

**PLANNING POLICY AND GUIDELINES
FOR MISSOURI
LOCAL WORKFORCE DEVELOPMENT BOARDS
Program Years 2016–2020**

**Due Date:
Wednesday, July 1, 2016, 5:00pm CST**

**Please submit electronic copies to:
DWDlocalplan@ded.mo.gov**

The Division of Workforce Development (DWD) issues Local Planning Guidance for Missouri Local Workforce Development Areas to follow in accordance with the Workforce Innovation and Opportunity Act. Please be advised DWD may revise this document at any time to comply with regulations provided by the U.S. Department of Labor.

**LOCAL WORKFORCE DEVELOPMENT AREAS
PLANNING GUIDANCE
Program Years 2016–2020**

This document gives the Local Workforce Development Boards (LWDB; Board) and its staff the guidelines for developing Local Plans (Plan) under the Workforce Innovation and Opportunity Act (WIOA) for Program Years (PY) 2016–2020. Current Plans will remain in effect until the new PY 2016–2020 Plans are approved. (PY16 is July 1, 2016 to June 30, 2017.)

New Plans need to be developed to ensure they address similar planning issues as those found in the new *State of Missouri Combined Workforce Plan for the Workforce Innovation and Opportunity Act, Program Years 2016–2020*. DWD published the State Plan for public comment in December 2015, and it was subsequently approved by the Missouri Workforce Development Board (MoWDB) and the Governor of Missouri in January 2016.

Please note, new for PY 2016–PY 2020, the Plans must be submitted electronically to DWDlocalplan@ded.mo.gov as an Adobe Acrobat portable document format file (.pdf) or a Microsoft Word document (.doc). The original hard copy of the Plan must be kept on file with the Board and made available to the public upon request. *See submission requirements.*

To meet the federal compliance deadlines for local planning, the Missouri Division of Workforce Development (DWD) is preemptively deploying guidance to assist Boards with Plans before detailed federal guidance is available. The timeframe for submitting Plans would be rushed if DWD did not provide this preliminary guidance. In lieu of the federal guidance regarding the local and regional plans for Missouri’s Local Workforce Development Areas (LWDA), DWD asks Boards to follow this local planning guidance, but to be sure to review the requirements in WIOA provided in Sections 108, 111, and 116 of Public Law 113-128 (<https://www.gpo.gov/fdsys/pkg/PLAW-113publ128/pdf/PLAW-113publ128.pdf>; also at <http://uscode.house.gov/view.xhtml?path=/prelim@title29/chapter32&edition=prelim>) and to be prepared to adjust Plans as federal guidance is delivered to the states. Additionally, DWD is providing a tentative timeline to assist Boards with the development of the LWDA/regional planning process.

The State also encourages Boards to review the WIOA Federal Register Proposed Rules - Part 679 Subpart D (<http://www.gpo.gov/fdsys/pkg/FR-2015-04-16/pdf/2015-05530.pdf>). The proposed rules delineate the requirements for the Plan and regional plans. Keep in mind the regional planning areas are defined by the ten economic regions and may comprise two or more LWDA's. The two economic regions (1) Kansas City Region: Kansas City & Vicinity / East Jackson County and (2) St. Louis Region: Jefferson-Franklin Consortium / St. Charles County / St. Louis County / and St. Louis City, are the only two economic regions comprising more than one LWDA.

The Kansas City and St. Louis economic regions have the choice of submitting individual Plans with a section devoted to economic regional planning including sector- and service-delivery strategies; or combining Plans into one regional plan. It is the understanding of DWD that the LWDBs prefer to submit individual Plans with a regional component to each Plan.

Some of the planning items required in the past will remain the same, and the Boards will only need to ensure the items are updated. However, WIOA is a new approach to workforce development, and there are key functions following the new strategic approach that will change and need to be addressed.

These planning items need to be updated for the new Plan:

- Sub-state monitoring policy—The current requirements for the sub-state monitoring plan can be found in the [DWD Issuance 15-2010](#). This issuance will be updated in 2016.
- Complaints and Grievances Policy | Equal Opportunity provisions—Current requirements for discrimination complaints and program complaints and grievances are found in the [DWD Issuance 01-2014](#), [DWD Issuance 09-2012](#), and within the Missouri [Methods of Administration](#). The local policies should coordinate with the State’s complaint and grievance policy. This section should ensure that all participants receiving services under Title I of WIOA have the same opportunity to report and receive relief from the negative actions of the WIOA funded grantees. (Note: At the end of January 2016, the U.S. Department of Labor (DOL) issued significant proposed rule revisions to implement [WIOA section 188 nondiscrimination requirements](#). Boards should examine these proposed rules while preparing their Plans.)
- “*Missouri Job Center, A Proud Partner of the American Job Center Network*” Branding/Marketing Plan (or other federally designated brand—The current federally designated common identifier is the “American Job Center” brand. The Secretary of Labor will announce an official choice before [July 1, 2016](#). The identifier is being implemented in Missouri as “Missouri Job Center—A Proud Partner of the American Job Center Network.”

Keep in mind three requirements of WIOA are:

- Employer engagement—The needs of businesses and workers drive workforce solutions and Boards are accountable to communities in which they are located.
- One-Stop Centers, or American Job Centers, provide excellent customer service to jobseekers and employers and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

There are changes in and new approaches to workforce systems including:

- Priority of service for adults—Focus shifts to individuals with barriers with an emphasis on veterans, youth, seniors, ex-offenders, and low-income individuals.
- Program Name Change—Missouri’s Migrant and Seasonal Farm Worker program is now referred to as “Agricultural Employment Services (AES).”

There are several planning items that will not be included in the new Plans by the due date, but may need to be added later as a **Plan Modification**. These items include:

- Program Year 2017 negotiated local-performance goals—statewide have not been finalized by DOL. The local negotiated goals for PY 2016 will remain in effect until the new local goals are finalized.
- Other items in Federal Training and Employment Guidance, as released.

Recertification documentation for your Board must be included with the new Plan submission. Please include your designation approval letter and recertification approval letter.

Your Plan is due Wednesday, June 1, 2016. Additional instructions for the submission of the Plan can be found immediately following the “Plan Content and Format” section of this guidance.

Plan Content and Format

Table of Contents

Please list at least each major section of the Plan, including each attachment, and their corresponding page numbers.

STRATEGIC ELEMENTS

- 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.

CITY OF ST. LOUIS WORKFORCE DEVELOPMENT BOARD – VISION AND MISSION

The vision for the City of St. Louis Workforce Development Board, which meets, interprets, and furthers the Governor of Missouri's vision, is to have a vibrant regional economy in which a job seeker has the skills needed to match available jobs and that every job has a qualified employee. The workforce system enables this vision through a series of high quality services that:

- Increase employment
- Increase retention
- Increase earnings
- Increase the skills of individuals
- Enhance the productivity and competitiveness of the region.

We will do this through our mission: to develop a quality workforce that meets the economic and labor market needs of the region by providing leadership and promoting collaboration between public, private and elected official partners. Our vision, planning and implementation support both State and Federal efforts.

This is accomplished through:

- collaborative local and regional meetings, developing a demand-driven workforce system;
- increased integration of service delivery through the Next Generation Career Center delivery systems and greater Partner collaboration;
- increased focus on youth investments for both in-school and out-of-school youth populations, restructuring of the youth council, increased accountability of Partners and sub-contractors, and greater collaboration among workforce, education and business partners;
- continued collaborations with faith-based and community-based organizations playing an enhanced role in workforce development, allowing greater access to workforce development services.

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

The City of St. Louis Workforce Development Board, based on the aforementioned sources, has determined the following as its goals for businesses and job seekers:

- Provide targeted business services to companies who hire in the area
- Offer job readiness training to all customers – Emphasis on adults and youth
- Assess for and provide skills/vocational training and job placement
- Connect dislocated workers to employers' hiring needs
- Provide youth education and employment – work experience
- Increase community collaboration and involvement

- 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.

Business Needs

Through personal discussions with local businesses, including current, potential, and WDB members, the needs of local businesses include a variety of services we can offer. These include recruitment, pre-screening potential interviewees for a good match, ensuring soft skills are in place with potential hires, financial assistance to grow their business through tax credits, On-the-Job Training and Work Experience funding, among others.

Jobseeker Needs

Jobseekers tell us they need financial assistance with training costs, marketable and competitive resumes, effective job interviewing techniques, basic and, sometimes, advanced computer skills, and general knowledge of the job market and what is available to them based on their current skills, and, potentially, newly acquired education and skills through education and/or On-the-Job Training opportunities.

Worker Needs

Of those who are already employed who may have worked within the past or who have heard about our services, they are seeking better paying jobs or the ability to acquire new skills for their current jobs to remain employed and/or to advance in their positions.

- 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

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.

Area	Population 2014	Income 2013		Taxable Sales Total Revenue 2014
		Total Personal Income	Per Capita Income	
Franklin County	102,084	\$3,852,188,000	\$37,835	\$1,044,600,245
Jefferson County	222,716	\$8,041,211,000	\$36,320	\$1,959,034,706
St. Charles County	379,493	\$16,377,854,000	\$43,850	\$5,253,711,045
St. Louis City	317,419	\$12,151,780,000	\$38,163	\$4,577,453,173
St. Louis County	1,001,876	\$57,265,857,000	\$57,183	\$16,300,797,027
St. Louis Region Summary	2,023,588	\$97,688,890,000	\$48,443	\$29,135,596,196

<https://www.missourieconomy.org/regional/profile/?ac=2915000014>

Poverty-- 2014	Civilian Labor Force	Number in Poverty	Percentage in Poverty
St. Louis City Total	169,272	47,058	27.8%

<http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

St. Louis, MO-IL MSA, MO Part				
Year	Labor Force	Employment	Unemployment	Rate
2015	1,137,593	1,083,728	53,865	4.70%
2014	1,112,515	1,045,495	67,020	6%
2013	1,098,656	1,026,740	71,916	6.50%
2012	1,102,055	1,026,471	75,584	6.90%
2011	1,118,368	1,025,582	92,786	8.30%

<https://www.missourieconomy.org/indicators/laus/default.aspx>

Major Layoff Events

Over the last two years, the following mass layoffs have occurred in St. Louis City.

- Alexian Bros. Community Services – 101 positions
- Burlington Northern, Santa Fe, Union Pacific, Kansas City Southern, Norfolk Southern – 100 to 150 positions
- Mallinckrodt – 65 positions

B. Labor Market Analysis

1 Existing Demand Industry Sectors and Occupations

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

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

Real-Time Labor Market Analysis

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

Industrial Demand

Industry demand analysis from February 2015 through January 2016 showed that General Medical and Surgical Hospitals was a top job advertisement. Colleges, Universities, and Professional Schools; Insurance Carriers; and Depository Credit Intermediation also had a high number of job advertisers. The Traveler Accommodation industry has a 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	13,003
Colleges, Universities, and Professional Schools	4,676
Insurance Carriers	4,375
Depository Credit Intermediation	2,414
Management, Scientific, and Technical Consulting Services	2,395
Traveler Accommodation	2,063
Health and Personal Care Stores	1,755
Offices of Physicians	1,608
Securities and Commodity Contracts Intermediation and Brokerage	1,570
Advertising, Public Relations, and Related Services	1,504

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

Occupational Demand

Job analysis highlights the top ten occupations St. Louis City employers advertised for in the past year. Registered Nurses were in the greatest demand, followed by Computer Occupations and Software Developers. Accountants and Auditors and Sales Representatives followed. Several Administrative occupations, such as Managers and Human Resources Specialists also made the list.

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

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

Occupation	Job Postings
Registered Nurses	8,467
Computer Occupations, All Other	5,971
Software Developers, Applications	5,333
Accountants and Auditors	3,457
Sales Representatives, Wholesale and Manufacturing	3,065
Customer Service Representatives	2,375
Computer Systems Analysts	2,136
Managers, All Other	2,091
Human Resources Specialists	1,771
Heavy and Tractor-Trailer Truck Drivers	1,760

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

2. Emerging Demand Industry Sectors and Occupations

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

Industry

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

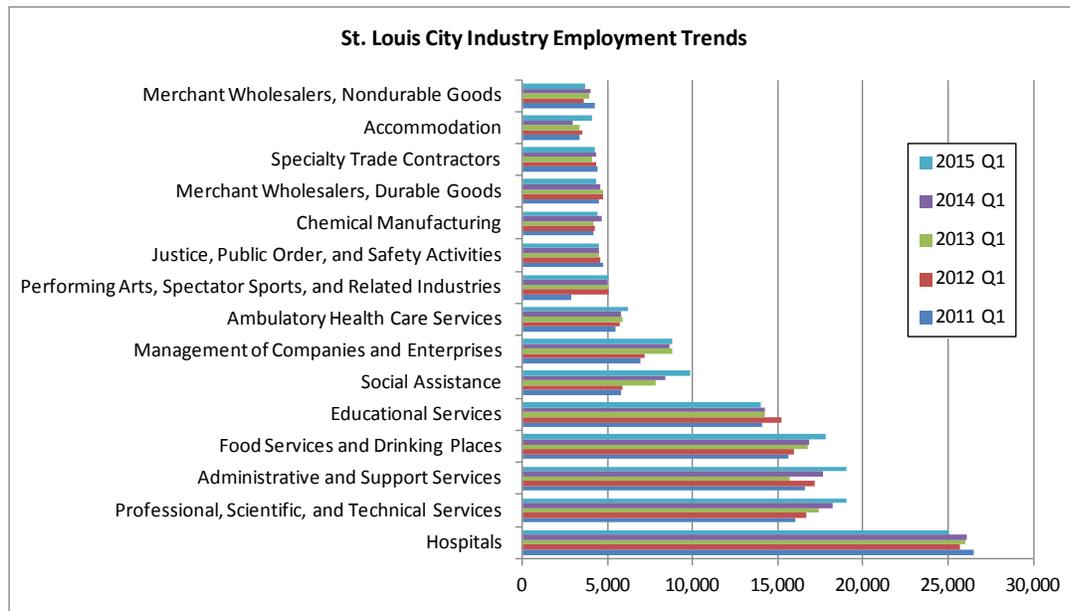
For the 2012-2022 time period, the top net change for industry employment in the St. Louis Region are projected to be Administrative and Support Services (19,693); Professional, Scientific and Technical Services (12,065); Ambulatory Health Care Services (8,412); and Specialty Trade Contractors (7,727).

Greater St. Louis Region 2012-2022 Industry Projections

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

Source: MERIC Employment Projections

Industry employment trends offer insight on the industries that are growing over time in a given area. The chart below is a snapshot of employment over 5 years in industries located in St. Louis City. During the 5 year period, the highest employment growth is in the industries of Social Assistance; Professional, Scientific, and Technical Services; Administrative and Support Services; Performing Arts, Spectator Sports, and Related Industries; and Food Services and Drinking Places.



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

The relationship of the 2012-2022 Greater St. Louis Regional industry projections to St. Louis City's industry employment is evident in the data. Employment in five of the top ten industries with the highest projected for growth in the region are growing in St. Louis City according to the 5 year census data, such as Food Services and Drinking Places; Professional, Scientific and Technical Services; Administrative and Support Services; and Management of Companies and Enterprises.

Occupations

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

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

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

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

Source: MERIC Employment Projections

3. Employers' Employment Needs

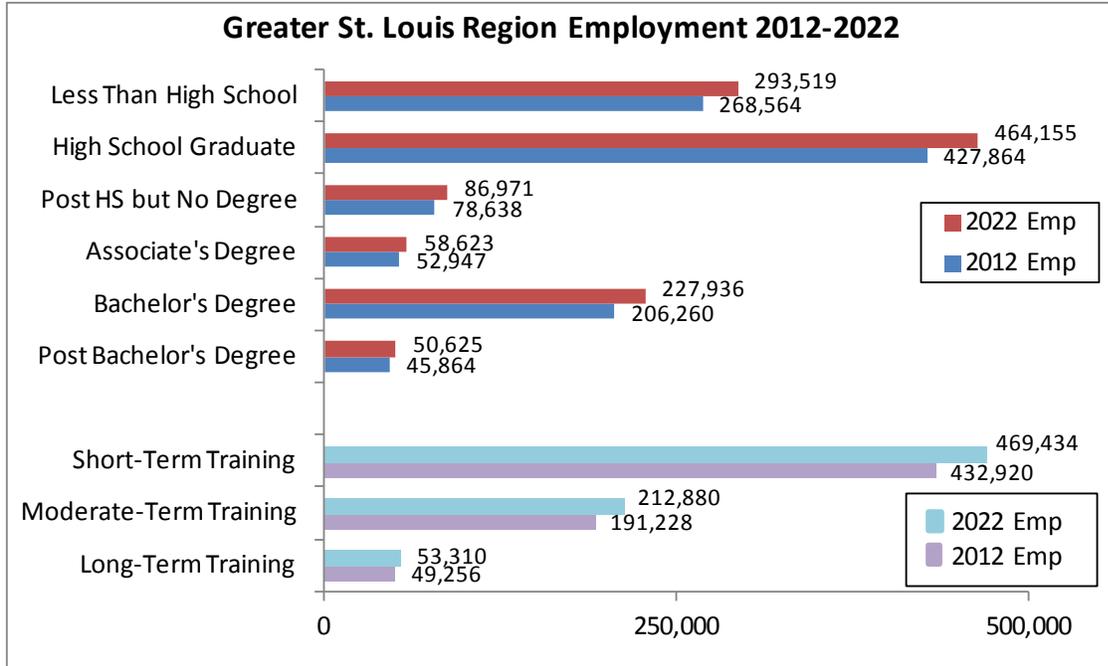
Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis of the employment needs of employers. Describe the knowledge, skills, and abilities required, including credentials and licenses.

