provider within one (1) year from the date of the event or condition alleged to be a violation of WIOA.

### Local Complaint Resolution Process

**Initial Review:** The local AE or service provider who receives the complaint will log the complaint and establish a complaint file containing information required by DWD Issuance 09-2012 policy. The purpose of the initial review will be to determine whether or not here appears to be a basis for the complaint and to gather more information from all concerned parties. The findings of the review will be used to assist in an informal resolution of the complaint and be made a part of the complaint file.

**Informal Resolution:** The complaint may be resolved informally to the satisfaction of all parties with the process being completed within ten (10) business days from the date the complaint is filed. Once the complaint is resolved, the terms and conditions of the resolution are documented in the complainant's file.

**Formal Resolution:** If the complaint is not resolved, the AE will issue a determination within twenty (20) days from the date the complaint was filed. If an appeal is not filed by the complainant, the complaint will be considered resolved and is documented in the complainant's file.

Hearing: If the decision does not satisfactorily resolve the complaint, the complainant has seven (7) days from the receipt of the decision to present a written request for a hearing and review of the decision. A hearing must be conducted by a qualified hearing officer within forty-five (45) calendar days of the original receipt of the written grievance. A formal hearing is scheduled and written notice is mailed to the complainant, the respondent and any other interested party at least seven (7) business days prior to the hearing. A complainant may amend or withdraw a complaint at any time prior to the scheduled hearing.

Appeal: All requests for appeals must be filed within sixty (60) calendar days of the receipt of the decision. The appeal will be received by the Missouri Division of Workforce Development (DWD) State WIOA Complaint and Grievance Officer within ninety (90) calendar days from the date the complaint was filed. DWD will review the complaint file, the hearing record, and all applicable documents and issue a final decision on the appeal within thirty (30) calendar days from the date the appeal was received.

#### State WIOA Policies, Programs, Activities or Agreements Complaint Process

Any applicant, employee, participant, service provider, recipient, or other interested party may file a complaint alleging a violation of State WIOA policies, programs, activities or agreements. Complaints may be filed with the service provider or DWD within one (1) year from the date of the event or condition alleged to be a violation of WIOA.

#### State Complaint Resolution Process

The DWD State WIOA Complaint and Grievance Officer shall complete the process including Initial Review, Informal Resolution, Formal Resolution, Hearing, and Final Decision. Appeals may be filed within sixty (60) days of the receipt of the decision with the U.S. Department of Labor (USDOL).

#### Criminal Fraud, Waste and Abuse Complaints

Complaints alleging fraud, abuse, waste or criminal activity must be immediately reported through DWD's Incident Reporting System

AND

The Department of Labor, Office of Inspector General-Investigations  
Room S5514, 200 Constitution Ave NW  
Washington, D.C. 20510-55514

OR

The corresponding Regional Inspector General for Investigations, with a copy simultaneously provided to the Employment and Training Administration.

### Non-Participant Complaints

Programs operators, contractors, grantees, sub-grantees, sub recipients, subcontractors and any other interested party may file grievances about programs or activities under the Workforce Innovation and Opportunity Act.

### Confidentiality of Information

The identity of any person who has furnished information relating to or assisting in the investigation of a possible violation of the Act shall be kept confidential to the extent possible, consistent with the need to conduct a fair review of the issues.

### Documentation and Records

Attachment #1 Discrimination Complaint Form

# WIOA General Complaint Form

## Complainant (person filing the complaint)

|            |       |         |      |
|------------|-------|---------|------|
| Name:      |       |         |      |
| Address:   | City: | State:  | Zip: |
| Telephone: |       | E-Mail: |      |

Complainants with disabilities will be accommodated during the complaint process. If an accommodation is required in communication or accessibility of location, please indicate the kind of accommodation required, e.g. accessible location, deaf interpreter (please indicate type of sign language), notification of results and/or hearing dates in alternative format such as Braille, large print or cassette.

## Respondent (person/entity complaint filed against)

|            |       |         |      |
|------------|-------|---------|------|
| Name:      |       |         |      |
| Address:   | City: | State:  | Zip: |
| Telephone: |       | E-Mail: |      |

*Instructions: Provide a clear and brief statement of the facts. Include relevant dates that will assist in the investigation and resolution of the complaint. If additional space is needed, use reverse side of this form or attach additional sheets.*

The above information is true and correct to the best of my knowledge.

\_\_\_\_\_  
Signature of Complainant

\_\_\_\_\_  
Date

## FOR OFFICIAL USE ONLY

|                             |       |         |  |
|-----------------------------|-------|---------|--|
| Person Receiving Complaint: |       | Title:  |  |
| Address:                    | City: | State:  |  |
| Telephone:                  |       | E-Mail: |  |

\_\_\_\_\_  
Signature of Receipt

\_\_\_\_\_  
Date



## **Access – Improvements to Physical and Programmatic Accessibility; Customer Service**

The Saint Louis County- American Job Center is committed to providing equal opportunity in all programs, services and activities to individuals with disabilities. Program access for people with disabilities is covered in Section 188 WIA/WIOA and the Title VI of the Civil Rights Act of 1964, which prohibits discrimination against people with disabilities.

Saint Louis County has developed a local Disability Resource Committee, whose main objective is to ensure that there is equal access to Job Center services for the disabled community. The Committee's goal is to develop practices for the Saint Louis County Job Center as it relates to WIOA and servicing customers with disabilities. We are committed to strengthening the partnership, communication, cooperation and collaboration between the core partners identified by WIOA. The purpose is to serve as a resource for business partners in the community looking to employ people with a disability.

The committee consists of partners from Vocational Rehabilitation, Paraquad (Independent Living Center), and Rehabilitation Services for the Blind, Department of Mental Health and Adult Educational & Literacy.