Long-Term Projections – Jobs by Education Level

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

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

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



Top Occupations by Education Level

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

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

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total
Now - Typically requires short-term on-the-job training					
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
Next - Typically requires an associate's degree or long-term training					
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
Later - Typically requires bachelor's degree or beyond					
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 WIOA¹. This population must include individuals with disabilities among other groups² in the economic region and across the LWDA.

Geographic Change

With the most recent census, St. Louis and Kansas City remain the largest population centers for Missouri and show some shifting of populations further out from the urban core. The overall population for the four Workforce Development Areas in the St. Louis MSA has increased by

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

² Veterans, unemployed workers, and youth, and others that the State may identify.

over 58,000. However, St. Louis City's population has decreased by over 17,000 residents. Details for all counties can be found in Table 1.

Missouri Population Change, 2000-2010

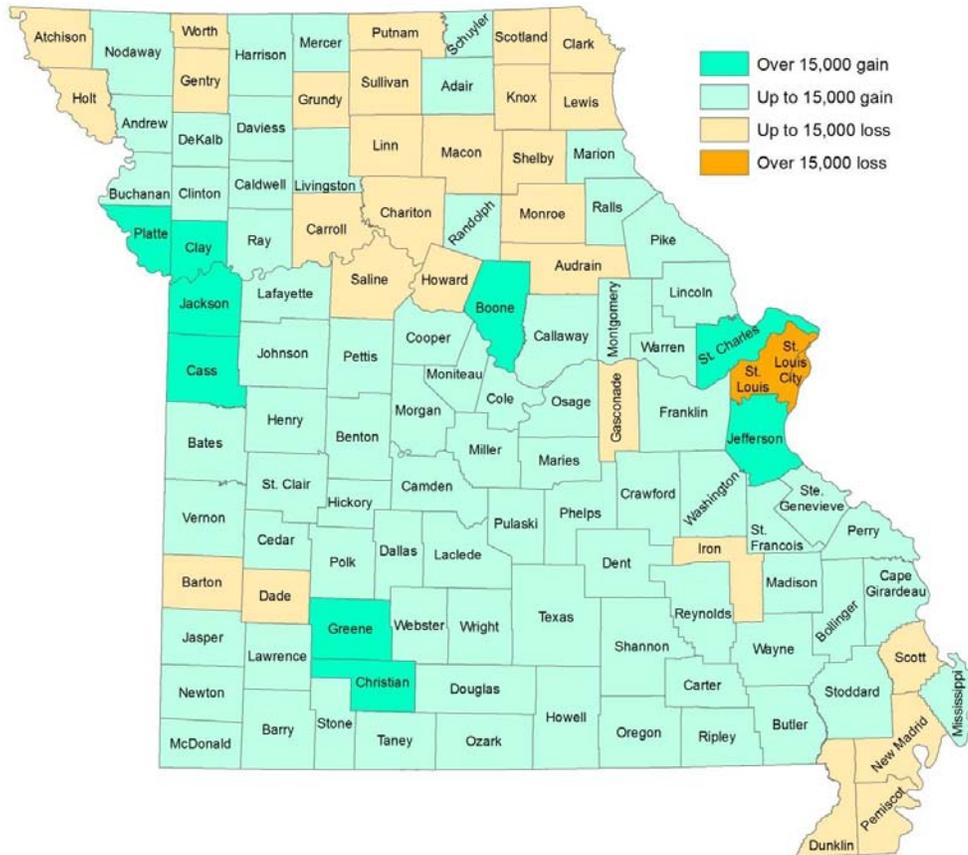
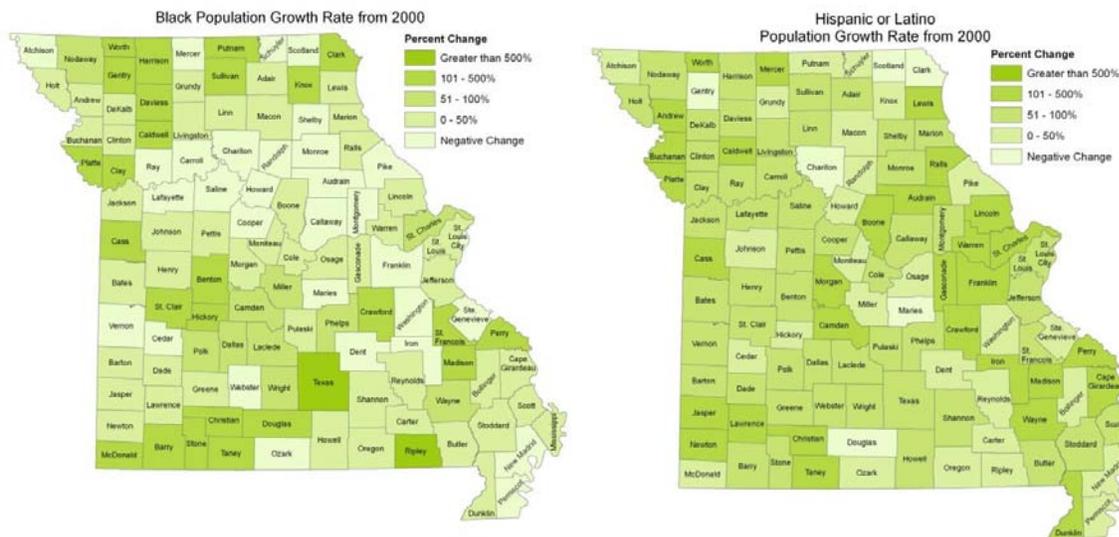


Table 1

Minority Population Growth

Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000's. St. Louis City experienced a decrease in the Black population and increase in the Hispanic population. In 2010, the Black population is just over 157,000 in St. Louis City. This is a decrease of 12 percent from 2000, and accounts for 49 percent of the city's population. By comparison, the Missouri and U.S. Black populations represent smaller percentages of the total population at 11.6 and 12.6 percents, respectively.

The Hispanic or Latino population in St. Louis City increased. The minority group numbers just over 11,000, a 59 percent increase from 2000, and represents 3.5 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.



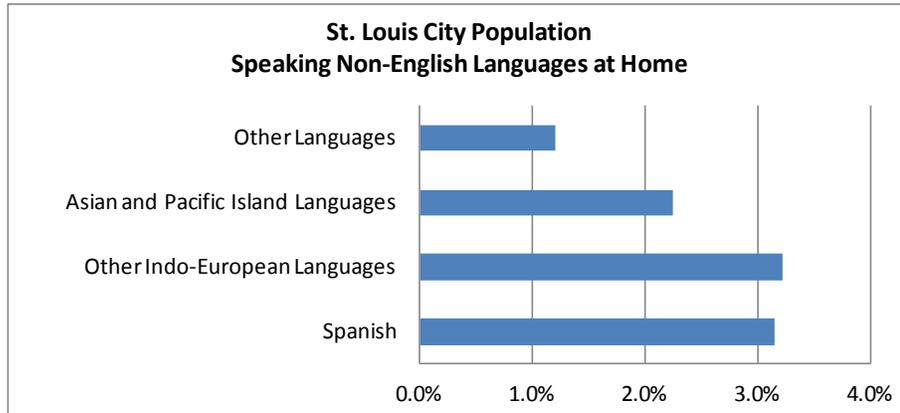
Limited English Proficiency

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

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

The percentage of individuals speaking languages other than English at home across the nation is much higher than the state average. In the U.S., 13.6 percent of the population speaks Spanish at home.

Residents speaking Other Indo-European languages and Asian and Pacific Island languages total 3.7 percent each, while those speaking Other Languages are 1 percent.

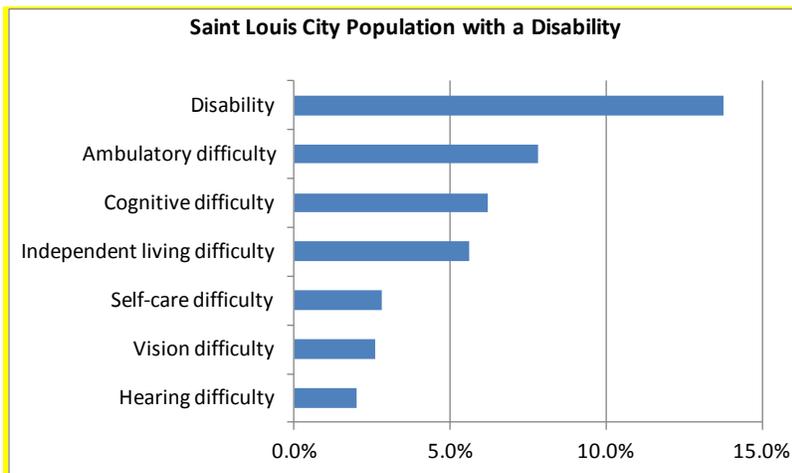


Individuals with Disabilities

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

The percentage of individuals with disabilities was consistently higher in most categories in St. Louis City compared to the state and nation. Statewide, 12.4 percent of residents of the same age group had a disability. Missourians with an ambulatory difficulty was the highest at 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.



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

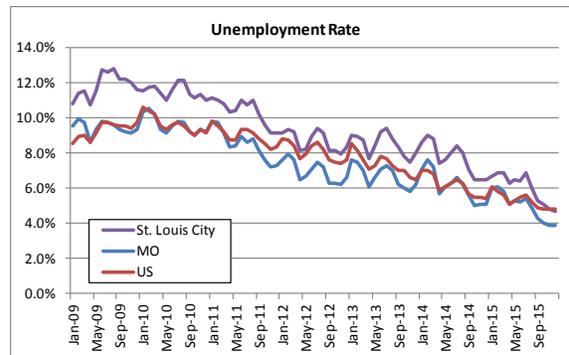
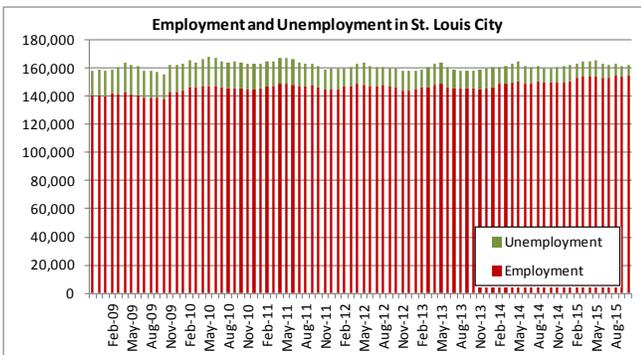
This includes:

1. Employment and Unemployment

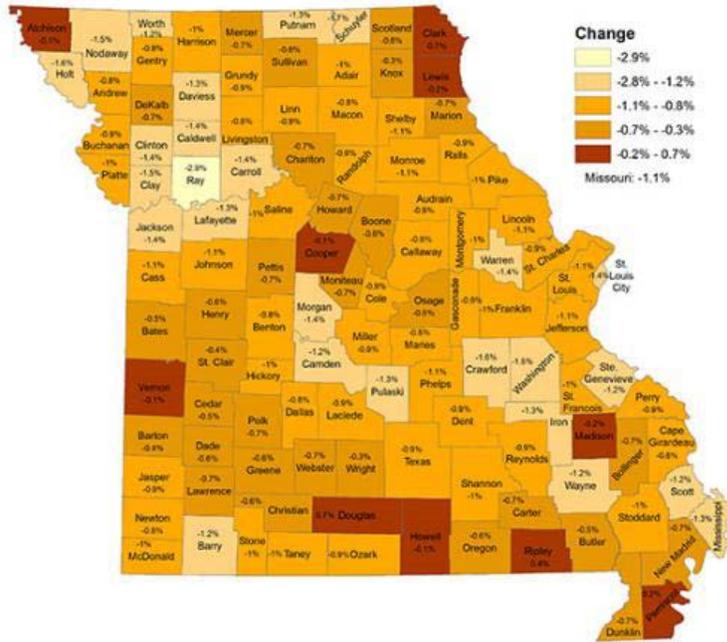
Provide an analysis of current employment and unemployment data and trends in the LWDA.

During the recession, the number of Missourians employed in St. Louis City decreased, while the number of unemployed increased to a high of 12.8 percent. Over time, employers have become more confident in hiring workers, increasing total employment to over 154,000 at the end of 2015. The unemployment rate has decreased to a low of 4.7 percent in December 2015, between the Missouri unemployment rate of 3.9 percent and the US at 4.8 percent. These numbers, queried from Local Area Unemployment Statistics (LAUS), includes include all employment, including self-employed workers.

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 City, the unemployment rate decreased by 1.4 percent from September 2014 to September 2015. Numbers for each county are available in Table 4 of the Appendix.



Unemployment Percentage Point Change
September 2014-2015



2. Labor Market Trends

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

Industry Employment Trends

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

NAICS Sector	2009 Employment	2014 Employment	Change	Percent Change
Total Region Employment	1,023,113	1,041,597	18,484	1.8%
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
Overall Region Average Wage	\$41,040	\$45,384	\$4,344	10.6%
Wholesale Electronic Markets and Agents	\$74,784	\$82,032	\$7,248	9.7%
Management of Companies and Enterprises	\$65,520	\$79,524	\$14,004	21.4%
Chemical Manufacturing	\$60,060	\$74,424	\$14,364	24%
Professional, Scientific, and Technical Services	\$59,592	\$67,752	\$8,160	13.7%
Credit Intermediation and Related Activities	\$48,936	\$64,632	\$15,696	32%
Insurance Carriers and Related Activities	\$60,192	\$64,008	\$3,816	6.3%
Merchant Wholesalers, Nondurable Goods	\$53,676	\$59,028	\$5,352	10%
Merchant Wholesalers, Durable Goods	\$51,972	\$57,288	\$5,316	10.2%
Construction of Buildings	\$49,356	\$56,364	\$7,008	14.2%
Ambulatory Health Care Services	\$51,348	\$55,824	\$4,476	8.7%

Industry Clusters

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

NAICS Sector	2009 Location Quotient	2013 Location Quotient
Data Processing, Hosting and Related Services	2.19	2.05
Management of Companies and Enterprises	1.59	1.55
Wholesale Electronic Markets and Agents	1.44	1.50
Truck Transportation	1.48	1.39

Food Manufacturing	1.39	1.35
Hospitals	1.16	1.32
Transportation Equipment Manufacturing	1.28	1.28
Telecommunications	1.17	1.22
Chemical Manufacturing	1.08	1.20
Machinery Manufacturing	1.24	1.18

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

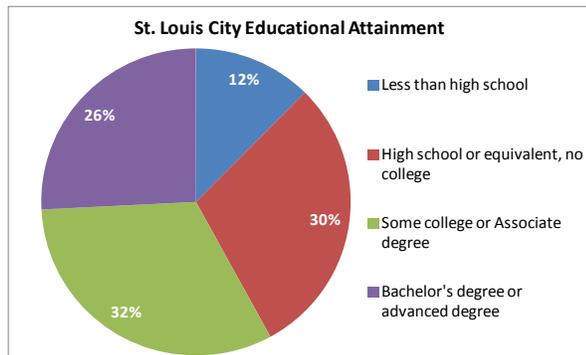
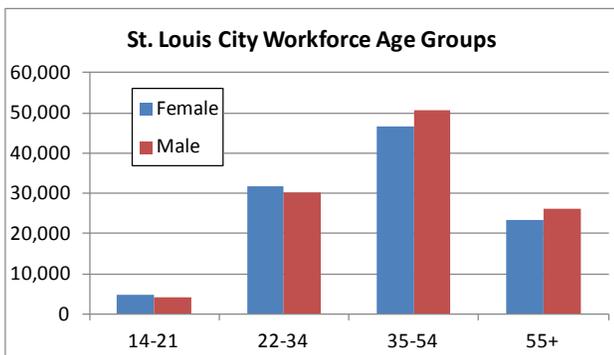
3. Education and Skill Levels of the Workforce

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

The total population of the Missouri workforce is 2,594,137, and St. Louis City is home to nearly 218,000, or 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, 22 percent of the workforce is age 55 or more for both the male and female populations. In St. Louis City, 22 percent of females and 23.6 percent of males is age 55 or more.

The educational attainment rate is the same for St. Louis City and the State of Missouri. In St. Louis City, 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.



4. Skill Gaps

Describe apparent “skill gaps.”

Analysis of the skills and education gaps that employers have identified is an important step in determining what training issues need to be addressed. National business surveys point to skills gaps that have negatively impacted the economy, such as a 2015 manufacturing survey that indicated 6 out of 10 positions remain unfilled due to talent shortage, even with a large number of unemployed manufacturing workers available for hire³. 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 of a large segment of workers across the targeted sectors could result in a shortage of this specialized labor pool. The ability to produce a sustainable pipeline of skilled workers will be important for the success of these sectors and the economy as a whole.

Each year MERIC staff assist the St. Louis Community College to survey hundreds of companies in the St. Louis MSA regarding workforce issues⁴. In 2015 the survey found that 57 percent of businesses identified a “shortage of workers with knowledge or skills” as the main barrier to expanding employment, followed by “economic conditions” at a distant 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 results⁵. 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

³ The skills gap in U.S. manufacturing 2015 and beyond. Deloitte Consulting and the Manufacturing Institute, 2015. Complete report at www.themanufacturinginstitute.org

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

⁵ Missouri Labor Supply & Demand Analysis. Missouri Economic Research and Information Center, February 2015. Available at: https://www.missourieconomy.org/pdfs/statewide_labor_supply_n_demand_analysis.pdf

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

When considering all occupations, common skills are listed the most in job advertisements and show that basic business fundamentals, communication, organization and 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.

Top St. Louis City Real-Time Labor Demand Skills

Top Baseline Skills Needed	Rank
Communications 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
Public Accounting	3
Financial Statements	4
SAP	5

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

MANUFACTURING/PRODUCTION	
Top Specific Skills Needed	Rank
Inspection	1
Mathematics	2
Packaging	3
Cleaning	4
Repair	5

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

- 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.⁶

To ensure participants are ready to meet the needs of employers in the workforce, SLATE has each registrant into the One-Stop System take the WIN assessment as part of their requirements for using the services of the One-Stop. If the participant is interested in training, their scores are used to determine if they are ready to pursue the education and/or training they are interested in, based on the entrance requirements of the education/training institute for which they will apply.

If their scores meet the requirements of the education/training program, no further action is taken in terms of preparing the student for the next assessment step, taking the Work Keys assessment on site at SLATE. If, however, the participant does not meet the minimum scores required for their school/training program of choice, SLATE offers remedial education services through an onsite computer lab, where St. Louis Public Schools is our AEL mandatory partner, before asking the participant to take the Work Keys assessment. If the participant agrees to remediate, a schedule is presented to the customer and once they get their scores up on the practice assessments, they are requested to take the Work Keys assessment.

Once an individual successfully achieves the training program's required minimum scores, that customer is then referred for training and the enrollment process begins, with SLATE providing some amount of funding for the training program, where possible, as long as the other training-eligible criteria is met.

If the SLATE participant is in need of resume, interviewing, and/or job search assistance once the training is completed, they are enrolled into workshops to assist them with their needs, which is provided on site.

If the customer meets the eligibility criteria and is interested in the training opportunities of Job Corps, a mandatory partner, a referral will be made to that agency representative to pursue enrollment into their program located off site from SLATE.

Customers who need additional assistance to pursue an education/training program or employment search and meet the criteria will be referred to our mandatory Vocational Rehabilitation and Rehabilitation Services for the Blind partners for complementary services.

Some training is provided for customers inside the One-Stop. This is through our onsite computer lab where customers can learn and/or improve their skills in Microsoft Office programs including Word, Excel, PowerPoint and Access. This training is computer-based and goes at the customer's pace. There is a staff person available in the lab to assist customers if they need minimal assistance in navigating the computer.

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

All other skills training is offsite and provided by education and training institutions in the region. Institutions and length of programs vary, depending on the course of study and the certification and/or degree requirements of the school.

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.

Strengths: Services are provided at no cost to the participants, including the assessments, career counseling, workshops, job search assistance and more. Skills training is provided at partial/full coverage depending on the training institution/program and if funds are available at the time the customer seeks training funding assistance. The St. Louis region has numerous education and training institutions to accommodate a wide variety of employment training certificates and degrees needed by job seekers to become employed and/or further their career in terms of promotions, wage increases, benefit attainment, or other employment gains.

There are other activities and programs that serve a variety of people at various skill, experience and income levels. Our onsite workshops assist individuals will completing online applications, writing a resume, conducting a job search, interviewing, learning how to use a computer, and more.

Weaknesses: Not all training costs are covered if the program costs more than the amount approved for training. In order to serve a greater number of people, skills training funds do not necessarily cover the full cost of tuition, fees and books.

The NGCC system reduces the amount of time available by qualified staff to provide skills workshops and one-on-one career counseling to the level at which may be needed by harder to place individuals. Some customers need more time and attention to assist them in getting into training or employment than staff may have time for based on the number of people seen on any given day.

Due to a lack of adequate funding for the number of Adults requesting training, there is usually a wait list for those who qualify under this funding category because more Adults than Dislocated Workers need funding to attain and/or enhance their skills.

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.

In conjunction with our partner agencies such as AEL, Vocational Rehabilitation, Job Corps, and others, we are able to serve customers who are seeking assistance with training or employment. Staff are trained to identify the requirements needed to be eligible for specific funding programs, as some of the requirements differ. Because there is a demand for training greater than WIOA funding allows, SLATE works with other

local organizations, such as St. Louis Community College, to refer qualified participants who may be better/quicker served to their no/low cost, grant-funded programs. There are many high-quality education and training institutions and programs in the region and SLATE shares, when appropriate, this information with interested training participants.

Remediation services are available through St. Louis Public Schools off site and on site to those with a skills-gap that may be preventing them from entering a specific training program.

For employers, we are able to work with businesses to help identify their staffing needs, screen potential candidates for position openings, as well as conduct job fairs and informational sessions either on site at the One-Stop, at SLATE satellite locations, the business' location, or other site. In addition, we offer On-the-Job training funding to businesses who have the need and meet the criteria for this program.

OPERATIONAL ELEMENTS

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.

WORKFORCE INVESTMENT REGIONAL ECONOMIC AND LABOR DATA

City of St. Louis

The City of St. Louis is located on 61 square miles just south of the "Meeting of the Rivers," where the Missouri and Illinois Rivers join the Mississippi River. The City is at the center of a 12 county, 7,000 square mile metropolitan area that includes approximately 2.8 million people.

The economy of the St. Louis Metro Region is generally trailing the economy of Missouri as a whole. However, there has been an extremely varied amount of economic growth in this region during the last ten years. The urban core has experienced the slowest growth in the state.

The economic downturn experienced in the St. Louis City region had generated the highest unemployment rate in this region during the past three (3) years, with double digit rates, peaking at 12.8% in 2010. Along with the significant increase in the unemployment rate, this economic downturn has generated a tremendous number of customers seeking employment and training assistance from the local Career Centers, placing a large drain on resources, both manpower and fiscal. The St. Louis City Workforce Region has seen substantial funding cuts each of the three years of the expanding unemployment rate, making it difficult to keep up with the number of customers coming to the Career Centers seeking services.

The following information provides some basic demographic and economic data for the City of St. Louis and the St. Louis Metropolitan area.

Major Employers

BJ C Healthcare	Schnuck Markets
SSM Healthcare	Wal-Mart Stores
Boeing Integrated Defense Systems	Scott Air Force Base
United States Postal Service	Washington University
Express Scripts Inc.	City of St. Louis
McDonald's	Imo's Pizza
Wells Fargo Advisors	AT&T Communications
Mercy Health	St. Louis University
Special School District of St. Louis County	Monsanto Company
Archdiocese of St. Louis	Enterprise Rent-A-Car

Source: St. Louis RCGA (<http://www.stlrcga.org/x421.xml>)

Training and Educational Institutions in the St. Louis Region

Four year schools located in Illinois (In St. Louis, MO-IL MSA)

Blackburn College
Greenville College
McKendree University
Principia College
Southern Illinois University at Edwardsville

Four year schools located in Missouri (In St. Louis, MO-IL MSA)

Aquinas Institute of Theology
Barnes-Jewish College-Goldfarb School of Nursing
Brown Mackie College
Chamberlain College of Nursing
Columbia College-St. Louis
Concordia Seminary
Covenant Theological Seminary
Eden Theological Seminary
Fontbonne University
Harris-Stowe State University
Hickey College
ITT Technical Institute (Arnold and Earth City)
Kenrick Glennon Seminary
Lindenwood College
Logan College of Chiropractic
Maryville University
Missouri Baptist University
Missouri College
Missouri Tech
Ranken Technical College
Sanford-Brown College-Fenton and St. Peters
St. Louis Christian College
St. Louis College of Pharmacy
Saint Louis University
Stevens College of Business and Arts
University of Missouri-St. Louis
University of Phoenix-St. Louis
Vatterott College—(North Park and Sunset Hills)
Washington University
Webster University

Community Colleges in the St. Louis, MO-IL MSA

Allied College-Maryland Heights and Fenton
East Central College
Jefferson College
Kaskaskia College

L'Ecole Culinaire
 Lewis and Clark Community College
 Lutheran School of Nursing
 Midwest Institute
 Sanford-Brown College (Collinsville and Hazelwood)
 Southwestern Illinois College
 St. Charles Community College
 St. Louis College of Health Careers
 St. Louis College of Health Careers-Fenton
 St. Louis Community College (Florissant Valley, Forest Park, Meramac, Wildwood)
 Vatterott College-O' Fallon

Source: St. Louis RCGA ("College Navigator" National Center for Education Statistics, 2011)

Population Data

2014 ACS Survey 5-Year Estimates

Total population: 318,727
 White: 47.7%
 Black or African American: 49.5%
 American Indian and Alaska Native: 1.0%
 Asian: 3.6%
 Native Hawaiian and Other Pacific Islander: 0.1%
 Some other race: 1%
 Hispanic or Latino (of any race): 3.7%
<http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

Personal Income Per Capita - 2015

St. Louis City: \$35,861
 St. Louis County: \$60,540
<http://www.bea.gov/newsreleases/regional/lapi/2015/pdf/lapi1115.pdf>

Local Area Unemployment Statistics LAUS – St. Louis City

Month	Labor Force	Employment	Unemployment	Rate
Average 2015	163,001	153,139	9,862	6.1%

<https://missourieconomy.org/indicators/laus/default.aspx>

Workforce Analysis

	St. Louis city, Missouri
	Estimate
Total:	214,038
In the labor force:	160,302
Employed:	141,173
With a disability	8,405
No disability	132,768
Unemployed:	19,129
With a disability	3,020
No disability	16,109
Not in labor force:	53,736
With a disability	19,561
No disability	34,175

26.4% unemployment rate for City Residents with a disability

	St. Louis city, Missouri	
	Estimate	Margin of Error
Total:	214,038	+/-1,285
Worked full-time, year round:	96,593	+/-4,214
With a disability:	4,565	+/-919
With a hearing difficulty	804	+/-409
With a vision difficulty	807	+/-326
With a cognitive difficulty	1,609	+/-651
With an ambulatory difficulty	1,569	+/-529
With a self-care difficulty	229	+/-238
With an independent living difficulty	860	+/-413
No disability	92,028	+/-4,162
Worked less than full-time, year round:	61,353	+/-3,761
With a disability:	6,793	+/-1,613
With a hearing difficulty	790	+/-511
With a vision difficulty	1,356	+/-631
With a cognitive difficulty	3,594	+/-1,259
With an ambulatory difficulty	2,865	+/-871
With a self-care difficulty	737	+/-433
With an independent living difficulty	2,284	+/-875
No disability	54,560	+/-3,572
Did not work:	56,092	+/-4,173
With a disability:	19,628	+/-2,145
With a hearing difficulty	1,363	+/-559
With a vision difficulty	3,803	+/-970
With a cognitive difficulty	9,655	+/-1,324
With an ambulatory difficulty	11,418	+/-1,656

	St. Louis city, Missouri	
	Estimate	Margin of Error
With a self-care difficulty	4,366	+/-964
With an independent living difficulty	9,899	+/-1,585
No disability	36,464	+/-3,37

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 programs in the St. Louis City Workforce Development Board region include:
 Vocational Rehabilitation and Adult Education and Literacy, located under the Divisions of Adult Learning and Rehabilitative Services, Department of Elementary and Secondary Education;
 Division of Workforce Development as a part of the Missouri Department of Economic Development;
 Division of Employment Security, as a part of Department of Labor and Industrial Relations;
 Temporary Assistance for Needy Families (TANF), as part of the Family Support Division, Missouri Department of Social Services.

Through partnership activities located in the local One-Stop, job seekers are able to attain job search, skills training, career development, educational improvement, and other services to assist them in finding jobs that will sustain them and their families at no cost.

Job seekers who need additional assistance in education or training can participate in the on-site AEL lab staffed by St. Louis Public School employees, can take Work Keys assessments to determine their skill level and readiness for skills training in careers in industries that are hiring in the metro area, provided by St. Louis area education and training institutions; both of these education and training opportunities are designed to assist the job seeker in finding full time permanent employment.

The Workforce Development Board has four standing committees:

Executive—this committee discusses pertinent issues of the one-stop, determines agenda items for the full WDB meetings, provides guidance for the Executive Leadership Team of SLATE, and other duties where necessary.

Business Services—members of this committee give input and feedback to leadership and management of the Business Services Team at SLATE. They advise and strategize on best practices in engaging business customers.

Strategic Planning—the committee conducts brainstorming and strategizing sessions for new programs and/or how to enhance existing programs and services of the One-Stop.

Working with Disabilities—members of this committee work jointly with members of a similar committee in the St. Louis County WDB region to determine best practices in engaging, serving and helping customers with disabilities. An annual symposium is hosted by all WDBs in the metro region and serves to education employers about hiring and working with individuals with disabilities, as well as assist them with legal questions and obligations in the Human Resources realm.

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.*

SLATE Downtown—City of St. Louis/SLATE: administrative, management, clerical, case management and client services for WIOA and Wagner-Peyser customers; Division of Workforce Development (DWD): management, case management and client services, for WIOA, Wagner-Peyser and Veteran customers; St. Louis Community College: management, clerical, and business services for WIOA and Wagner-Peyser customers; St. Louis Construction Orientation Intake Center: case management and client services to those seeking construction trades jobs; AARP and MERS/Goodwill Industries: Title V program workers—and client services; UAW-LETC: client services; St. Louis Public Schools: High School Equivalency teacher and assistants; Vocational Rehabilitation: case management and referrals to specialized resource community-based organizations.

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.*

See Attachment 1

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.*

See Attachment 1

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;*
2. *Employer Engagement;*
3. *Business Needs Assessment;*
4. *Alignment and Coordination of Core Program Services;*
5. *Outreach to Jobseekers and Businesses;*
6. *Access—Improvements to Physical and Programmatic Accessibility.; Customer Service Training;*
7. *Assessment; and*
8. *Support Services.*

Career Pathways

The WDB is looking at five (5) industry sectors in terms of careers that would lead from entry level to growth in higher level positions.

Bioscience—The WDB is working with the St. Louis Regional Chamber and STL Bio (and their employers) and Cortex Innovation Community, The Cambridge Innovation Center, and the Bio Research and Development Growth Park (BRDG Park) to define what that industry and those businesses need in creating career pathways in bio and plant sciences.

The WDB is working with St. Louis Community College to create a pathway for individuals to begin careers as a bio or lab technician. Classes are held at BRDG Park where they go to a classroom and work in the lab during the same day so they can learn and work at the same time. We are working with the Community College on a marketing campaign to reach out to and recruit low-skilled individuals who can start on this pathway to a bio tech career.

Healthcare –We are moving people from CNA to LPN, LPN to RN and beyond. We also work with individuals who are looking for careers in healthcare other than nursing. The WDB is doing this by working with Healthcare leaders that are a part of our Regional Chamber, as well as gaining information and insight from our WDB members who are working in that industry. We are working with many other healthcare industry experts in defining the talent needs of the region’s healthcare organizations and career pathways individuals can take in the healthcare industry.

Hospitality—The WDB is working with hospitals, entertainment centers, hotels, and restaurants where job seekers can come in to entry level jobs in the hospitality industry and move from dishwashers and other similar positions to wait staff, front desk clerks, and even venue managers. The WDB currently has a recruitment office at Ballpark Village to assist all those hospitality companies with recruitment, interviewing, job placement, job retention, and more.

Financial Services—The WDB is working with the financial services industry leadership team called the Financial Forum, made up of the Regional Chamber, SLATE, and the top financial services firms in the St. Louis area to define how an entry level person can go in and move up the ranks. One of the entry points into the industry is moving entry level help desk and customer service employees into mid-level jobs by creating a pathway for cyber security positions.