Listed below are items recently developed by the Committee;

- Vocational Rehabilitation and their counselors provide the monthly training for Saint Louis County staff on a variety of disability related topics. These presentations provide awareness of additional resources available to individuals with a disability.
- We will continue to host workshops for the benefit of front line staff that focus on services provided by each agency which is part of the committee. This will allow staff an opportunity to obtain information and network with other agencies.
- The Committee will create a Disability Resource Guide listing contact information and a brief summary of services available.
- Saint Louis County's Chairperson for the Disability Resource Committee and the Local Equal Opportunity Officer are members of a Regional Disability Committee that consist of members from several different regions in the area.
- The Regional Disability Committee hosts the Accommodation for Success event. The event is designed to help employers understand how to save time, energy and money while hiring and retaining employees with disabilities. The intended audience is HR professionals responsible for compliance with their company's disability regulations, as well as, job seekers with disabilities. The goal of the event is assist employers with

networking with organizations and resources that will be beneficial in helping them adhere to their company's disability requirements. This event will also give candidates with disabilities the opportunity to secure employment and contribute to a company's desire for a diverse workforce.

The Saint Louis American Job centers are equipped with Assistive Technology Equipment. The following equipment is integrated in the Job Center's customer engagement area.

- UbiDuo
- Alternative Large-Key keyboard
- Height Adjustable tables
- Mouse Alternatives
- Portable Assistive Listening Devices
- Amplified Telephone
- Electronic CCTV Magnifier
- Ease Windows Accessibility Feature
- Requested items in Braille
- Accessible Restrooms
- ASL available upon request
- Accessible Parking
- Amplifier for telephone
- TTY with printout
- Hands-free speaker phone
- Zoom Text Screen Magnification Software
- Window Eyes Screen Reader Software
- Computer with Large Screen Monitor

[See Customer Services Training Calendar below](#)

### Equal Opportunity Training Schedule

| Training Topic   | Presenter   | Date        | Location  | Time                                   |  |  |
|--|---|-------------|---|--|--|--|
| "Equal Opportunity is the Law" Program Complaint/Grievance | Alicia Buchanan/Danielle Smith                        |             | Florissant, North Oaks, International Institute | NGCC Meeting/EO training               |  |  |
| Sexual Harassment  | Webinar   | TBD         | Florissant, North Oaks, International Institute | NGCC Meeting/EO training               |  |  |
| LGBT Training  | Webinar   | TBD         |   | All Staff – multiple sessions          |  |  |
| Customer Service Internal/External                         | Saint Louis County and Vanessa Parker                 |             |   | All Staff – multiple sessions          |  |  |
| Religious Discrimination                                   |   | April, 2016 | Webinar   | All Staff - multiple sessions          |  |  |
| LEP Providing Universal Access in the Job Center           |   | May, 2016   |   | All Staff multiple sessions            |  |  |
| Pregnancy Discrimination                                   |   | June        | Webinar   |  |  |  |
| ADA: Servicing Individuals with Disabilities               | Lydia Mitchell/Megan Piel - Vocational Rehabilitation | 5/1/16      | Florissant Job Center & North Oaks Job Center   | 4:00pm to 5:00pm                       |  |  |
| Title II   | TBD   |             | Webinar   |  |  |  |
| OFCCP Training   | Danielle Smith  | 4/24/15     | North Oaks                                      | Partner Staff Managers                 |  |  |
| Diversity  | Saint Louis County                                    | TBD         | North Oaks                                      | St. Louis County's Training Department |  |  |

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Individual Training Accounts  
Training Guidelines and Operational Procedures

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**Background:**

The ITA policy is designed to serve as common guidelines for all ITA requests. It is not all-inclusive, as each request may have differences which require consideration. However, all approvals and denials will be based upon Saint Louis County Workforce Development's WIOA responsibilities, funding limitations and their obligation to make sound fiscal decisions.

**I. Training services may be available to individuals who:**

- A one-stop operator/partner determines, after an interview, evaluation, assessment and career planning are:
  - Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services; **and**
  - In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; **and**
  - Have the skills and qualifications to participate successfully in training services; **and**
  - Have selected a program of training services that is directly linked to the employment opportunities in the local area or the planning region, or in another area to which the individuals are willing to commute or relocate; **and**
  - Are unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds, TAA and Federal Pell Grants, or require WIOA assistance in addition to other sources of grant assistances including Federal Pell Grants; **and**
  - If training services are provided through the adult funding stream, are determined eligible in accordance with the State and local priority system, if any, in effect for adults under WIOA

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## **II. Examples of Interview, Evaluation, Assessment and Career Planning**

- Interview:
  - Individual one-on-one meeting between staff and customer to determine training and career goals
- Evaluation:
  - Interview/meeting that determines if the training program/institution is appropriate for the customer (i.e. cost, certifications, location)
- Assessment:
  - Workkeys/National Career readiness assessment instrument.
- Career Planning:
  - Review labor market information
  - Determine viable short/long-term goals
  - Research employers related to training
  - Develop career pathway

## **III. The following qualifications are also placed on the use of ITAs:**

Except as provided for below, provision of ITAs shall be limited to individuals who:

- Are planning to attend training at a training/educational institution and the program is approved by the Missouri Education and Career Hotlink (MECH) **and** is in the Standard Metropolitan Statistical Area\*\* (SMSA) or the State of Missouri.
- Are planning to attend, a vocational training program or educational institution for 2 years or less; funding may be limited to assist with courses leading to certifications, licensure or credentialing in existing career or occupational areas.
- Are successfully completing educational programs at a vocational training program or educational institution for 2 years or less; funding will be provided for the final semester of the program and may be limited to assist with courses leading to certifications, licensure or credentialing in existing career or occupational areas.
- Are successfully completing educational programs at a college or university and require assistance to complete the final 30 credit hours towards an Associate degree.

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- Are successfully completing educational programs at a college or university and require assistance to complete the final 65 credit hours toward a Bachelor's degree.
- Training services may be provided to an individual who otherwise meets these requirements while an application for a Federal Pell Grant is pending.