Transportation and Logistics—The WDB is meeting with the trucking industry to define their talent needs. Those people coming in to this industry with a CDL are then able to move into container shipping, which is a growing need in this region. The industry’s leaders are working to define the skill level needed for entry and mid-level jobs; redefining the image of trucking by changing the federal law from 21 years of age for job entry to less than 21 because the aging population of workers in these jobs. In addition, economic developers are working with these businesses to keep the companies productive and maintain/increase job retention/creation.

Employer Engagement

The WDB’s Business Services Team is constantly engaged with different employer associations and groups to discuss their talent needs; management and key staff work with St. Louis Development Corporation, St. Louis Economic Development Partnership, The St. Louis Regional Chamber, and the Downtown Partnership to work with them in understanding the talent needs of their existing and potential businesses in the St. Louis region, and how the WDB can assist in these endeavors. WDB staff persons speak at seminars, are fully engaged in talking to industries and the different sectors. Many employers come to our SLATE office to hold information sessions, hiring events, and more.

Business Needs Assessment

The WDB works with St. Louis Community College and uses the information from their annual State of the Workforce seminar; the Community College surveys 1,000+ companies to determine what their workforce looks like, what their needs are, what training they provide their current staff; and more. These results are published and review them to see what we need to focus on for our customers, as well as to see where we can assist the businesses with their needs.

Alignment and Coordination of Core Program Services

SLATE hosts meetings with core partners and staff on a weekly, monthly and quarterly basis where we talk about services, programs, new opportunities, training sessions and more where we learn from each other and plan for the future.

Outreach to Jobseekers and Businesses

Our staff and management constantly attend community, business, and faith and community-based forums to talk about all of the services of the public workforce system. We work with all groups to see how we can work together to eliminate or minimize duplication of services. We host and manage job fairs for the entire community.

Access—Improvements to Physical and Programmatic Accessibility

The WDB ensures our assistive technology equipment is updated; our EO officer and accessibility Board committee, consisting of staff, Board members and community members meets on a regular basis to discuss ways to improve services to both job seekers and businesses; the WDB and other regional WDBs and partners come together to host an annual Accommodations for Success seminar for businesses.

Customer Service Training

Through our bi-weekly Team meetings with staff, we discuss customer service and ways to improve upon our services to job seekers, businesses, and other partners and stake holders. Managers go over any issues brought up by customers and address them individually and as a group to ensure our staff is knowledgeable about expectations and the services offered, should the participant feel like they didn't get what they came for.

Assessment

We provide Career Ready 101 to initially assess the abilities of our job seeking customers to ensure they are ready to complete applications, participate in any skills training for which they may be qualified and want to work towards. Further, we conduct Work Keys assessments to those who do desire and meet other qualifications for skills training to ensure they are capable of completing the education, training and certification for the particular career and/or industry they want to pursue. To gain knowledge of a good fit for a company and to learn more information about the personality and fit for companies using the system to determine such, we make available Talify through the jobs.mo.gov website where job seekers can take the assessment either at the Job Center or another off site location. We also work with businesses who may have their own assessments or those that ask us to provide one to ensure the potential applicant is capable of the work required by the company.

Support Services

Our supportive services are available to customers who need assistance in order for them to be considered for or attain a job and are not able to acquire what they need after all other sources have been exhausted. As new needs arise, we see that our flexible, open supportive services policy (see that section of this Local Plan) is able to accommodate requests that are not necessarily typical, but needed.

ADMINISTRATION

VII. **Assurances**

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

Prior to and in conjunction with the submission of our local plan for the City of St. Louis Workforce Region:

- An announcement will be posted on the St. Louis Workforce Development Board - SLATE website www.stlworks.com that the plan is available for review at the City of St. Louis' SLATE office.
- Members of the City of St. Louis Workforce Development Board and all interested parties as described in the Local Plan guidelines will be sent notification by e-mail, with a link to the local plan posted on the www.stlworks.com website asking them to review and make comments regarding the Local Plan. Members represent businesses, organized labor, local public officials, community-based organizations, WIOA service providers

and others. In addition, other stakeholders will be sent notification of the local plan update, including SLATE contractors and the St. Louis Regional Chamber.

- Any comments received within the 30-day comment period will be attached as an addendum to the plan submitted to the Governor.
- The WDB considers the local plan a living document. Multiple meetings with local and regional workforce development partners, the business community, economic developers, labor market researchers, educational partners, and faith-based and community-based partners have contributed to its development.

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.*

Adult Employment and Training Activities

Adults 18 and older are eligible to receive employment and training services. The majority (51%) of customers served should be unemployed or underemployed. Unemployed means the customer is not working at the time they enroll for services, or they are soon to be unemployed due to a layoff or closure notice of their current employer. Underemployed means the customer is working, but in a job that is not in their chosen/prior occupation and makes 80% or less of wages they made in their prior career field.

Skills/Vocational Training and Support Services

Training services include, but are not limited to occupational skills training, on-the-job training, programs that combine workplace training with related instruction, training programs operated by the private sector, skill upgrading and retraining, entrepreneurial training, and adult education and literacy activities conducted with a commitment by an employer or group of employers. Individuals who receive services other than self-service will be registered and determined eligible for the appropriate program. All supportive services as noted in the Act and regulations remain as options for adults and dislocated workers. Training funds are limited to \$3,000, but can be increased with approval from the Director.

Priority for training is given to 1) veterans, 2) youth, 3) seniors, 4) ex-offenders, and 5) low-income clients. Clients must also use their PELL grant to pay for tuition costs. Veterans receive priority within each of these targeted groups.

The provision of skills/vocational training is one of the major priorities for the Workforce Development Board. It is of prime importance to provide the region's businesses with a job ready, qualified workforce. The WDB will strive to provide training services for all clients who meet eligibility requirements, through both employment seeking skills training and/or job-specific skills training, as funding permits.

Job skills necessary to obtain current and projected employment opportunities in the City of St. Louis include:

- Sharpened interview skills
- Ability to successfully complete a job application
- Update/create a marketable resume
- Understand educational/vocational experience needed in matching career goals and objectives
- Good communication skills
- Appropriate attire for interview and on the job
- Ability to address barriers to employment (transportation, child care, etc.)

Dislocated workers, for the most part, have skills that are transferrable. Many are unsure which industries to explore, or they may require a skills upgrade or an updated certification to keep them marketable.

Individual training accounts (ITAs) are utilized for training referrals with the exception and with a Governor-approved waiver, as appropriate, for on-the-job training and training services programs of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to service special participant populations that face multiple barriers to employment or lay off. **These are veterans**, low-income individuals with substantial language or cultural barriers, or offenders, or homeless individuals, or other hard-to-serve populations as may be defined by the Governor. Except for OJT we will follow applicable WIOA regulations for ITAs and some intensive and supportive services will be procured either through the competitive procurement process or the non-competitive inter-governmental purchase process. All these exceptions to individual training accounts would be provided pursuant to a contract for services with the City of St. Louis through SLATE as reviewed and approved by the WDB.

Criteria for consideration for SLATE funding vocational skills training for clients include the following:

- Training institution must be state of Missouri certified and WIOA approved
- Candidate must have High School diploma or equivalent (if required)
- Candidate must meet all acceptance requirements of the training institution, copy of test scores and acceptance letter to be provided (if required)
- Candidate must complete training institution application for financial assistance, copy of Tuition Award Letter to be provided indicating amount for which student is responsible
- Candidate must meet SLATE eligibility requirements

- 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 WDB will use the following OSY eligibility criteria:

- a. Lacks the employability skills to become or retain employment; or
- b. Lacks access to training opportunities due to geographic challenges; or
- c. Requires special accommodations for education or employment due to their disability, or
- d. Has cultural dissonance; or
- e. Is defined as a migrant youth; or
- f. Is currently attending an educational program; and
 - (1) Has previously dropped out of an educational program; or
- g. Is not attending an educational program; and
 - (1) Has no vocational/employment goal; and
 - (2) Has a poor work history (including no work history), or has been fired from a job in the last six calendar months;
- a
 - (1) Failed comprehensive high school graduation tests; and
 - (2) Was denied a Missouri high school diploma; and
 - (3) Requests and requires intensive tutoring and/or remedial education to prepare for and retake the comprehensive examinations or the General Education Development (GED) Diploma examination or Hi-Set.

The local area will identify and document one or more of the criteria by using an official letter from a case manager or organization that can attest to barrier.

WIOA section 129(a)(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 WDB will use the following ISY eligibility criteria:

- a. Lacks the employability skills to become or retain employment; or

- b. Lacks access to training opportunities due to geographic challenges; or
- c. Requires special accommodations for education or employment due to their disability, or
- d. Has cultural dissonance; or
- e. Is defined as a migrant youth; or
- f. Is currently attending an educational program; and
 - (1) Has previously dropped out of an educational program; or
 - (2) Has poor attendance patterns in an educational program during the last 12 calendar months; and
 - (3) Has below average grades, including students who are behind in credits for graduation requirements;
- g. Is not attending an educational program; and
 - (1) Has no vocational/employment goal; and
 - (2) Has a poor work history (including no work history), or has been fired from a job in the last six calendar months;
- h. Has completed full high school attendance; and
 - (1) Failed comprehensive high school graduation tests; and
 - (2) Was denied a Missouri high school diploma; and
 - (3) Requests and requires intensive tutoring and/or remedial education to prepare for and retake the comprehensive examinations or the General Education Development (GED) Diploma examination/ Hi-Set.

The local area will identify and document one or more of the criteria by using an official letter from a case manager or organization that can attest to barrier.

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

Priority in the context of providing priority of service to veterans and other covered persons in qualified job training programs covered by regulation means the right to take precedence over non-covered persons in obtaining services. Depending on the type of service or resource being provided, taking precedence may mean:

- (1) The covered person receives access to the service or resource earlier in time than the non-covered person; or
- (2) If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

When considering the current economic situation within the region and, to ensure fairness, all staff is instructed to provide prompt service to covered persons and, if appropriate, immediately refer covered persons to WIOA staff for intensive services and/or training.

Covered persons visiting the Job Centers (verified or self-disclosed) will be provided information regarding all Job Center services and programs.

Each covered person must be made aware of:

- (1) Their entitlement to priority of service;
- (2) The full array of employment, training, and placement services available under priority of service; and
- (3) Any applicable statutory eligibility requirements for those programs and/or services.

Sub-grants, contracts, sub-contracts, and (where feasible) memoranda of understanding or other service provision agreements must be administered in compliance with priority of service.

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

SLATE’s funding limit for Adult and Dislocated Worker training dollars is \$3,000 per client. If more is needed, the Executive Director must review the case and provide that approval.

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

The Workforce Development Board is committed to ensuring persons with disabilities have access to the full array of services at the Career Center. In order to accomplish this goal, the SLATE Missouri Job Center partners with MERS/Goodwill, Vocational Rehabilitation, **Rehabilitation Services for the Blind**, and other organizations who bring extensive expertise in serving persons with disabilities. Each of these organizations give presentations and meet with our staff throughout the year to inform them on their services, how to best serve clients with disabilities, including physical, mental, and learning disabilities. Staff also participates in off-site learning opportunities for enhancing their knowledge of better assisting these customers.

The Job Center also maintains a wide array of auxiliary aids to assist those persons who access services at our site, including the UbiDuo, a TTY machine, a computer with assistive technologies, screen reader and screen enlarger software and more. Career Center staff are trained in the use and instruction of these aids. Information regarding the availability of these aids is noted on all informational material and the following statement is posted on our website: **“SLATE is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services 711.”** For those customers needing sign language (ASL) interpretation, it will be made available upon request.

- 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. (update)

The Workforce Development Board is also committed to ensuring all persons have access to the full array of services at the Job Center. To ensure persons with limited English proficiency have access to all of our available services, we have taken the following steps:

- We have a number of Job Center staff who are fluent in Bosnian and Spanish;
- We have printed materials translated into Spanish and can make other translations available;
- We have identified several “English as a Second Language” courses and make referrals when necessary; and
- We have established a strong relationship with the International Institute for translation services.
- We have access to telephonic language services through a professional interpreting company. Staff can call toll-free to access a professional interpreter to assist the customer.

For those customers who are LEP and need AEL services in order to improve their language, as well as other academic, skills, SLATE has an on-site computer lab and instructor who will assist individuals in achieving their goals towards their education and career paths.

As referenced in DWD Issuance 06-2014, all customers of the One-Stop, including LEP customers, will be afforded non-discrimination in service delivery, Equal Opportunities and Universal Access and be advised of the availability of competent, confidential language interpretation services, in accordance with WIOA Section 188. Language barriers will be analyzed by staff assisting the customer at any point during their involvement with the One-Stop, whether it's at Welcome, Skills, Jobs, and/or Business Services Team meeting(s). If a deficiency is noticed, the staff person will ask the customer if they would like assistance with interpretation services to participate in Job Center activities. The assistance will be provided to the customer either that same day or a mutually agreeable return date(s), depending on customer need and interpreting service availability.

Outreach to LEP-speaking communities is done on a regular basis through social media, neighborhood meeting presentations, SLATE participation in community events and activities including job fairs, community fairs, health fairs, school events, faith-based organization events, and other opportunities where LEP-speaking individuals live and attend. Materials are made available with translation for the top three secondary languages in St. Louis City: Spanish, Bosnian (Serbo-Croatian), and Vietnamese. The SLATE website also has these language translations available on important information necessary to receive Job Center services. Otherwise, information will be translated on an as-needed basis.

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

The WDB has recommended the dual enrollment of WIOA job seekers whenever possible. Dual enrollment includes the enrollment of eligible job seekers into Wagner-Peyser activities and Adult WIOA activities, and, where applicable, other Programs.

In accordance with Issuance 21-2009, the WDB will enroll eligible job seekers into the Dislocated Worker program including those who have not yet been determined to be **NDWG** or Trade Act eligible laid-off workers.

SLATE Missouri Job Center employees have been supplied with the policies of the above issuance regarding providing services to WIOA, Trade Act, and/or **National Dislocated Worker Grant (NDWG)** eligible Dislocated Workers through training sessions held during NGCC training meetings, individual department meetings and other such training provided by managers.

Missouri Work Assistance clients, under the Temporary Assistance Program (TAP), may also be dually enrolled in the Core SLATE Missouri Job Center services, where applicable.

- 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.*

SLATE’s intent is to expend all budgeted training dollars by June 30, 2017. SLATE currently handles all billing and processing of invoices through its Fiscal Department for skills training leading to a diploma, certificate or credential. With the average training caps at \$3,000 per participant, these amounts allow for over 30 people to be trained using this funding, and many more participants receive training through grants with our St. Louis Community College and other partners. Budgeted training amounts for WIOA are:

Adult WIOA—\$50,000

Dislocated Worker WIOA—\$50,000

The City of St. Louis through SLATE will assure that the provision of services will be in accordance with the U.S. Department of Labor “priority of services” policy for the WIOA Adult and Dislocated Workers Program. That policy, in part, is:

Given to individuals with barriers with emphasis on serving, in order:

- Veterans and covered persons
- Youth
- Seniors
- Ex-offenders
- Low income individuals
- Among participants who are not public assistance recipients or low-income individuals, covered persons will receive priority over non-covered persons.
- Additionally, in those programs where targeting of groups are discretionary or optional priorities at the local level, priority of service takes precedence over those optional or discretionary priorities. Priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

SLATE will serve those individuals who need skills training in order to get a job, and in some instances, where funding allows, those already employed who meet the criteria listed under our Incumbent Worker Training policy in **Attachment 16**. Participants enrolled in WIOA programs will have the opportunity to access training funds under Adult, Dislocated Worker and/or any other training grant programs that may enable the client to complete a training course leading to a certification, license, or degree in a field that leads to employment in the areas top ten industries, according to current labor market information for the St. Louis metropolitan region, or through a waiver from the SLATE Executive Director allowing training for employment outside of this criteria.

- 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).

SLATE will have as its AEL Partner St. Louis Public Schools. On-site AEL services will be provided by SLPS staff using SLATE-provided equipment and space. An SLPS lead instructor and other support staff will be employed to assist SLATE customers in studying, preparing for, and taking the high school diploma equivalency test, as well as assisting individuals who need to improve their knowledge and/or scores for other assessments/tests. SLATE staff will refer individuals to AEL and AEL will refer to SLATE, where applicable.

- 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.*

The City of St. Louis Workforce Development Board has a Disabilities subcommittee which partners regionally with the surrounding WDB subcommittees from St. Louis County, St. Charles County, Jefferson and Franklin Counties, St. Clair County, IL, and Madison County, IL. This regional group discusses ways to provide better services to job seekers at the Job Centers, as well as to business customers who are hiring and/or need information on accommodations and other services that would assist both the business and job seeker in a successful employment match.

SLATE partners with VR by having a VR staff person work on site at its headquarters location at least twice a month, meeting with both referred job seekers and Job Center staff who may need information and/or assistance in working with individuals with disabilities. RSB is invited to attend and speak to our staff at Partner Meetings held on Wednesdays, twice a month. RSB also participates in the annual Accommodation for Success event hosted by SLATE and other regional WDBs.