**Additional ITA Guidelines:**

- WIOA ITA funding is meant to be used after other sources of funding have been utilized. Therefore, all customers who are considered for training must contact the financial aid office of the training institution to explore funding options prior to requesting WIOA funding.
- ITA funding will not be approved for training that begins prior to ITA Committee approval or authorization
- The amount of ITAs shall not exceed \$10,000. Once the Regional limit for ITA funding has been provided, customers are not eligible for additional funding for a **two-year period**. The two-year period commences with the date the Regional limit is met; and will include ITA funding received from other workforce regions or US-DOL funding where applicable
- Once training is complete, customers are expected to participate in job placement activities with American Job Center staff.
- Training for a Master's degree will not be approved
- Training for a PhD. will not be approved.
- Any training plan will be subject to funding de-obligation if a participant fails a portion of training or receives a failing grade. The participant will bear the cost of repeating the course or portion of training and must retake and pass the required course work at the next available opportunity.
- All class withdrawals that result in less than 100% reimbursement to Saint Louis County will be regarded as failing or unsatisfactory. As a result, future semesters will not be funded. The participant will bear the cost of repeating the course or portion of training and must retake and pass the required course work before additional funding will be considered.

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- The participant must maintain satisfactory progress toward their training goal. Satisfactory progress and/or successfully completing is defined as: 2.0 grade level in college or university degree programs and other training programs that provide grade level evaluations. For self-paced, modular, clock-hour training programs, satisfactory progress or successfully completing will be based on milestones addressed in terms of skills attainment and proficiency described in the training curriculum and Individual Employment Plan.
  
- E-Learning/ Online training programs: Will require special approval from the Local Workforce Development Area staff and or ITA Review Committee
  
- Electronic attendance records are required as documentation of all online classes
  
- *When multiple training providers are available, training assistance will be authorized at the lowest cost training provider.*

**IV. Individuals Seeking ITA Services Must Do The Following:  
Before Training Activities:**

- Customers **must** participate in facilitated job search activities with American Job Center staff. These activities will be in addition to the customers' individual job search efforts. Such activities will include consultation with staff, job development services, recruitment events, job readiness training and other job search activities. These services and activities must be documented in the Toolbox/MIS system. Staff must fully explore and describe what the customer has done to find work.
  
- Customers **must** take the Workkeys assessment. The results of which will be used to determine if customer's skill levels demonstrate the likelihood of success in the career area and/or training. The attainment of at least a Bronze Workkeys level is required for ITA funding. If a skill gap(s) is/are indicated, customers must participate in remediation services offered through the American Job Center. After remediation, customers may retake the Workkeys with the goal of achieving at least a Bronze level. The customer's Individual Employment Plan/Individual Service Strategy must reflect the levels needed based upon the chosen career area. The customers must achieve these levels before ITA funding is authorized. The region will accept scores achieved within the last 5 calendar years.
  
- The participant has researched their career/training choice. Research methods may include: Informational interviews with employers regarding entry level wage, income potential, entry

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level skills, skills required to advance, the need for classroom training prior to employment and their willingness to hire from their chosen/anticipated training provider.

- The participant in conjunction with staff have found one or more job opening(s) that requires the skills/knowledge/certification/credential to be earned through the requested training. The job opening documentation must be included with the ITA request. The job opening must be within the last 30 calendar days
- The participant has a job offer or conditional job offer that requires the skills/knowledge/certification/credential to be earned through the requested training.
- Local MERIC labor market information reflects that the occupation is a high growth or a high demand (MERIC grade B or higher) occupation or industry; **or** an O\*NET Bright Outlook occupation.
- The participant has considered more than one school that offers the training of choice. The participant is expected to compare the cost of education, training materials and learning objectives of various schools prior to the ITA request.
- Participate in a consultation meeting with Skills team staff to review the projected cost of training using [FinAid!](http://www.finaid.org/calculators/loanpayments.phtml)  
<http://www.finaid.org/calculators/loanpayments.phtml>
- Participate in industry specific assessments, back ground checks, and health/wellness assessments as deemed appropriate by WIB staff

**NOTE: the above activities and services must be reflected in the customer's service notes and IEP/ISS.**

**American Job Center Staff Responsibilities:**

A. Explore/Discuss Training Decision:

- Why this training area-work history, education, skills, interest/aptitudes must be assessed
- What schools have they considered-reasonableness of cost, effectiveness of training agency
- How will they support themselves-UI benefits, work part-time, public/family assistance impact on home and personal situation-routine-family demands

American Job Center-St. Louis County Region  
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- How will this training improve their ability to compete for jobs and does it start them on a career path
  - Are there any current job openings that require this skill/credential/knowledge
- B. Career Assessment:
- Review/document assessment results achieved for career area
  - Conduct industry specific assessments and screenings
  - Print current job openings that require the anticipated skill set/knowledge/credential
  - Conduct background checks for truck driving, CNA etc....
- C. Site Selection & Funding:
- ITAs can only be used for approved institutions that have a current contract with both Missouri Division of Workforce Development and Saint Louis County
  - Make application at training site
  - Request school's assessment results
  - Make application for financial aid (Pell Grant) - can be made online or with Educational Opportunity Center
  - Must verify that customer has made application prior to authorizing ITA
  - Funding to all institutions will be made in increments
- D. Review Training Curriculum and Cost:
- Curriculum outline should include all courses/activities needed to complete training and identify credential to be obtained
  - Verify begin and end dates of each class/training
  - Verify total cost (tuition, supplies, books and fees)
  - Obtain transcripts of past classes if applicable, analyze transcripts to determine status and progress towards completion
- E. Complete training plan and Participant Agreement Form:
- Plan must detail which classes will be taken on a semester-by-semester basis or areas/skills included in the training program
  - What credential will be obtained (degree, license, diploma etc.) and is it portable
  - Duration of training period (# of weeks, months and or semesters)
  - Training cost and WIOA/ITA amount to be authorized
  - State the career or position that will be sought upon training completion –sign jointly
  - Discuss participant agreement- sign jointly

American Job Center-St. Louis County Region  
Individual Training Accounts  
Training Guidelines and Operational Procedures

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- Secure a sign release of information and require the school to maintain a signed release to provide American Job Career Center staff with needed information (progress, completion, grades, placement, financial aid)

F. Complete Training Eligibility Checklist and ITA Transmittal:

- Submit the eligibility checklist, ITA transmittal and all other documents described above to St. Louis County Workforce Development-Monitor for eligibility review and submission to the ITA Review Committee for approval
- 

#### **IV. Toolbox Data Entry and Record Maintenance Requirements:**

- Employment Plan page/ Training Program information completed
- Employment Plan page/ Progress Evaluation monthly update notes
- Progress Tab updated as needed
- Service note needed for the delivery of additional services
- Service note all contacts with customer and school
- Class grades/attendance verified prior to disbursement of subsequent allocations of Tuition/ITA funds
- Retain copy of DESE and DESE 6-A
- Maintain ITA Financial Tracking log
- Service note information pertaining to customer's employability
- Document training completion, close 3001 service, and enter the type of credential obtained in the Seeker History page/Exit Snapshot tab.
- Refer customer to Job placement team services before graduation
- Document employment and whether it is training related in the Exit Snapshot.