In addition, Executive leadership staff from each Core Partner agency meets quarterly to ensure services are integrated and running smoothly.

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

There is great interest within the business community in regards to trained, qualified job seekers for jobs that involve specialized skills. Job Center staff work with companies to determine their needs and provide that information, and where possible, training, to job seekers who are interested in these careers.

Currently, the WDB provides On-the-Job training funding to businesses in a variety of fields to train and employ job seekers who needs additional skills in order to fulfill the needs of the employer. Some of the more common industries are healthcare, construction, biotech, and advanced manufacturing.

The Job Centers offer job seekers pre-apprenticeship programs through its various information sessions, one-on-one career counseling, referrals to in-house staff working with construction industry apprenticeship programs, and more. Other products and services, through a partnership with the St. Louis Public Schools, include HiSET and Adult Education and Literacy instruction.

Through our partnership with the Bureau of Apprenticeship we are working with businesses and training providers across all industries sectors to identify apprenticeship training opportunities. The Job center is brokering the service to help businesses understand the apprenticeship process, along with assisting to identify funding opportunities through the Job center or 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 comprehensive One-Stop Career Centers include partners from several agencies and each will work together as a team to provide the employment and training services as outlined in the attached NGCC plan. The Welcome, Skills, Jobs and Business Services Teams have staff from various organizations on them to ensure all agencies are participating in each of the functions to ensure each group understands the integrated model. The Business Services Team works with area employers to promote the job seekers we serve and to assist businesses with pertinent information that may assist them in their recruiting, training and hiring needs.

To ensure there is continuous improvement of services by eligible providers, each week, management meets with their department staff from all provider agencies to ensure that any processes that are not effective are tweaked and provide feedback on better ways to serve the customers. Training is provided during these and full Partner meetings where all provider staff meet during the Wednesday morning hour each week.

In addition, the Quality Assurance monitors review on-site and off-site providers for compliance to contracts for WIOA services; they give technical assistance to ensure contracts are understood and fulfilled, and they coordinate with SLATE management on what needs to be addressed with providers; the management then follows up with each service provider to make sure they are following the guidance given by SLATE to ensure continuous improvement happens.

- 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:*

As stated above, all partner staff attend training and information sessions as a group to discuss and learn about updated NGCC information, work through any trouble spots that may occur and provide feedback to each other on how to improve their work flow and customer service. In

addition, Team Leaders and Functional Managers talk about any issues on a daily basis to ensure the One-Stops are providing seamless services to its customers.

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. (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.

SLATE Missouri Job Center will provide equal access to the full range of employment services, benefits and protections to include the full range of counseling, testing, job and training referral services to farm workers in the region. In addition, Job Center staff will accomplish the following:

- Identify all qualified registered customers as AES.
 - Establish and maintain the Job Service (JS) Complaint System.
 - Establish and maintain partnerships with other Migrant Service Providers (MSP) and other community based organizations such as United Migrant Opportunity Services (UMOS) to refer qualified, interested job seekers.
 - Ensure that no duplication of services occurs with qualified customers.
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.)*

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.*

The local plan is developed by first ensuring that staff, WDB members and partners/subcontractors understand WIOA and the One-Stop system through regular training sessions provided by DWD and SLATE. Staff is trained on the Act through these sessions and daily, hands-on training by knowledgeable staff and supervisors, on how to implement the local policies and procedures that are developed through the reading and interpretation of State Issuances and Department of Labor TEGLs. WDB members are oriented on the WIOA and One-Stop process when first joining the Board; and by participating in bi-monthly Board meetings where pertinent information is discussed, including performance outcomes, additional funding for programs (such as NDWG, OJT, Summer Youth Jobs, and more) and a variety of other topics regarding the operation of the Job Centers, they are encouraged to give input at both the full Board meetings and sub-committee meetings where business services, strategic planning, working with persons with disabilities, and more are discussed more in depth.

Partners/subcontractors receive regular training from SLATE management and other staff on WIOA policies and procedures. During all of the training sessions, meetings and requests for feedback from management, interested parties are asked to give their feedback and to share ideas on how to improve any programs or processes. Core WIOA Partners met on a monthly/bi-monthly basis to discuss how the entities will work together, helping to create the policies in the Plan through strategic planning sessions with management and supervisors from each Core Partner agency.

The written plan is a living document that changes as needed based on the new strategies, funding and processes of the City of St. Louis Workforce Development Board.

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 City of St. Louis/St. Louis Agency on Training and Employment (SLATE) is the current one-stop operator for the St. Louis City region. It is the governmental entity in the City of St. Louis and was selected on that basis. Mayor Francis G. Slay is the Chief Local Elected Official and signs all pertinent documentation concerning the WDB and SLATE.

After Program Year 2016, the method used to identify the One-Stop operator will be an RFP to request staffing providers and a One-Stop Operator. The RFP will state that the agency that employs a majority of One-Stop/NGCC staff will be selected as the One-Stop Operator as long as they have the ability and agree to do so.

- 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.)*

Not Applicable

- 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 Development Board Decisions” or successive issuances).*

See Attachment 8

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

See Attachment 9

PROGRAM ACTIVITIES

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.

Customers attending either of the two SLATE Missouri Job Centers for the first time meet with a representative from the Welcome Team and complete jobs.mo.gov and Toolbox information, watch an Orientation video, and complete a quick assessment. In the Orientation DVD, and in follow up conversations with Welcome Team staff, they are told of the following workshops offered at SLATE, along with the other Products and Services (title in parentheses is Toolbox's corresponding offering):

(Basic Computer) Real Basic Computer Skills Workshops: Learn how to use the mouse and understand the keyboard in order to navigate in the Windows Operating System. Prerequisite: None. Material covered:

- Computer parts: Mouse, keyboard, monitor
- Define and demonstrate powering on, logging on (user names, passwords)
- Command Keys: Escape, caps lock, num lock, space/scroll bars, shift, navigation keys and cursor, enter, delete, backspace, etc.
- Control Buttons: Minimize/maximize/restore/close, etc.
- Task bar functions/commands: Undo, redo, drop down box, etc.

(Intermediate Computer) Beyond Real Basic Computer Skills Workshop: Learn how to use removable media (floppy disk, CD, flash drive). Prerequisite: Real Basic Computer Skills Workshop or equivalent proficiency. Material covered:

- Locate and open documents
- Edit and save changes
- Print

(Introduction to the Internet) Email/Internet Job Search Workshop: Learn how to open/send/reply to email messages and access websites. Prerequisites: Real Basic and Beyond Real Basic Computer Skills Workshops or equivalent proficiency. Material covered:

- Set up a business email account
- Attach a document
- Identify and review job titles
- Key word job search

(Job Seeking Skills) Online Job Application Workshop: Learn how to prepare information to submit and successfully complete an online application. Prerequisites: Real Basic and Beyond Real Basic Computer Skills Workshops, and Email/Internet Job Search Workshop or equivalent proficiency. Material covered:

- Timing out
- Creating/Registering a profile
- Complete a mock application

(Intro to Career Center Services) UI/MCS/jobs.mo.gov Workshops: How to do weekly reporting and how to use and/or update information in jobs.mo.gov. Material covered:

- Walk through the online process of filing a weekly claim for unemployment insurance
- Navigate through www.jobs.mo.gov
- Key word job search

(Career Networking) *Career Exploration/Career Networking Workshop: Discussion and tips on finding specific information about career interests, such as income potential, educational requirements, and job outlook, and the best ways to use social circles to find employment.

Material covered:

- Department of Labor Occupational Outlook Handbook
- MERIC (Missouri Economic Research and Information Center - www.missourieconomy.org)
- Salaries.com
- ONET (www.onlineonet.net)
- LinkedIn, Facebook, Craigslist
- Churches/social groups
- Resume Cards

(Career Advancement and Retention) *Workplace Readiness – “How to Keep Your Job” Workshop: Discussion and tips on planning and common sense strategies to become a long-term, valued employee. Material covered:

- Attendance/punctuality/appearance
- Communication (Emails, Internet, Social Networking, etc.)
- Office Etiquette

Once a customer has gone through the Welcome Team process, they meet with someone on the Skills Team who will discuss with them the results of their assessments to determine if other assessments may be helpful, so that a Skills Team member can give them appropriate direction for their employment and/or training needs. If a customer is interested in training, the Skills Team member discusses their field of interest, the job outlook for this type of career and a variety of other issues to determine whether or not skills-training is appropriate for the customer at that point in time. If it is, the Skills Team member may suggest resources to assist the customer in researching training institutions. If the customer is ready for a job and has completed the workshops (listed above) and/or other products and services available for which they are interested, then they are referred to a Jobs Team member who will further assist them in their job search.

B. Adults and Dislocated Workers

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

The WDB will utilize the State-provided eligible training provider listing that will list provider training and performance. SLATE keeps an up-to-date report of the status of participants enrolled with training providers and is reviewed by the SLATE Director and Career Center Managers. The review includes but is not limited to:

- Number of participants enrolled
- Graduation rate
- Job placement rate
- Job placement in areas in which participant was trained
- Effectiveness of assessment methodology for training and job placement based on the aforementioned items

The results of these reports are shared with the WDB to determine the continued use of these training provider(s) based on their performance. The WDB reserves the right to institute additional performance measurements for local providers of training.

While the WDB adheres to U.S. Department of Labor policy regarding customer choice in selecting a training provider, Career Center staff share with participants data and recommendations from reports and the WDB.

In addition, SLATE Career Centers provide workshops (as mentioned above), are given assessments to determine training/career readiness including KeyTrain and WorkKeys, and are given the opportunity use other in-depth assessment and assistance products including Optimal

Resume and Talify. Customers are informed that the use of these products is likely to make them more marketable to future employers.

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.*

Individual training accounts for Adults and Dislocated Workers allow these participants to purchase training services from eligible providers that these participants select in consultation with the Skills Team. The City of St. Louis Workforce Development Board will look to the State of Missouri and will work within their established system for training reimbursement. Staff at the Job Center will coordinate this process. The WDB in conjunction with the Director of SLATE, a CLEO appointee, will examine limitations on the dollar amount and/or duration of an Individual Training Account, as well as, if a maximum amount should be established or if a range of amounts would be more appropriate. These procedures will be reviewed and approved by the WDB. The WDB will utilize the State-provided eligible training provider listing which will list provider training and performance.

The WDB, in conjunction with the Director of SLATE has also established basic criteria for training. (See previous inclusion.) This criterion provides direction to Job Center staff and community partners on the region's training policy. Some of the industries that SLATE has sent training participants to include healthcare, business management, information technology, accommodation and food service, construction and commercial truck driving. There are many current and potential job openings in the St. Louis area in these industries. Exceptions to the use of ITAs must first be approved by the Director, and then submitted for approval to the State, if applicable.

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.*

The City of St. Louis SLATE Missouri Job Center partners with the Missouri Division of Workforce Development (DWD) to use the Missouri statistical model to identify U.I. Claimants who need intensive re-employment services because they are otherwise likely to become long termed unemployed. The information gathered will determine the probability of an individual's chances of exhausting benefits. The focus of the Worker Profile System is to shorten the time a claimant spends unemployed and to expedite their return to productive and stable employment.

The SLATE Missouri Job Center will use the following for reemployment services for worker profiling:

- Request and Selection
 - The State DWD office sends a list weekly of individuals from Unemployment Insurance (U. I.). Requests are processed in Toolbox once a week.
 - The computer model picks individuals based on their likelihood of exhausting UI benefits for a profiled worker program. There is a maximum number of UI

claimants each week, which changes based on the ability of Job Center staff to serve these participants. The request week will be extended to Tuesday, if Monday is an observed holiday.

- The statistical model will select the number of individuals with the probability of exhausting benefits. The individual selected will receive a letter directing them to a Worker Profiling orientation / evaluation session scheduled at the Career Center.
 - Worker Profiling Orientation and Evaluation
 - Welcome Team staff provides explanations of the re-employment service system program, provide information regarding employment and training services, and direct claimant to complete their Reporting requirement.
 - Welcome Team staff will ensure customer completes profile enrollment, profile orientation and a Jobs.mo.gov Registration.
 - The customer will continue to follow the Next Generation Career Center Process by meeting with members of the Welcome, Skills and Jobs Teams, as applicable.
4. *Describe the Board's strategies for promoting and increasing the number of participants in work-based learning and On-the-Job Training (OJT).*

On-The-Job-Training

As high growth and high tech jobs increase in demand, the WDB will look to the existing skilled workforce in selecting and preparing individuals to meet these workforce needs, and build upon the State's incentive programs that will attract new and retain existing businesses. The initiative will also serve to keep a highly skilled and highly technical workforce in our region and avoid a "brain drain" effect.

The training needs of businesses will be addressed to implement On-the-Job Training programs in a manner that seeks to coordinate with existing State programs, and not to duplicate them. Training funds for OJT will come from local WIOA funding, 15% or 25% State Discretionary Funds, where available, and will be administered by the WDB. Federally funded OJT, in combination with state-funded incentive packages, will be a powerful incentive to reach previously untapped targeted industries.

OJT opportunities will be sought in these areas:

- New businesses
- Industries with large pool of dislocated workers (i.e. Biotech/Biochemical, Advanced Manufacturing)
- Expanding businesses
- Retention programs
- Pre Apprentice and Apprenticeship training when funds are available

Project determinations will be in collaboration with our WDB, Business Representatives, St. Louis Development Corporation, business leaders, etc., and will work through a specialized OJT Coordinator at SLATE to handle marketing, proposals commitments, and follow up. The OJT

Coordinator will also consult with Missouri Employer Committees, Chambers of Commerce and DWD in identifying competencies for the identified high growth positions, and in assessing the appropriate timeframe for training.

Performance information will be tracked through Toolbox 2.0, based on information entered into the system by the OJT Coordinator and NGCC Skills Team members. This information will include placement information; starting wages; length of training; retention at the six-month mark; earnings received after being employed for six months; and any increase in wages. Industry and occupational data gathered by Missouri Economic and Research Information Center (MERIC) will guide the OJT process to determine the length of training (up to 26 weeks). Initiatives will be conducted based upon fund availability.

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 Skills Team encourages every customer, especially those who are interested in training, to take the WorkKeys assessments and attain the National Career Readiness Certificate (NCRC). Also, for those who have experience but no tangible credential, the WorkKeys assessment and NCRC are tools the Skills Team can use to assist that person in getting job, because the NCRC shows an employer what the applicant is capable of. More employers are aware of the value this credential offers and have asked that we use the WorkKeys assessment for customers before referring them to their open positions. Also, certain training providers require clients to take WorkKeys before allowing them to start certain training programs. In addition to taking WorkKeys at the SLATE Missouri Job Center, customers may also take WorkKeys for specific training programs associated with St. Louis Community College, a Job Center partner.

St. Louis Public Schools is a co-located partner of SLATE Missouri Job Center and provides High School Equivalency and AEL services to customers on a daily basis. This location makes it easy for job seekers to not only achieve a better education, but also allows them to job search and work with staff in one, convenient location.

SLATE also provides funding for participants who are interested in and in need of skills training to obtain a job. Customers train for and attain credentials and degrees in a variety of industries including but not limited to healthcare (i.e. CNA, LPN, RN), transportation (i.e. CDL, Forklift), IT (a variety of programming language certifications), business management (i.e. PMP certification), and more. In addition to WIOA funding, SLATE has other grants that provide for training funding that lead to certifications. These grants typically provide for training in the above industries, as well, since they are in-demand careers in the St. Louis metropolitan area.

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 City of St. Louis through SLATE will assist the State with Employment Transition Team (ETT) services in the local area. Currently, the majority of one staff person's time is devoted to ETT and we see this allocation of time continuing. The procedure currently in place with the State of Missouri taking the lead on layoffs of 25 employees or more will continue with SLATE taking the lead for layoffs of less than 25. Larger or mass layoffs are handled regionally usually involving the St. Louis City, St. Louis County, St. Charles County and Jefferson/Franklin County Workforce Development Boards. Other state agencies including the Division of Workforce Development and the Division of Employment Security, as well as labor representatives are also involved in these regional events. Regional Workforce Development and State representatives have met to develop a comprehensive rapid response process to ensure the efficient provision of information and services.

ETT services may include, but are not limited to:

- On-site contact with the employer, representatives of the affected workers, and the local community (if warranted),
- The provision of information and access to unemployment compensation benefits, comprehensive one-stop system services, employment and training activities, including information on the Trade Adjustment Assistance program,
- On-site workshops,
- Participation in Transition Team meetings,
- On-site interviewing and WIOA enrollment, and
- The provision of emergency assistance adapted to the particular closing, layoff or disaster.

In addition, the Workforce Development Board works with the State of Missouri in their provision of assistance to the WDB and Chief Local Elected Official to develop a coordinated response to the dislocated event and, as needed, to obtain access to State or Federal economic development assistance.