#### **V. Other Training Related Items:**

Attendance Policy: Participants authorized for ITA funding are expected to attend all regularly scheduled classes/training hours.

Participants are expected to regularly contact Job Center staff (career advisor/case manager) to advise of progress and to report any issues or interruption in training. WIOA participants may be put on probation after missing more than 10% of the total training hours/classes. Participants will be given written notice of their probationary status and be asked to sign a status acknowledgement, if any absences occur after the probation, the participant may be terminated and ITA funding ended. Participants experiencing personal issues must notify career

# American Job Center-St. Louis County Region

## Individual Training Accounts

### Training Guidelines and Operational Procedures

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center staff and their school immediately to discuss the possibility of a leave of absence (LOA) from training.

If LOA is granted, the participant will be responsible for any additional cost associated with training or repeated course work-for any reason. The participant must provide American Job Center staff with verification from the school regarding the approval of the LOA, begin date, end date and new training completion date.

Monitoring Progress: Skills team staff will regularly monitor the participant's progress to ensure training is being provided and progressing as planned. Skills team staff must engage the customer during training and not rely solely on contact with the school. Contact should occur at minimum, on a monthly basis. ITA participants are also asked to contact their case manager if they encounter problems of any kind.

Criteria for School Approval: All training sites must obtain approval from Missouri Economic Research & Information Center to be considered a viable occupational and training services provider for WIOA ITA funding. All training sites must be listed on DWD's ETPS site.

St. Louis County Local Workforce Development Area will then consider the following criteria when approving ITA participants request for funding to attend schools and their programs.

1. Training related job placement of past graduates as verified by American Job Center Staff
2. Employment retention rates of past graduates as verified by American Job Center Staff
3. Must have had at least one full size graduating class
4. The completion rate-based on class size at the beginning of training
5. The pass/fail rate if applicable for certification or licensure
6. The school's cooperation with career center staff-share information regarding receipt of PELL grants, loans and other financial assistance; attendance, progress and grades.
7. The anticipated average wage at placement versus the cost of attendance including tuition, supplies and fees must make the training financially viable

Reverse Referrals: All applicants must go through the American Job Center assessments, activities and services as detailed above.

Schools may refer individuals for Job Center assistance with the understanding that enrollment in their site, or any other school is not guaranteed. All individuals assessed to be in need of training will be referred to all schools in the area to insure they make an informed decision.

# American Job Center-St. Louis County Region

## Individual Training Accounts

### Training Guidelines and Operational Procedures

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Job Search and Other Job Center Services: Participants are required to participate in American Job Center services to secure employment upon completion of training. Staff should encourage customers to come into the Center **during** training. There are many other workshops, networking events and employer lead activities that customers can attend while in training. ITA customers are to contact Job Center staff to organize their job search and schedule sessions for the following services at a minimal when training is completed:

Optimal Resume

*INTERVIEW* **STREAM**™

Recruitment events

And other Skills/Job Getting Team services

Staff must encourage customers to keep in touch with the American Job Center, update their contact information, maintain a “Job search only” e-mail address and contact phone number also explore the customer’s online profiles and presence for job search purposes.

**NOTE: Please be advised that this document outlines criteria for classroom/occupations skill training is not all-inclusive and may be revised or updated at any time without prior notice.**



#### TITLE IV: VOCATIONAL REHABILITATION/REHABILITATIVE SERVICES FOR THE BLIND (VR/RSB)

The Saint Louis County – American Job Center is committed to providing equal opportunity in all programs, services and activities to the person with a disability. Program access for people with disabilities is covered in the Title VI of the Civil Rights Act of 1964 which prohibits discrimination on the disabled jobseekers.

Saint Louis County has developed a local Disability Resource Committee to ensure that there is equal access to career services for people with disabilities. The committee's goal is to develop practices for the Saint Louis County career center as it relates to WIOA and servicing customer with disabilities. We are committed to strengthening the partnership, communication, cooperation and collaboration between the core partners identified by WIOA. The aim is to serve as a resource for business partners in the community looking to employ people with disabilities.

The committee consists of partners from Vocational Rehabilitation, Paraquad Independent Living Center, and Rehabilitation Services for the Blind, Department of Mental Health and Adult Educational & Literacy.

Listed below are existing and new items developed by the Committee;

- Encourage participation of representatives from Vocational Rehabilitation (VR) Rehabilitation for the Blind (RSB) to attend local board meetings as well as subcommittee meetings.
- Provide opportunities for direct support staff at career centers to receive in-services training from Vocational Rehabilitation staff on working with individuals with disabilities.
- Establish a protocol for referring individuals to Vocational Rehabilitation and Rehabilitation Services for the Blind for further services.
- Seek guidance from VR, RSB and Paraquad Independent Living Center on the purchase and maintenance of appropriate assistive technology and accommodations at local career centers.
- Seek guidance from RSB on ensuring the electronic and written materials are accessible to individuals with visual impairments.
- Host hiring events and job fairs for the job seekers with disabilities.

Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this advertisement may be reached by person using TTY/TDD equipment via the Missouri Relay Service at 711.