SLATE Missouri Job Center is also proactive about finding out local layoff information that may not require a WARN notice to the State. Our Business Services Team promotes our ETT services to businesses they work with on a regular basis, should the need arise for our assistance. Our local ETT Manager would then make an appointment to visit that business to determine their needs, whether it be for one or 24 persons.

D. Youth

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

1. *Describe the composition of the Youth Standing Committee (if designated) and its participation in the design of Youth services in the LWDA; the development of the Plan relating to Youth services; its role in the procurement of Youth service providers and recommending eligible Youth providers to the Board, ensuring the 14 elements are a part of the services planned and conducting oversight with respect to eligible Youth providers of Youth activities and the procurement of Youth service providers. (See DWD Issuance 16-2014, “WIOA Standing Youth Committees Requirements,” July 1, 2015.) Also, provide information regarding the Youth Standing Committee meetings, such as any core agenda items that would be included, and the planned meeting schedule (i.e., the first Tuesday of every quarter, etc.).*

The LWIB will not have a WIOA Standing Youth Committee.

The LWIB will conduct oversight of Youth WIOA activities under the WIOA sec. 129(c); and identify eligible providers of Youth WIOA in the local area by awarding grants or contracts on a competitive basis. The LWIB will provide guidance and technical assistance to providers and contractors.

Youth Services

The Young Adult Workforce Services Department, through contractors located throughout the City of St. Louis, provides pre-employment training, soft skills development, academic enhancement programs, leadership development, mentoring, group activities, summer and year-round work experiences, and guidance and counseling to youth most in need residing in the City of St. Louis Workforce Development Board area. In accordance with TEGl 13-09, City of St. Louis Youth Services subcontractors are asked to do the following:

- Contract for one year with multi-year option (up to 3 years)
- Use real-time indicators or interim progress benchmarks to assess performance of the scope of work in the contract, including the achievement of WIOA common measures
- Create positive incentives for attracting youth most in need and provide services that will help the youth achieve their goals under the contract
- Participate in interagency collaboration to create a seamless system in which funds from other sources can contribute to the basic needs of youth so they can successfully complete the WIOA program
- Participate in SLATE-sponsored ongoing workshops and technical support

These contractors are:

- MERS/Missouri Goodwill Industries
- Family Workforce Centers of America
- Better Family Life

The City of St. Louis WDB evaluates the effectiveness or ineffectiveness of youth service providers through monitoring of programs using the following indicators:

- How long eligible youth stay in the programs, are youth engaged and do they continue to attend the program.
- Are youth experiencing success according to their Individual Service Strategies, school and training success; i.e. receiving passing grades, attending school regularly, being assisted with academic performance, moving toward attainment of certifications, etc.
- Are youth able to avoid interaction with the juvenile justice system, or are they being deterred from juvenile crime, is there a reduction in numbers of encounters with the juvenile justice system, do the subcontractors offer information on avoiding risky behaviors (teenage pregnancy, drugs etc.)
- Is there a caring adult, mentor, counselor or case manager that gets to know and interact with youth over a period of time and is the follow-up documented.
- The Department of Labor/State Division of Workforce Development negotiated performance measures are also utilized to determine the effectiveness of the programs.

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:*

- How the Youth activities in the LWDA are developed to ensure the 14 program elements are available within the LWDA;*
- The actual services provided by the LWDA for Youth, the element they represent, and how they fit within DOL's themes (see TEGl 05-12) for the emphasis on serving Youth within a comprehensive Youth development approach;*
- The process for identification of Youth service providers;*
- The evaluation of service providers for performance and impact (please provide details on frequency and criteria);*
- The providers of the Youth services in the LWDA, including the areas and elements they provide;*
- How year-round services are provided to Youth 14–24 years of age that are still in high school or out of school;*
- 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.);*
- 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.*

a. The WDB selects contractors who have the ability and the capacity to develop and deliver the fourteen program elements required under Youth Services. The Youth Council, along with SLATE Young Adult Workforce Services Department and the WDB, is responsible for training subcontractors on the 14 elements and conducting oversight of the local youth programs operated under the Act, to ensure both fiscal and programmatic accountability.

b. The framework of local youth programs includes an objective assessment of each youth participant that meets the requirements of WIOA. It includes a review of the academic and occupational skill levels as well as the service needs of each youth. A individual service strategy is developed for each youth participant that meets the requirements of WIOA section 129(c)(1)(B), including identifying an age-appropriate career goal and consideration of the assessment results for each youth. Each youth receives preparation for postsecondary educational opportunities and unsubsidized employment.

The contractor provides linkages between academic and occupational learning, provides preparation for employment, and provides effective connections to intermediary organizations that provide strong links to the job market and employers. Each youth is also provided linkages and connections to the local justice and law enforcement officials, public housing authorities, education agencies, Job Corps, and homeless shelters. Finally, all youth are given information regarding the full array of services through our One Stop Career Centers.

c. The providers of youth services are selected by awarding a contract on a competitive basis through our procurement policy and process. Proposals sent in based on the Request for Proposal (RFP) are evaluated by members of the Youth Council and/or other interested parties, including knowledgeable staff and Board members. The procurement process will be set for a minimum of every 3 years as per the procurement guidelines. However, the LWIB does reserve the right to procure services at any time in the event of a contract cancellation or an identified need.

d. The youth programs are locally evaluated in five major components.

1. The Youth Services Department screens each youth enrollment to ensure WIOA eligibility has been met.

2. The Quality Assurance Department of SLATE conducts a Sub-State monitoring review of the files. The objective is to ensure all youth meet the WIOA requirements, the program is providing quality case management, the Objective Assessment and Individual Service Strategies meets the needs of the youth, the proper linkages to post secondary education and employment opportunities are being met, and the department ensures the subcontractor is meeting their contractual obligations.

3. The Youth Services Department conducts a weekly review of all the case notes for every participant, a bi-weekly time sheet review for every youth on paid work

experience or in summer jobs, a monthly performance review, and a quarterly fiscal review is conducted in conjunction with SLATE's fiscal department.

4. The City of St. Louis Internal Audit Section (IAS) conducts a yearly review that includes contractual obligations and fiscal accountability.

5. KPMG, SLATE's external auditors, conducts a yearly review that consists of programmatic and contractual obligations.

e. Family Workforce Centers of America – general at-risk population and in school youth; MERS Goodwill – general at-risk youth population who are in-school and out-of-school; Better Family Life—general at-risk population who are out of school.

f. The fourteen elements of WIOA are offered to each youth participant year round. The program operators develop an individual schedule for each youth's activities and program elements. This individualized schedule increases program engagement, leadership development, positive social behaviors, post secondary enrollments, literacy and numeracy, and employment attainment. The program operators work with the youth's schedule which means working evening and weekends to deliver a quality program.

g. The contractors host many recruitment events that take place where the youth socialize. We have had recruitment events at concerts, skating rinks, and pep rallies. They are also held at schools, medical offices targeted to youth, and youth agencies. Each youth is assigned a case manager who completes the objective assessment, individual service strategy and is with the youth for the duration of the program, providing a full array of case management services. Case managers are assigned for follow-up services.

Each Youth must receive an Objective Assessment (OA). The OA should discern the strengths, talents, and abilities of a Youth, and it uncovers any barriers to their active participation in the Youth program and the workforce. The OA should inform the counselor of the category of services the Youth will need, and it is utilized to develop the ISS. WIOA requires the OA to identify career pathways for a Youth. Every OA must include an evaluation of these elements:

Basic skills - Standardized testing is utilized to evaluate literacy and numeracy skill level, such as the TABE or CASAS, to make this determination for Out-of-School (OSY) Youth. For In-School Youth (ISY), the educational institution is to provide an assessment of basic skills.

Occupational skills - training that will provide the job skills required to work in a specific industry or occupation.

Prior work experience - job experience gained by previous employment, it can include paid or unpaid employment.

Employability - skills that are required to secure employment, and maintain employment. This includes job readiness skills.

Interests - work-related interests that can identify potential training and occupational goals. Interest inventories can be utilized to discover interests.

Aptitudes - talents and abilities utilized to identify potential training and occupational goals. Career and Aptitude Assessments can be utilized to discover aptitudes.

Supportive service needs - assistance provided to eliminate potential barriers to, and enable active participation in, a Youth activity.

Developmental needs - skills needed to develop employment and career potential.

Each element of the OA must be addressed to develop a comprehensive picture of the Youth's individual circumstances and to ensure the program meets the Youth's needs. A LWDA can utilize a recent OA administered by another entity if it was conducted within 60 days of WIOA enrollment. Where appropriate, DWD encourages LWDA's and Youth providers to utilize standardized assessments to strengthen the quality of the Youth's OA. WIOA requires the Youth's OA be tied to a career pathway. The Missouri Department of Elementary and Secondary Education (DESE) identify a career pathway as a group of occupations tied together with shared skill sets and roles.

Individual Service Strategy (ISS)

Each Youth participant must receive an ISS. The ISS is developed jointly between the career counselor and the Youth participant. It is a plan designed to meet the Youth's specific training and employment goals. The Youth's OA is utilized when developing the ISS, and all Youth needs and barriers that are identified on the OA must be addressed on the ISS. An ISS is a dynamic document and should be amended when educational or career goals are altered, or when the Youth participant's circumstances warrant a change. The youth's ISS is crucial; it is a roadmap for WIOA service delivery.

The ISS should identify a career pathway based on the participant's training and employment goals, and it should be linked to one or more the performance indicators listed in WIOA Section 116(b)(2)(A)(ii). DWD will provide further information regarding those performance measures as USDOL provides additional guidance and technical assistance.

Case Management Services

Every WIOA Youth participant is to receive case management services. The services that a participant receives while enrolled in WIOA, should be tailored to and congruent with their goals, strengths, and barriers identified on the OA. The Youth program services that will be provided to the participant must be documented on the ISS. The 14 services that each LWDA is required to make available to their Youth participants include:

Tutoring, study skills training, instruction and evidence-based drop-out prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential.

Alternative secondary school services, or dropout recovery services, as appropriate;

Paid and unpaid work experiences that have academic and occupational education as a component of work experience;

Summer employment opportunities and other employment opportunities available throughout the school year;

Pre-apprenticeship programs;

Internships and job shadowing; and
On-the-Job training opportunities.

Occupational Skills Training.

Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.

Leadership Development Activities.

Supportive Services, which are necessary to enable the Youth to participate in WIOA activities.

Adult Mentoring for a duration of at least 12 months.

Follow-up services a minimum of 12 months, provided to all Youth participants.

Comprehensive guidance and counseling, as appropriate for the needs of the individual Youth.

Financial literacy education.

Entrepreneurial skills training.

The provision of employment and **Labor Market Information (LMI)** about in-demand occupations and industry sectors.

Activities that help Youth prepare for and transition to post-secondary education and training.

- h. Each subcontractor trains their employees on working with an at-risk population, to better serve those clients who may face issues with homelessness, past criminal offenses, etc. The subcontractors also collaborate with other metro agencies to refer their clients who may need assistance beyond what they may be able to provide. Assessments and one-on-one counseling to determine the participant's immediate needs are given to each Youth and if the agency can provide for the need that day or in a quick manner, they will; or they will utilize the United Way 2-1-1 service in addition to contacting other agencies with which they have a relationship to provide for the specific need.
- i. The connections between adult education, postsecondary education and workforce will be strengthened. A strong emphasis will be placed on ensuring State and Local providers offer adult education and skills development, including Career Pathways, to accelerate achievement of diplomas and credentials, but most importantly, to become a partner in their children's education and improving their family's economic futures.

Through the Act, programs are authorized which help individuals with disabilities acquire the skills they need to be successful in the workplace, including vocational rehabilitation training and services. The main activity to support individuals with disabilities in WIOA is integrated employment opportunities. Integrated employment opportunities expect the same performance in a work setting of those that have disabilities with others that are not considered individuals with disabilities. Young people with disabilities will gain many more opportunities to improve their career prospects and gain employment transition services. Independent living programs will be transferred from the Department of Education to the Department of Health and Human Services for better support in achieving the program goal of independent living and integration into mainstream America.

All 14 elements will be made available through previously established partnerships. The WDB plans to continue to work with local non-profits, community organizations, faith-based organizations, probation and parole, the local municipalities, the police force, the foster care organizations, mental health organizations, mentoring organizations, the local school districts, Youth Build, Second Chance Act Program, and Job Corp. The provider will complete an OA to determine all services and elements the youth will need to succeed. After the OA is developed the youth and the service provider will develop an ISS. All ISS will be different. The ISS will be created specifically for the young person. The ISS is a living document and will be updated as the goals change, are achieved, and added or edited.

The LWDB will follow the City's procurement process for servicing ISY and OSY youth. The LWDIB will always encourage programs that are innovative and meet the needs of the young people in the City of Saint Louis. The program will encourage participation and partnership. Service providers are subject to and must adhere to all Federal, State, and local governance and monitoring. The Internal Quality Assurance Department at SLATE will review each contract annually, the external auditor at SLATE will review each program annually, the Young Adult Workforce Division will review program and contract performance monthly.

All youth providers meet the needs of the young people at their individual level. ISY youth will be serviced in and out of the school. The provider will be able to meet with young people on Saturdays and during the evenings. OYS will have a schedule that meets their needs and will not conflict with any other services being provided. Services will be delivered year around for both ISY and OSY. Provider will ensure youth overcome all barriers to the employment and help young person fluidly navigate through systems such as foster care, school, probation and parole, division of family services, mental health, and all other care continuums.

The LWIB has a strong relationship and will continue to broaden the relationship with other organizations that help youth who are most in-need. The population most in-need are teen parents, foster home youth, or youth aging out of foster home, youth re-entering the community and youth with disabilities. The LWIB and youth providers will recruit and host special events with the organizations who help youth with extreme barriers to employment.

- 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.*

The LWIB plans to work with the local Radio Station and other lifestyle promoters and events to drive recruitment and program retention. The LWIB plans to use the Labor Market Information to industry-specific job fairs at times and places that meet the need of the local community. The LWIB will continue to expand the mentoring program to attract and retain adult mentors.

SLATE's Out-of-School contractor has added an extra component to their job readiness program to assist with developing soft skills. The contractor will allow youth to experience on-the-job training, as it pertains to developing soft skills, utilizing community and faith-based organizations. This program helps the youth to develop the needed life skills and a good work ethic before being placed in unsubsidized employment.

Work experience is provided through local businesses, non-profit and government organizations. This allows the youth to gain experience of the work world, as well as understanding what it takes to get and keep a job. Soft skills such as showing up to work on time, following directions, getting along with co-workers and superiors and more, are learned and improved upon.

SLATE's Young Adult Workforce Department sends out regular "twitter" and "facebook" updates regarding work ethic, job opportunities, and other academic opportunities.

The Youth Services Department also hosts multiple career and resource events throughout the year. The events are tailored toward the target audience and locations are determined based on the interest of the youth.

The St. Louis Agency on Training and Employment (SLATE) Young Adult Workforce Department has long partnered with the St. Louis Public Schools (SLPS) to help prepare urban youth explore and plan for post-secondary careers. In recent years, Youth Services has expanded this partnership into the SLPS Initiative, a way to work on-site at City schools, interacting directly with entire classes of young men and women throughout the course of the academic year. In the first year of the program (2010-2011) over 135 youth were served.

In many cases, the youth's family or housing situation presents barriers to successfully attaining self-sustaining employment. At-risk students are now receiving personalized tutoring, leadership and volunteerism development, job readiness training, ACT test preparation, and follow-up services.

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 Business Services Team assists businesses with navigating jobs.mo.gov and provides information on Labor Law and Labor Market updates, Work Opportunity Tax Credits, as well as other information. We offer services including, but not limited to: business consulting, staff training, HR assistant duties, and posting job orders on Jobs.mo.gov.

Other services we offer are pre-screening and recruiting, facilitating and staffing on-site and off-site recruiting events for employers, sponsoring recruiting events (when funding permits), employment skills assessments, job seeker referrals from our database, LMI research and information, providing information on other Job Centers across the United States, and On the Job Training reimbursements, when funding permits. In addition, our Team will utilize resources available from the Office of Apprenticeship, and other various networking/business associations to promote Missouri Job Center services and customers.

The Business Services and Jobs Teams work together to assist job ready customers by referring them to companies the Business Services Team is working with. Once the Jobs Team has indicated an individual is ready for referral to employment, the Business Services Team reviews the candidate's resume and refers them to appropriate job openings. Job ready customers referred to Business Services from the Jobs Team are marketed to employers, where applicable, on a regular basis. To keep the Jobs Team up to date on the needs of businesses, the Business Team supplies feedback from employers on the candidates the Jobs Team referred.

The Business Services Team also works closely with the Skills Team, as well as the Jobs Team, on what employers are indicating they want in a qualified employee. This information helps the Teams work with job seekers who are pursuing training for other careers.

When a participant is placed in employment team staff will be advised of the placement. If employers need referrals that we do not have in our pool of candidates then we will assist the employer with outreach, recruitment, and pre-screening for qualified candidates.

The Business Services Team has a dedicated Business Services Representative who works with the City of St. Louis economic development agency, St. Louis Development Corporation (SLDC), to work with business who received tax incentives from the City. Under a First Source Agreement, businesses are required to use the workforce development services of the SLATE Missouri Job Center for pre-screening and referrals, with the potential for hiring qualified candidates. The Representative attends regular SLDC meetings and has developed a collaborative relationship with the group.

For innovative workforce strategies, the Business Services Department will work with employers and other applicable parties in programs and services that will assist both job seekers and those already employed who may be able to advance within the company where they are already hired.

One such innovative policy is the Incumbent Worker Policy. Employees who are currently in entry-to mid-level positions making at least \$10 per hour can be retrained by the employer either in-house or through a training institution that the employer would contract with to provide the training services. This training would need to result in an employee's wage increase or access to company-provided benefits within 60 days of a successfully completed training. SLATE has a detailed policy entitled Incumbent Worker Training and it will be followed when a business is approved to work with SLATE on this policy where funds are available.

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 City of St. Louis Workforce Development Board/SLATE worked with Maher & Maher in joint and separate meetings of WDBs in the local MSA, including St. Louis City, St. Louis County, St. Charles County, Jefferson/Franklin Counties, Madison and St. Clair Counties in Illinois to determine which sector strategy to focus on and all agreed the healthcare would be the regional strategy. SLATE also issued an RFP for specific guidance in Sector Strategies in Healthcare where a local data gathering agency is working with the St. Louis Regional Chamber to determine the best training areas for SLATE customers to participate in to obtain jobs in healthcare. This information will be shared with all the WDB regions mentioned so that they may also better prepare their customers for careers in the healthcare field, should they choose to go that route. The St. Louis Metropolitan Region’s Executive and Management staff from each of the above regions continue to meet on a quarterly basis to discuss cooperative strategies for the development and implementation of this and other top sector initiatives for the entire region in order to better serve job seekers and the community. Training will be provided to job seekers who desire careers in these top fields to ensure success in finding a job. The St. Louis Regional Chamber also researched and provided information to SLATE and other interested parties in regards to the top three sectors in the St. Louis MSA. They consulted with local businesses in each sector, educational institutions, workforce and economic development partners, and others to come up with the findings in their reports in: Health Science and Services, Financial Services, and Multimodal Logistics. Information on each of these sectors is as follows, and SLATE will work with businesses and educational institutions to train and help employ jobseekers for careers in these fields. The following cluster overviews are from studies done and briefs written by the St. Louis Regional Chamber’s staff on Health Economy—Kim Plank, Financial and Information Services—Len Reynolds, Multimodal Logistics—Louis Copilevitz.

Healthcare Overview

The Health Science and Services Cluster is a large comprehensive cluster, with business spanning the health care value chain from: financial intermediaries; health care providers; group purchasing organizations (GPOs) and distributors; to product manufacturers. Figure 1 illustrates five components of the health care value chain; the organizations and businesses that make up each component. Value chains are collaborative partnerships that develop strategies of competitive advantage.

While the healthcare services industry was not traditional seen as a target for economic development, the sector offers many of the benefits of a traded industry cluster.

First, health care services are often exported, attracting outside dollars. The BJC HealthCare market draws its patient base from an eight-state, nearly 300-mile radius. An economic model of the region's economy estimates that over 15 percent of the demand for services from the region's private hospitals comes from outside the region. Second, health service providers have significant purchasing power and linkages that extend across an extensive supply chain. Third, the health care industry is a major employer, offering both opportunities for high-wage, skilled jobs and career paths for those starting in low-skill positions. According to the university researcher, "research hospitals are a key component of the knowledge-based economy supporting an experienced and educated workforce and originating and transferring knowledge and innovation." Therefore, regional economic development attention to the local health care environment can be an effective way to strengthen and expand the regional economy.

This cluster has some very important overlaps with three of the other St. Louis Regional Chamber targeted industry clusters. The Financial and Information Services cluster includes health insurers as well as information technology firms that could focus on medical records billing and other systems.

The Chamber's Sustainability cluster includes Plant Science and Agriculture Technology. The work of plant scientists often overlaps with human health research, and suppliers may produce chemicals and other materials used by both clusters. Wholesale activities for pharmaceuticals, medical instruments, and medical supplies are an important part of the Multi-Modal Supply Chain Management Cluster.

Financial Services

Greater St. Louis' Financial and Information Services Industry Cluster employs over 76,900 working in nearly 6,200 establishments. The Cluster's dynamic presence of large corporations and small businesses is a growing force in the region's economy. The Cluster accounted for 6.7% of total employment in metro St. Louis in 2005 and 7.2% by mid-2011. Average annual industry wages range from \$47,000 in other information services to \$109,400 in the securities, commodity contracts, investments sector.

The securities brokerage sector is an important component of the industry cluster, employing nearly 7,400 in 2010. The securities brokerage niche is a regional strength. With a location quotient of 2.75, the industry has a level of concentration this third in its peer group, only behind Boston and New York.

Current employment data for a broadly defined cluster includes the financial activities super-sector, which is comprised of finance, insurance, real estate renting and leasing; and the information super-sector, which includes telecommunications. Overall, employment and information employment declined from 2000 to 2012, while employment increased in the financial activities super sector over the same period.

Multimodal Logistics

The Multimodal Logistics Industry cluster is an integral part of the region's economy, supporting the manufacturing base as well as the retail and commodities distribution sectors with inbound and outbound shipments around the country and around the globe. This cluster is made up of

three primary components; transportation, wholesale trade, and warehousing and storage, with support for specialized logistics consulting services. More integrated supply chains allow for more integrated production, warehousing and transportation functions, Manufacturers, wholesalers and retailers share these responsibilities along the supply chain, manufacturing and mobility requirements are both embedded in today's consumer products.

The Multimodal Logistics Industry cluster is comprised of nearly 6,500 establishments which employ over 84,300. Merchant wholesalers account for a large share of the cluster, with about 48% of the cluster's establishments and over 52% of the cluster's jobs. The trucking industry is also a large employer, accounting for 16% of the cluster's establishments and 17% of the jobs. Cluster industry annual wages range from \$40,300 for the warehouse and storage industry to a high of \$95,000 for the pipeline transportation industry. The annual wage levels include both supervisory and nonsupervisory/production positions.

All information in the sectors above is shared with key stakeholders in the region so that they may determine best practices and strategies for their respective fields of interest and concern, including developing education and training curriculum and certifications to assist job seekers in finding meaningful employment in their chosen career path.

- 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 Job Center is using Registered Apprenticeship as a workforce strategy for the employer community to meet employers' workforce needs while allowing workers to earn while they learn new skills and acquire credentials.

When businesses present a problem or identify skill gaps within their workforce, the Job Center is suggesting apprenticeship development as another workforce strategy to address the problem. Of the more than 1,000 apprentice-able occupations, we focus on our area's high growth industry sectors including Healthcare, Information Technology, Advanced Manufacturing and Transportation/Logistics. The Job Center is using the apprenticeship model to assist employers with higher performance outcomes in employment, retention, earnings and credential attainment.

The Job Center coordinates meetings with the employers and the Office of Apprenticeship to discuss possibilities and explain their standards process. The Job Center explains how they can assist with recruitment and funding if dollars are available for classroom training and on-the-job-training. They also explain that, once they are an approved apprenticeship program, they can apply to be added to the WIOA Eligible Training Provider list.

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 Workforce Development Board has been involved in a number of innovative strategies aimed at addressing unique workforce development issues.

- Ongoing partnership with the U.S. Probation and Parole Office and the Missouri Department of Corrections that provides information and referral services to the ex-offender population.
- Job Center Career Specialists trained to work specifically with the employment and training needs of the ex-offender population.
- Partnerships with St. Louis City Courts:
 - In lieu of incarceration or other penalties, judges require defendants to participate in SLATE employment and training programs to help them acquire jobs to get them on the right track with bringing in an income to assist them in paying child support.
 - The Prison to Prosperity program involves offenders inside the City of St. Louis Corrections Facility the opportunity to participate in a weekly workshop aimed at educating inmates in productive, healthier choices including skills training, job search skills, soft skills, and more to reduce recidivism and crime rates.
 - The Civil Liberties program for youth is one in which judges will require youth offenders to participate in SLATE youth employment and education programs instead of going to jail and/or reduces court fines if they complete the program.

SLATE provides services to ex-offenders through our normal NGCC process. Ex-offender customers will receive Core, Intensive, Training and Supportive services, just as we do with all Career Center customers.

The City of St. Louis, State of Missouri, and other companies in the area have implemented “Ban the Box” where a person does not have to disclose their offender status in order to give job applicants a fair chance at obtaining an interview.

The job development and placement process of persons with convictions is a continuous process which is being continually reviewed, updated and changed. We work with employers who have been identified as offender friendly, which means they are receptive to interviewing this

population on a case-by-case basis. These employers have stated which offenses they will consider. An employer contact file has been developed, maintained and updated through an employer's committee working with this population through cold calling, networking/outreach, job fairs, internet and newspapers.

The Disabled Veterans Outreach Program (DVOP) Specialist's goal is to locate veterans with Significant Barriers to Employment (SBE) and 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 focus is to assist veterans in overcoming barriers through intensive services and access to resources such as: Federal Bonding Program, Work Opportunities Tax Credit Program, etc., resulting in the successful transition into civilian employment, thus significantly reducing recidivism. The Local Veterans Employment Representative's (LVER) primary duty is to conduct outreach to employers and facilitate employment opportunities (job development or On-the-Job Training) on behalf of veterans who are considered job ready, thus increasing employment opportunities for all veterans, including ex-offenders.

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.*

Strategies for reaching potential employers for work-based learning programs and WorkReady Missouri (WRM is currently not utilized) and Transitional Jobs include:

- Attending and/or presenting at meetings of local industry groups or professional organizations including: business chambers, SHRM meetings, Union Halls, Incubator and Small Business Network meetings, etc.
- Meeting individually with prospective employers: On-site visits are part of our On-The-Job -Training orientation for employers and offer the employer a more personal touch.
- Networking through current employers or employer groups.
- Utilizing social media to promote the program and give contact information. We utilize Facebook, LinkedIn, our website, and Twitter to get information out about our postings to job seekers and to educate employers on all of our services.
- We offer our employers the opportunity to promote their company and open positions via info sessions that are designed to attract job seekers for open positions and OJT opportunities. Employers find this very helpful by allowing them to get information out on their culture, candidate qualifications, and application instructions to groups of job seekers at one time.
- Our region has the added benefit of working closely with St. Louis City's Economic Development (SLDC) department which offers us the opportunity to meet with land and business developers, construction companies, and brand new businesses as part of the city's First Source Ordinance.

Daily on-line marketing is currently being done for this program through the State system. The SLATE Business Service Representatives are promoting the program along with other products and services available to businesses. All new UI applicants receive a flyer on this program by

mail and interested applicants are encouraged to provide information on Work Ready Missouri to potential employers when conducting their job searches. Due to the economy, businesses are reluctant to use the program because they do not have enough staff to train persons who will only work for a short period of time.

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

The Show-me Heroes program is promoted through our staff to customers who visit the Job Center, by staff who give presentations to special groups in the community, and by our Business Services staff who promote the program with their business customers. Business customers are offered an OJT incentive through the Show Me Heroes program to provide for some of the training costs associated with bringing on a newly hired veteran/eligible person.

Strategies for reaching potential employers for Show Me Heroes (SMH) and the OJT component are:

- Our LVER is a part of our Business Services Team and participates in any of the following events. Our Business Team also markets SMH and SMH OJT to employers along with our other business services. We do not see this as a separate program and we want all of our employers to benefit from hiring our veterans.
- Businesses who specifically request a pool of veterans are referred to our LVER who works with the business rep to ensure all the employer's needs are met.
- Attending and/or presenting at meetings of local industry groups or professional organizations including: business chambers, SHRM meetings, Union Halls, Incubator and Small Business Network meetings, etc.
- Meeting individually with prospective employers.
- Networking through current employers or employer groups.
- Utilizing social media to promote the program and give contact information. We utilize Facebook, LinkedIn, our website, and Twitter to get information out about our postings to job seekers and to educate employers on all of our services.

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 City of St. Louis region has no plans to participate in Certified Work Ready Communities because the St. Louis Regional Chamber is not interested in pursuing this, and we would need their participation to do so. The Chambers' position is that not one company in the region has hired from this initiative and not one search team has stated that this criteria would help move a company to St. Louis. If ACT should market their product to companies and bring signed agreements saying this matters in their hiring process, and the Chamber changes its mind and wants to push us toward using this initiative, then SLATE would work with the Chamber on this.

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.*

SLATE is participating in the MoHealthWINS and MoManWins initiatives with St. Louis Community College. No matter which location a participant goes to in order to access these TAACCCT grant programs, they will be assisted and, as long as they meet the criteria, enrolled in the MoHealthWINS or MoManWINS initiative and NGCC through jobs.mo.gov. Participants are required to register with jobs.mo.gov, complete the Career Ready 101 assessment and further complete other necessary requirements of the Job Center and St. Louis Community College. A flow chart of the in-depth process (which is the same process for MoHealthWINS and MoManWins) and the SLATE and St. Louis Community College MOU are attached under **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*.)*

SLATE works with the United Way who coordinates the Clergy Coalition meetings. SLATE representatives attend these meetings and talk about our services. We also have staff that are a part of other faith-based groups and they go and talk about SLATE services on a regular basis. Metropolitan Congregations United (MCU) is a faith-based partner that continues to work with SLATE on workforce issues in and around the St. Louis region.

SLATE also publishes its Request for Proposals in local newspapers, the City of St. Louis website and the SLATE website, as well as sends the RFP notice to interested parties, most of

which are community based and faith based organizations. These organizations have the opportunity to bid on all proposals.

Literature is given to various community and faith based organizations in the region, so they may refer their clients to the Career Centers.

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 LWDBs 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.

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. ...
Authorized Representative

Executive Director
Title

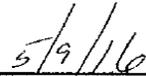
5/9/2014
Signature Date

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:



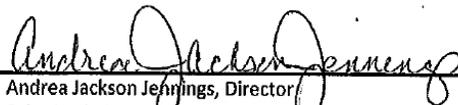
Rick Stubblefield, Coordinator
St. Clair County IGD Workforce Development Group
Mid America Workforce Investment Board



Date

Signature Sheet

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


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

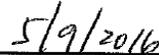
5/16/16
Date

Signature Sheet

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



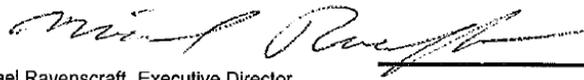
Scott Drachnik, Executive Director
St. Charles County Department of Workforce & Business
Development



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:



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

May 5, 2016

Date

PERFORMANCE MANAGEMENT / CONTRACTS / BUDGET

XIII. Local Administration

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

The Memorandum of Understanding between the Workforce Development Board and the Chief Elected Official and the Governor states that they will negotiate and reach agreement on performance measures for the City of St. Louis WDB Region.

One of the internal measures we strive to achieve is meeting customer needs. Through surveys, both written and oral, we ask if the customer's needs are met via the Job Center System, if the services meet expectations, and what was the overall quality of the experience. We believe that continuous improvement is a commitment to a systematic approach to high performance. Continuous improvement is driven by finding opportunities to do better, as well as, by solving

problems that need immediate correction. Particular attention is paid to providing excellent customer service.

The WDB also applies the concept of continuous improvement to our contracted service providers. A Job Center staff person is assigned to routinely monitor U.S. Department of Labor program compliance issues. Each provider is monitored monthly to determine the quality and provision of services. The WDB also has the SLATE Fiscal Manager conduct annual fiscal audits. Corrective action plans are issued when discrepancies are noted. The information obtained from these reviews is the basis for determining the continued use of these providers. Staff is also assigned to conduct surveys of employers and job seekers to determine their satisfaction with these providers.

The City of St. Louis was given the following goals for Program Year 2016 Common Measures, based on the negotiated rates between the State of Missouri and the Department of Labor. The Common Measures include: **NEEDS UPDATING WHEN INFORMATION IS PROVIDED BY STATE**

- Adult
 - Entered Employment—50%
 - Employment Retention—82%
 - Average Earnings--\$10,298

- Dislocated Worker
 - Entered Employment—67%
 - Employment Retention—86%
 - Average Earning--\$12,000

- Wagner-Peyser
 - Entered Employment—54%
 - Employment Retention—78%
 - Average Earnings--\$10,000

- Youth
 - Placement in Employment or Education—77%
 - Attainment of a Degree or Certificate—65%
 - Literacy and Numeracy Gains—50%

The City of St. Louis has a long history (since 1973) of operating employment and training programs. The City of St. Louis, through SLATE and the Workforce Development Board, stresses the importance of excellent performance with our Job Center Partners and all Contractees.