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***Local Workforce Development Board  
of  
Saint Louis County  
Youth Council Meeting Agenda***

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**American Job Center – North Oaks  
Thursday, February 4, 2016  
8:00 a.m.**

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- I. Call to Order
- II. Approval of Meeting Minutes (November 5, 2015)
- III. Updates **(Please limit updates to three minutes)**
  - Saint Louis Public Schools
  - Better Family Life
  - The Urban League
  - Infinite Scholars
  - Saint Louis Community College – Florissant Valley
  - Saint Louis Job Corps
  - Saint Louis County Youth Program
  - Saint Louis County Housing Authority
  - Vocational Rehabilitation
  - YouthBuild
- IV. Performance
- V. Feedback from Council Members
- VI. Old Business
- VII. New Business
- VIII. Next Quarterly Meeting
  - Thursday, May 5, 2016 – 8:00 a.m.
- IX. Announcements
- X. Adjournment



# Urban League of Metropolitan St. Louis, Inc.

## WIOA In-School Youth Services Flowchart

RECRUITMENT PROCESS  
BEGINS

Intake,  
Certification  
process,  
Eligibility  
determination  
& Approval

*If applicant is ineligible  
for WIOA services,  
referrals and alternative  
programs are introduced  
at this time.*

Introduce and Administer  
Program Services & Activities

### WIOA Elements

1. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies.
2. Alternative secondary school offerings or dropout recovery services.
3. Leadership development activities (e.g., community service, peer-centered activities).
4. Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations.
5. Comprehensive guidance and counseling, including drug and alcohol abuse counseling.
6. Financial literacy education.
7. Integrated education and training for a specific occupation or cluster
8. Entrepreneurial skills training
9. Postsecondary preparation and transition activities
10. Labor Marketing Information services provide information about in-demand industry sectors and occupations

11. Adult mentoring a.k.a. School-to-Business Partnership program
  - a. Entrepreneurship
  - b. Job Shadowing
  - c. Labor Marketing Information services that provide information about in-demand industry sectors and occupations
  - d. Selective Services

12. Work Experience
  - Paid and unpaid work experiences with an academic and occupational education component.
  - Summer Youth Work Experience
  - Placement (Education or Employment)

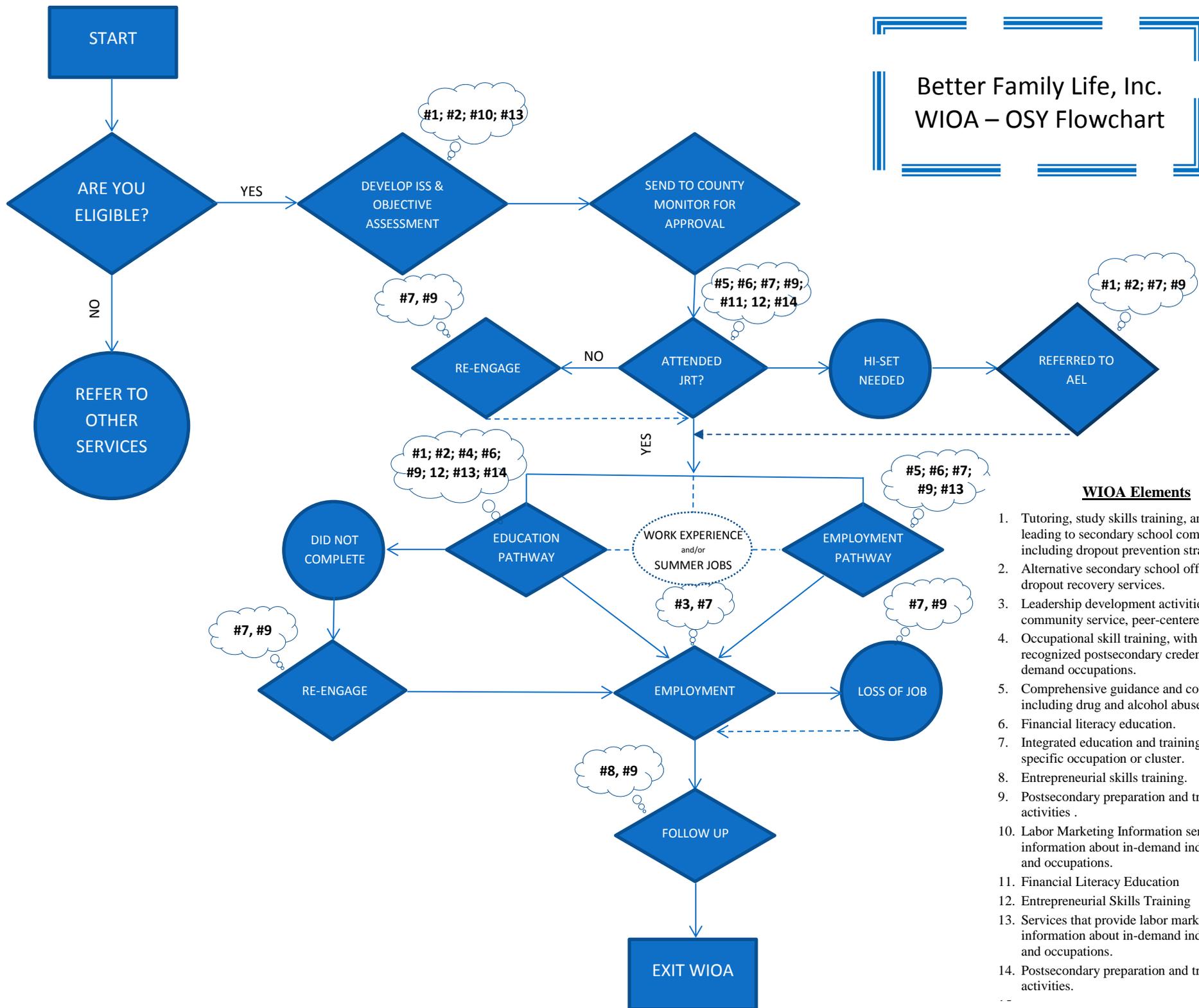
13. Supportive Services & Dual Enrollment

Exit  
(Outcomes)

14. Follow-up
  - 12 Months
  - Referrals
  - Enrollment in non- WIOA services.

*If follow-up services are declined,  
assistance available is reiterated.  
All codes are closed and a final  
case note is entered.*

# Better Family Life, Inc. WIOA – OSY Flowchart



### WIOA Elements

1. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies.
2. Alternative secondary school offerings or dropout recovery services.
3. Leadership development activities (e.g., community service, peer-centered activities).
4. Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations.
5. Comprehensive guidance and counseling, including drug and alcohol abuse counseling.
6. Financial literacy education.
7. Integrated education and training for a specific occupation or cluster.
8. Entrepreneurial skills training.
9. Postsecondary preparation and transition activities .
10. Labor Marketing Information services provide information about in-demand industry sectors and occupations.
11. Financial Literacy Education
12. Entrepreneurial Skills Training
13. Services that provide labor market information about in-demand industry sectors and occupations.
14. Postsecondary preparation and transition activities.

# 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.

## ATTACHMENT 1

### 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 A. Smith  
Authorized Representative

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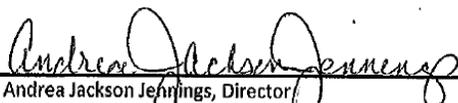
Rick Stubblefield, Coordinator  
St. Clair County IGD Workforce Development Group  
Mid America Workforce Investment Board

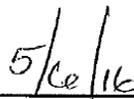
5/9/16

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:

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

  
Date

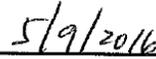
## Signature Sheet

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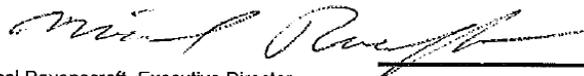
Scott Drachnik, Executive Director  
St. Charles County Department of Workforce & Business  
Development



Date

**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

# Appendix

# Labor Market Data

**TABLE 1: Missouri Population Change, 2000-2010**

| County         | Population Change | County      | Population Change | County           | Population Change |
|----------------|-------------------|-------------|-------------------|------------------|-------------------|
| Adair          | 630               | Grundy      | -171              | Perry            | 839               |
| Andrew         | 799               | Harrison    | 107               | Pettis           | 2,798             |
| Atchison       | -745              | Henry       | 275               | Phelps           | 5,331             |
| Audrain        | -324              | Hickory     | 687               | Pike             | 165               |
| Barry          | 1,587             | Holt        | -439              | Platte           | 15,541            |
| Barton         | -139              | Howard      | -68               | Polk             | 4,145             |
| Bates          | 396               | Howell      | 3,162             | Pulaski          | 11,109            |
| Benton         | 1,876             | Iron        | -67               | Putnam           | -244              |
| Bollinger      | 334               | Jackson     | 19,278            | Ralls            | 541               |
| Boone          | 27,188            | Jasper      | 12,718            | Randolph         | 751               |
| Buchanan       | 3,203             | Jefferson   | 20,634            | Ray              | 140               |
| Butler         | 1,927             | Johnson     | 4,337             | Reynolds         | 7                 |
| Caldwell       | 455               | Knox        | -230              | Ripley           | 591               |
| Callaway       | 3,566             | Laclede     | 3,058             | Saline           | -386              |
| Camden         | 6,951             | Lafayette   | 421               | Schuyler         | 261               |
| Cape Girardeau | 6,981             | Lawrence    | 3,430             | Scotland         | -140              |
| Carroll        | -990              | Lewis       | -283              | Scott            | -1,231            |
| Carter         | 324               | Lincoln     | 13,622            | Shannon          | 117               |
| Cass           | 17,386            | Linn        | -993              | Shelby           | -426              |
| Cedar          | 249               | Livingston  | 637               | St. Charles      | 76,602            |
| Chariton       | -607              | Macon       | -196              | St. Clair        | 153               |
| Christian      | 23,137            | Madison     | 426               | St. Francois     | 9,718             |
| Clark          | -277              | Maries      | 273               | St. Louis County | -17,361           |
| Clay           | 37,933            | Marion      | 492               | St. Louis City   | -28,895           |
| Clinton        | 1,764             | McDonald    | 1,402             | Ste. Genevieve   | 303               |
| Cole           | 4,593             | Mercer      | 28                | Stoddard         | 263               |
| Cooper         | 931               | Miller      | 1,184             | Stone            | 3,544             |
| Crawford       | 1,892             | Mississippi | 931               | Sullivan         | -505              |
| Dade           | -40               | Moniteau    | 780               | Taney            | 11,972            |
| Dallas         | 1,116             | Monroe      | -471              | Texas            | 3,005             |
| Daviess        | 417               | Montgomery  | 100               | Vernon           | 705               |
| DeKalb         | 1,295             | Morgan      | 1,256             | Warren           | 7,988             |
| Dent           | 730               | New Madrid  | -804              | Washington       | 1,851             |
| Douglas        | 600               | Newton      | 5,478             | Wayne            | 262               |
| Dunklin        | -1,202            | Nodaway     | 1,458             | Webster          | 5,157             |
| Franklin       | 7,685             | Oregon      | 537               | Worth            | -211              |
| Gasconade      | -120              | Osage       | 816               | Wright           | 860               |
| Gentry         | -123              | Ozark       | 181               |                  |                   |
| Greene         | 34,783            | Pemiscot    | -1,751            |                  |                   |

**Table 2: Black Population Growth Rate, 2000-2010**

| County         | Percent Change | County      | Percent Change | County           | Percent Change |
|----------------|----------------|-------------|----------------|------------------|----------------|
| Adair          | 36             | Grundy      | 40             | Perry            | 127            |
| Andrew         | 4              | Harrison    | 150            | Pettis           | 6              |
| Atchison       | -87            | Henry       | 0              | Phelps           | 69             |
| Audrain        | -11            | Hickory     | 257            | Pike             | -21            |
| Barry          | 174            | Holt        | 33             | Platte           | 105            |
| Barton         | 31             | Howard      | -24            | Polk             | 93             |
| Bates          | 49             | Howell      | 37             | Pulaski          | 21             |
| Benton         | 132            | Iron        | -17            | Putnam           | 200            |
| Bollinger      | 28             | Jackson     | 6              | Ralls            | 1              |
| Boone          | 31             | Jasper      | 46             | Randolph         | -14            |
| Buchanan       | 24             | Jefferson   | 33             | Ray              | -18            |
| Butler         | 6              | Johnson     | 9              | Reynolds         | 29             |
| Caldwell       | 233            | Knox        | 250            | Ripley           | 717            |
| Callaway       | -12            | Laclede     | 75             | St. Charles      | 96             |
| Camden         | 88             | Lafayette   | -1             | St. Clair        | 141            |
| Cape Girardeau | 47             | Lawrence    | 7              | Ste. Genevieve   | -8             |
| Carroll        | -13            | Lewis       | 22             | St. Francois     | 146            |
| Carter         | 40             | Lincoln     | 45             | St. Louis County | 21             |
| Cass           | 202            | Linn        | 5              | St. Louis City   | -12            |
| Cedar          | -68            | Livingston  | 8              | Saline           | -4             |
| Chariton       | -42            | McDonald    | 250            | Schuyler         | -50            |
| Christian      | 210            | Macon       | 1              | Scotland         | -70            |
| Clark          | 280            | Madison     | 127            | Scott            | 5              |
| Clay           | 135            | Maries      | -17            | Shannon          | 21             |
| Clinton        | 1              | Marion      | 8              | Shelby           | -52            |
| Cole           | 20             | Mercer      | -14            | Stoddard         | 2              |
| Cooper         | -19            | Miller      | 52             | Stone            | 152            |
| Crawford       | 103            | Mississippi | 25             | Sullivan         | 240            |
| Dade           | 43             | Moniteau    | 4              | Taney            | 225            |
| Dallas         | 84             | Monroe      | -26            | Texas            | 1,688          |
| Daviess        | 475            | Montgomery  | -19            | Vernon           | -18            |
| DeKalb         | 42             | Morgan      | 34             | Warren           | 30             |
| Dent           | -7             | New Madrid  | -1             | Washington       | -4             |
| Douglas        | 114            | Newton      | 40             | Wayne            | 73             |
| Dunklin        | 8              | Nodaway     | 92             | Webster          | -9             |
| Franklin       | -3             | Oregon      | 50             | Worth            | 200            |
| Gasconade      | 50             | Osage       | 33             | Wright           | 76             |
| Gentry         | 163            | Ozark       | -21            |                  |                |
| Greene         | 45             | Pemiscot    | -7             |                  |                |

**Table 3: Hispanic or Latino Population Growth Rate, 2000-2010**

| County         | Percent Change | County      | Percent Change | County           | Percent Change |
|----------------|----------------|-------------|----------------|------------------|----------------|
| Adair          | 66             | Grundy      | 8              | Perry            | 242            |
| Andrew         | 110            | Harrison    | 58             | Pettis           | 99             |
| Atchison       | 28             | Henry       | 84             | Phelps           | 90             |
| Audrain        | 252            | Hickory     | 34             | Pike             | 12             |
| Barry          | 60             | Holt        | 86             | Platte           | 100            |
| Barton         | 94             | Howard      | 39             | Polk             | 76             |
| Bates          | 54             | Howell      | 55             | Pulaski          | 96             |
| Benton         | 90             | Iron        | 115            | Putnam           | 13             |
| Bollinger      | 44             | Jackson     | 61             | Ralls            | 133            |
| Boone          | 103            | Jasper      | 122            | Randolph         | 46             |
| Buchanan       | 124            | Jefferson   | 70             | Ray              | 64             |
| Butler         | 62             | Johnson     | 14             | Reynolds         | 16             |
| Caldwell       | 113            | Knox        | 31             | Ripley           | 8              |
| Callaway       | 88             | Laclede     | 79             | St. Charles      | 139            |
| Camden         | 193            | Lafayette   | 92             | St. Clair        | 79             |
| Cape Girardeau | 137            | Lawrence    | 105            | Ste. Genevieve   | 13             |
| Carroll        | 62             | Lewis       | 106            | St. Francois     | 74             |
| Carter         | 44             | Lincoln     | 132            | St. Louis County | 72             |
| Cass           | 120            | Linn        | 86             | St. Louis city   | 59             |
| Cedar          | 33             | Livingston  | 93             | Saline           | 83             |
| Chariton       | -15            | McDonald    | 27             | Schuyler         | 7              |
| Christian      | 166            | Macon       | 24             | Scotland         | -21            |
| Clark          | -19            | Madison     | 270            | Scott            | 57             |
| Clay           | 99             | Maries      | -27            | Shannon          | 81             |
| Clinton        | 57             | Marion      | 55             | Shelby           | 65             |
| Cole           | 96             | Mercer      | 155            | Stoddard         | 54             |
| Cooper         | 62             | Miller      | 48             | Stone            | 86             |
| Crawford       | 107            | Mississippi | 79             | Sullivan         | 97             |
| Dade           | 81             | Moniteau    | 35             | Taney            | 159            |
| Dallas         | 77             | Monroe      | 63             | Texas            | 92             |
| Daviess        | 58             | Montgomery  | 83             | Vernon           | 95             |
| DeKalb         | 75             | Morgan      | 127            | Warren           | 205            |
| Dent           | 32             | New Madrid  | 17             | Washington       | 50             |
| Douglas        | 0              | Newton      | 121            | Wayne            | 115            |
| Dunklin        | 110            | Nodaway     | 95             | Webster          | 53             |
| Franklin       | 106            | Oregon      | 16             | Worth            | 229            |
| Gasconade      | 138            | Osage       | 9              | Wright           | 71             |
| Gentry         | -18            | Ozark       | 42             |                  |                |
| Greene         | 85             | Pemiscot    | 8              |                  |                |

**Table 4: Unemployment Rates, September 2015 and Change in Unemployment from September 2014**

| COUNTY         | Change in                   |                                       | COUNTY      | Change in                   |                                       | COUNTY           | Change in                   |                                       |
|----------------|-----------------------------|---------------------------------------|-------------|-----------------------------|---------------------------------------|------------------|-----------------------------|---------------------------------------|
|                | Unemployment Rate Sept 2015 | Unemployment Rate Sept 2014-Sept 2015 |             | Unemployment Rate Sept 2015 | Unemployment Rate Sept 2014-Sept 2015 |                  | Unemployment Rate Sept 2015 | Unemployment Rate Sept 2014-Sept 2015 |
| ADAIR          | 4.4                         | -1.0                                  | GRUNDY      | 3.8                         | -0.9                                  | PERRY            | 3.8                         | -0.9                                  |
| ANDREW         | 3.7                         | -0.8                                  | HARRISON    | 4.3                         | -1.0                                  | PETTIS           | 4.6                         | -0.7                                  |
| ATCHISON       | 4.3                         | -0.1                                  | HENRY       | 5.1                         | -0.6                                  | PHELPS           | 4.4                         | -1.1                                  |
| AUDRAIN        | 4.1                         | -0.9                                  | HICKORY     | 6.2                         | -1.0                                  | PIKE             | 4.0                         | -1.0                                  |
| BARRY          | 4.4                         | -1.2                                  | HOLT        | 2.8                         | -1.6                                  | PLATTE           | 3.8                         | -1.0                                  |
| BARTON         | 5.2                         | -0.4                                  | HOWARD      | 4.1                         | -0.7                                  | POLK             | 5.0                         | -0.7                                  |
| BATES          | 5.6                         | -0.5                                  | HOWELL      | 6.0                         | -0.1                                  | PULASKI          | 5.4                         | -1.3                                  |
| BENTON         | 5.9                         | -0.8                                  | IRON        | 6.9                         | -1.3                                  | PUTNAM           | 3.4                         | -1.3                                  |
| BOLLINGER      | 5.0                         | -0.7                                  | JACKSON     | 5.5                         | -1.4                                  | RALLS            | 3.6                         | -0.9                                  |
| BOONE          | 3.1                         | -0.6                                  | JASPER      | 3.9                         | -0.9                                  | RANDOLPH         | 5.1                         | -0.9                                  |
| BUCHANAN       | 4.3                         | -0.9                                  | JEFFERSON   | 4.3                         | -1.1                                  | RAY              | 4.4                         | -2.9                                  |
| BUTLER         | 5.6                         | -0.5                                  | JOHNSON     | 4.6                         | -1.1                                  | REYNOLDS         | 6.1                         | -0.9                                  |
| CALDWELL       | 3.6                         | -1.4                                  | KNOX        | 3.3                         | -0.3                                  | RIPLEY           | 7.2                         | 0.4                                   |
| CALLAWAY       | 4.2                         | -0.8                                  | LACLEDE     | 6.1                         | -0.9                                  | ST. CHARLES      | 3.5                         | -0.9                                  |
| CAMDEN         | 5.0                         | -1.2                                  | LAFAYETTE   | 4.0                         | -1.3                                  | ST. CLAIR        | 6.2                         | -0.4                                  |
| CAPE GIRARDEAU | 4.1                         | -0.8                                  | LAWRENCE    | 4.3                         | -0.7                                  | STE. GENEVIEVE   | 4.6                         | -1.2                                  |
| CARROLL        | 5.1                         | -1.4                                  | LEWIS       | 4.4                         | -0.2                                  | ST. FRANCOIS     | 5.5                         | -1.0                                  |
| CARTER         | 6.3                         | -0.7                                  | LINCOLN     | 4.4                         | -1.1                                  | ST. LOUIS COUNTY | 4.3                         | -1.1                                  |
| CASS           | 4.3                         | -1.1                                  | LINN        | 6.5                         | -0.9                                  | ST. LOUIS CITY   | 5.7                         | -1.4                                  |
| CEDAR          | 4.9                         | -0.5                                  | LIVINGSTON  | 3.9                         | -0.8                                  | SALINE           | 4.0                         | -1.0                                  |
| CHARITON       | 4.3                         | -0.7                                  | MCDONALD    | 4.0                         | -1.0                                  | SCHUYLER         | 4.4                         | -1.7                                  |
| CHRISTIAN      | 3.8                         | -0.6                                  | MACON       | 4.5                         | -0.8                                  | SCOTLAND         | 3.8                         | -0.6                                  |
| CLARK          | 6.6                         | 0.7                                   | MADISON     | 5.4                         | -0.2                                  | SCOTT            | 4.9                         | -1.2                                  |
| CLAY           | 4.0                         | -1.5                                  | MARIES      | 4.7                         | -0.8                                  | SHANNON          | 6.8                         | -1.0                                  |
| CLINTON        | 3.9                         | -1.4                                  | MARION      | 4.0                         | -0.7                                  | SHELBY           | 4.2                         | -1.1                                  |
| COLE           | 3.6                         | -0.9                                  | MERCER      | 3.8                         | -0.7                                  | STODDARD         | 5.6                         | -1.0                                  |
| COOPER         | 5.2                         | -0.1                                  | MILLER      | 4.8                         | -0.9                                  | STONE            | 5.6                         | -1.0                                  |
| CRAWFORD       | 5.0                         | -1.6                                  | MISSISSIPPI | 5.2                         | -1.3                                  | SULLIVAN         | 5.4                         | -0.6                                  |
| DADE           | 4.7                         | -0.6                                  | MONITEAU    | 4.4                         | -0.7                                  | TANEY            | 5.4                         | -1.0                                  |
| DALLAS         | 5.6                         | -0.8                                  | MONROE      | 4.5                         | -1.1                                  | TEXAS            | 6.0                         | -0.9                                  |
| DAVIESS        | 4.0                         | -1.3                                  | MONTGOMERY  | 4.5                         | -1.0                                  | VERNON           | 4.9                         | -0.1                                  |
| DEKALB         | 3.9                         | -0.7                                  | MORGAN      | 5.6                         | -1.4                                  | WARREN           | 4.2                         | -1.4                                  |
| DENT           | 5.2                         | -0.9                                  | NEW MADRID  | 5.8                         | -0.7                                  | WASHINGTON       | 5.7                         | -1.5                                  |
| DOUGLAS        | 7.8                         | 0.7                                   | NEWTON      | 4.0                         | -0.8                                  | WAYNE            | 4.9                         | -1.2                                  |
| DUNKLIN        | 6.9                         | -0.7                                  | NODAWAY     | 3.8                         | -1.5                                  | WEBSTER          | 4.6                         | -0.7                                  |
| FRANKLIN       | 4.4                         | -1.0                                  | OREGON      | 5.8                         | -0.6                                  | WORTH            | 2.5                         | -1.2                                  |
| GASCONADE      | 3.7                         | -0.8                                  | OSAGE       | 3.5                         | -0.5                                  | WRIGHT           | 5.9                         | -0.3                                  |
| GENTRY         | 3.9                         | -0.8                                  | OZARK       | 6.9                         | -0.9                                  |                  |                             |                                       |
| GREENE         | 3.9                         | -0.6                                  | PEMISCOT    | 8.4                         | 0.2                                   |                  |                             |                                       |