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

SLATE is the fiscal agent. The Chief Local Elected Official (CLEO) of the City of St. Louis serves as the local grant recipient of funds for the Workforce Development Board with liability for said funds and designates a Department of City of St. Louis Government, the St. Louis Agency on Training and Employment (SLATE) per City of St. Louis Ordinance 57035 and as amended by Ordinances 57270 and 62209, under the leadership of the Director of SLATE, a CLEO appointee, to act on behalf of the CLEO in all matters both programmatic and fiscal for funds received under the Workforce Innovation and Opportunity Act. Assistance, as required, to maintain adequate fiscal and programmatic controls, from other City of St. Louis Departments such as Personnel, Comptroller, Register, and Legal is available to SLATE.

- 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.*

Procurement Process

The procurement process includes, but is not limited to, the following: a needs assessment; notice in two newspapers; identification of a contact person; precise statement regarding the evaluation process; standards regarding receipt, logging, and opening of bids; procedure to recognize demonstrated effectiveness, clear statement of requirements; general assurances; renewal clause; complaint procedure; award notice procedure, etc. Always included will be a clause reserving the right to reject all bids if in the best interest of the WIOA program.

The Workforce Development Board utilizes both a competitive bid process and a non-competitive selection process (for governmental agencies only) for selection of providers of youth activities and reserves the right to operate some programs in-house. The bid process will follow guidelines in the Request for Proposal Package. A public notice with information about the bid process will be published in local newspapers of general circulation within the Workforce Development Board and surrounding region, in addition to notices being mailed to providers who have expressed a desire to be placed on a bid notification listing, and notification is given, via e-mail, to other parties, including community based organizations, educational institutions, private companies and governmental/quasi-governmental agencies who may be interested in bidding. A Pre-Bid conference may be held with interested parties at the SLATE Missouri Job Center. Member(s) of the Youth Council may review proposals and recommend successful program operators to the WDB. **See Attachment 12.**

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

All partners of the One-Stop Centers provide the same, unduplicated services as members of the Welcome, Skills, Jobs, and Business Services Teams. There is one fiscal department that handles all expenses related to each of the comprehensive Career Centers. This enables us to use funds to provide unduplicated services to customers, including skills training. In addition, the Fiscal Manager and Deputy Director review the budget at a minimum of once a year to determine any areas where costs can be cut, with approval from the Executive Director. SLATE cost shares operating expenses with DWD and other Partners on a case-by-case basis, both monetary and in-kind.

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

As stated in item D, above, all One-Stop Center partners provide unduplicated services by acting as members of each of the four NGCC teams: Welcome, Skills, Jobs and Business Services. Each team serves different functions and provides different levels of products and services, so there is no duplication to customers. Services are coordinated with Partners so that each organization understands its role and the need to provide complimentary, not competing, services, so that services are seamless to customers.

- 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.*

The Workforce Development Board will follow the Missouri Division of Workforce Development policy on Complaint and Grievance Procedures.

See Attachment 15.

ATTACHMENTS

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

Attachment 1

Comprehensive One-Stop Center

SLATE Missouri Career Center
1520 Market Street, Room 3050
St. Louis, MO 63103
(314) 589-8000
(314) 231-7923 (fax)
info@stlworks.com

Comprehensive One-Stop Centers: Partners and Functions

SLATE-Downtown

- City of St. Louis/SLATE: administrative, management, clerical, case management and client services for WIOA and Wagner-Peyser customers;
- Division of Workforce Development (DWD): management, case management and client services, for WIOA, Wagner-Peyser and Veteran customers;
- St. Louis Community College: management, clerical, case management and client services for WIOA and Wagner-Peyser customers;
- MERS/Goodwill: case management and client services to individuals with disabilities, Title V program workers—resource lab assistance and light maintenance;
- St. Louis Construction Orientation Intake Center: case management and client services to those seeking construction trades jobs;
- AARP: Title V program workers—resource computers and client services;
- St. Louis Public Schools: High School Equivalency teacher and assistants.
- Missouri Work Assistance (MWA): case management and client services
- Division of Vocational Rehabilitation—assistance to customers with disabilities

Affiliate sites

Clinton-Peabody
1401 LaSalle Lane, 2nd Floor
St. Louis, MO 63104
(314) 588-7854 (both phone and fax)

STL Workforce Center at Cherokee
2715 Cherokee Street
St. Louis, MO 63118
(314) 776-4220 (314) 776-4604 (fax)

STL Workforce Center at Prince Hall
4411 N. Newstead, 2nd Floor
St. Louis, MO 63115
(314) 875-9332 (314) 875-9314 (fax)

Attachment 2
Supportive Services Policy

According to State policy, the WDB will adhere to the following guidelines as outlined under DWD Issuance 12-2010 in regards to eligibility for Supportive Services: Supportive Services will be made available to assist customers in removing or reducing barriers to participate in WIOA activities.

This Policy applies to:

Adult and Dislocated Worker programs
Youth program
National Dislocated Worker Grant
Employment Transitional Team/Additional Assistance

Supportive Services are only to be provided to customers who:

Are participating in career and training services;
Are unable to obtain Supportive Services themselves or via their support network;
Are unable to obtain Supportive Services through other programs including community agencies that provide these services; and
Demonstrate a need for assistance to enable him/her to participate in Title I activities.

The following are types of Supportive Services available to customers. These services can only be provided after it is proven necessary to enable him/her to participate in WIOA funded activities.

Examples include, but are not limited to:

Work attire or uniforms;
Work-related tools;
Work-related equipment;
Instructional materials;
Testing fees;
Meals;
Haircut;
Drug testing;
Criminal background checks;
Transportation (bus tickets);
Linkages to community services;
Referrals to medical services.

The customer must provide, in writing from the employer or training provider, the need for the requested supportive service. The written request should be given to the approving manager.

No specific caps are put on individual services, but the cost must be reasonable for the area in terms of price and quality.

The maximum dollar amount per individual is \$500 for the training period. If a special project or initiative requires funding above this limit, the Executive Director can, and must, give approval for the increased amount. The special request should be put in writing to the Executive Director.

Staff will review Toolbox or the current case management system in place to obtain any information on a customer's Supportive Services from another region. All Supportive Service payments will be calculated prior to authorizing additional funding, regardless of the Region making the payments.

Supportive Service payments are requested individually for specific needs. Because WIOA programs are not an entitlement, Supportive Service payments are made on a case-by-case basis only when determined necessary and reasonable. Payments will not be made for non-WIOA activities or for items that are not necessary for participation in the WIOA activity. A statement that a customer "needs" a Supportive Service will not justify the payment of these expenses. (I.e. Customer states he needs brakes. The payment cannot be authorized on this statement alone; but instead, must be related to the WIOA activity; based on customer need; and other resources must be sought first.). The service provider's determination of financial need must be documented at a minimum through Toolbox Service Notes.

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

For those eligible under Trade Act, that funding should be used prior to any WIOA funds being used. If there are ineligible Trade Act expenses that are needed, then WIOA can be used if the Supportive Services Policy is followed.

Due to limited funding, the WDB rarely provides needs-based payments to participants, and if it is used, the amount is no more than \$15 per day for a maximum amount of \$500, which is approximately 6 weeks.

Needs-related payments can be provided to Adults and Dislocated Workers to enable them to participate in training; and may also be provided to a customer who will begin a training program within thirty (30) calendar days. The law does not include needs-related payments in the list of Supportive Services that an eligible Youth can receive. An Older Youth (eighteen (18) years or older) who is enrolled in training and has been determined to be in need of a needs-related payment(s), should be enrolled in the WIOA Adult program in order to receive the payments.

Eligibility requirements for Adults:

Must be unemployed;

Not qualify for, or ceased qualifying for Unemployment Insurance (UI) compensation; and

Be enrolled in an eligible WIOA training service.

Eligibility requirements for Dislocated Workers:

Must be unemployed;

Not qualify for, or ceased qualifying for UI compensation or Trade Readjustment Allowance under Trade Adjustment Assistance; and

Be enrolled in an eligible WIOA training service by:

- The end of the thirteenth (13th) week after the most recent layoff that resulted in unemployment; or
- After the thirteenth (13th) week, but by the end of the eighth (8th) week after being informed the short-term layoff will exceed six (6) months.

Needs-related payments cannot exceed the applicable weekly level of UI compensation. If the customer didn't qualify for UI compensation then the payment cannot exceed the poverty line which is adjusted to show changes in total family income.

The maximum allowed for these services is based on individual participant needs, the availability of funding, and the outlook for success. Support services and needs-based payments have been provided on an as-needed basis for active Career Center clients who have not exited from Toolbox. Non-monetary supportive services will be provided to those clients who have already exited, working or not. In addition, staff will refer all clients, who have need, to community resources, including faith-based organizations, prior to using WIOA funding. Staff and clients use the United Way 411 service, which acts as an information hotline for people needing social services. Staff members also have direct contacts with medical clinics, food pantries and a variety of other social service agencies.

Due to funding limitations, WIOA Supportive Services are the last resort. All other sources of funding will be sought first. The availability of community resources will vary by region. An up-to-date listing of these resources to make referrals prior to paying Supportive Services will be kept.

All attempts to find other Supportive Service funding and the reasons for needing WIOA funding will be documented in Toolbox Service Notes.

All Supportive Services will be documented in Toolbox and include at a minimum all of the following:

- The type of Supportive Service paid (e.g., transportation, childcare, etc.);
- 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 all cases, staff must review Service Notes prior to making any Supportive Service payments to avoid duplicate payments.

Through the **Youth Programs** subcontractors of the City of St. Louis WDB, supportive services are provided to assist youth in overcoming employment barriers. Such supportive services include transportation assistance (bus tickets), childcare/dependent care assistance or referrals,

housing assistance referrals, TB testing and payment assistance for official documents (such as birth certificates, State IDs, etc.) and other services and referrals to agencies that can assist customers with support that the WDB is unable to offer, using the aforementioned United Way 411 service. Supportive services are offered based on individual need and are capped at \$500.00 annually, unless the Executive Director approves an increase amount based on a special project/initiative.

Attachment 3

Memorandum of Understanding Agreement

Workforce Innovation and Opportunity Act (WIOA)

This Memorandum of Understanding (MOU) is between the following parties as it pertains to the Workforce Innovation and Opportunity Act (WIOA): Vocational Rehabilitation and Adult Education and Literacy, located under the Divisions of Adult Learning and Rehabilitative Services, Department of Elementary and Secondary Education; Division of Workforce Development as a part of the Missouri Department of Economic Development; Division of Employment Security, as a part of Department of Labor and Industrial Relations; Temporary Assistance for Needy Families (TANF), as part of the Family Support Division, Missouri Department of Social Services.

Background

On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA) (Pub.L.113-128). The Act is comprehensive legislation that reforms and modernizes the workforce system. It reaffirms the role of public workforce systems and brings provider resources, services and leadership tools for the workforce system that improves upon a candidate finding good jobs, staying employed and advancing their skills. It ensures that the workforce system operates as a comprehensive, integrated and combined system to provide pathways to prosperity for those it serves and continuously improves the quality and performance of its services.

Purpose

The partners will establish a collaborative framework encouraging cooperation, collaborative communication, policy and technical guidance and governance to assist the efficient and effected participation in the WIOA implementation in St. Louis City.

The individual partners will continue their own responsibilities in relationship to their own administration of their respected program outside of WIOA.

Partners will collaborate to identify effective services for efficient and consistent customer service.

Roles, Responsibilities and Governance

St. Louis Agency on Training and Employment (SLATE) has a Core Partners Team composed of the local leadership of our primary partners. The Workforce Workgroup has worked on this MOU to serve only as a working tool to guide our partnership. Our work groups will be: Equal Opportunity, Business Engagement and Service Design-Delivery.

Duration

This agreement will begin July 1, 2016 and continue until all partners decide in writing to cancel the terms of the MOU.

Workforce Innovation and Opportunity Act Infrastructure Costs Overview

WIOA Section 121 outlines the requirements for the establishment of One-Stop Delivery Systems. In this section it states that infrastructure costs must be shared by all of the required partners in the system. Infrastructure costs are defined as:

- Non-personnel costs that are necessary for the general operation of the one-stop center, including:
 - Rental costs of facilities
 - Costs of utilities and maintenance
 - Equipment
 - Assessment related products
 - Assistive technology for individuals with disabilities
- Technology to facilitate access to the one-stop center
 - Center’s planning activities
 - Center’s outreach activities

In each local area, the local board, chief local elected officials and one-stop partners are charged with coming to an agreement regarding the methodology for determining the infrastructure cost contributions. These agreements will be captured in the MOUs between the local board and the one-stop partners.

If local officials are unable to reach consensus, they will be required to use the infrastructure funding methodology determined by the Governor. This methodology must abide by the percentage limitations described below.

To be eligible for infrastructure funds, one-stop centers must be certified by local boards as meeting certain criteria regarding the effectiveness, the physical and programmatic accessibility of the center in accordance with the Americans with Disabilities Act of 1990 and continuous improvement of one-stop centers and the one-stop delivery system. This certification will occur every three years.

Funds for infrastructure costs must come from the administrative funds of each respective program. Limitations are also placed on how much each partner can contribute to infrastructure costs. These limitations are as follows, by program:

- Adult, Dislocated Worker and Youth: Shall not exceed 3 percent of the Federal funds provided to the State.
- Vocational Rehabilitation: Shall not exceed .75 percent of the Federal funds provided to the State in the second full program year; 1 percent of the Federal funds provided to the State in the third full program year; 1.25 percent of the Federal funds provided to the State in the fourth full program year; 1.5 percent of the Federal funds provided to the State in the fifth full year and in each succeeding year.
- Other Partners: Shall not exceed 1.5 percent of the Federal funds provided to the State.

Description of Services

Family Support Division

Phone: 855-373-4636

Web: dss.mo.gov

The Family Support Division can help you or your family with food stamps, health care, child care, child support, and other needs as we support our mission to maintain and strengthen Missouri families.

SLATE Missouri Job Center

Phone: 314-589-8000

Web: www.stlworks.com

SLATE AJC provides comprehensive career counseling and job search services to enhance the employment outcomes to job seekers. Key services provided include: Career Assessment and Planning;

HiSet (GED)/AEL Lab; Funding for Skills-Based Training; Job Search, Computer, and Other Seminars and Workshops; and Recruitment Events, Job Fairs, Job Leads and Referrals.

People's Community Action Corporation

People's is a private nonprofit organization that was created to combat poverty in St. Louis City and Wellston. Our structure is designed to promote the participation of the entire community in the reduction or elimination of household poverty. Our goal is to administer to the needs of poor and indigent families in St. Louis City and Wellston. What we do well is determine the needs for individuals and guide them to and through programs and services that will allow them to acquire, build on and/or develop personal assets and resources to assist them out of their present situation. Our core competencies are providing resources, empowering families, education and training, skill development and help clients through their self-actualization process. We perform an annual intake to determine client eligibility for agency programs including but not limited to: program assistance, energy assistance, food pantry, counseling, toys for tots, 100 neediest cases, poverty simulation, holiday assistance, job readiness, clothing, employment assistance and training, case management, life skills, financial literacy classes, health literacy, marketplace enrollment, tutoring, mentoring, anger management, community gardens, and case management to address low income resident needs. We help people to help themselves in achieving self-sufficiency.

St. Louis Job Corps Center
stlouis.jobcorps.gov

Phone: 314-679-6200

Web:

Job Corps is a no-cost education and career technical training program administered by the [U.S. Department of Labor](http://www.dhs.gov) that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training. There is no age limit and are no income requirements for individuals with a disability. Programs include: *Bricklaying; Carpentry; Cement Masonry; Culinary Arts; Facilities Management; Material Handling and Distribution Operations; Nurse Assistant/Home Health Aide; Office Administration; Painting; Pharmacy Technician; Plastering; Security and Protective Services; Welding; and Advanced Transportation.*

Vocational Rehabilitation
Phone: 314-587-4877

Web: dese.mo.gov/adult-learning-rehabilitation-services/vocational-rehabilitation

Vocational rehabilitation services help eligible people with disabilities obtain, maintain or advance in employment. To be eligible for assistance from VR, a person must have a physical or mental impairment that constitutes a substantial impediment to employment AND require VR services to prepare for, secure, engage in, retain, advance in or regain employment. VR provides a wide range of services. A Vocational Rehabilitation Counselor will help the client determine which services are required to achieve employment.

Adult Education and Literacy
Phone: 314-367-5000

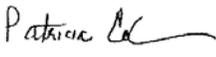
Web: www.slps.org

Adult Education and Literacy (AEL) is designed to assist eligible persons 17 years of age and older, and out of school, to obtain the core literacy and numeracy skills needed to function in society and to become more employable, productive and responsible citizens and family members. The AEL program of St. Louis Public Schools has classes at over 30 locations and our service area covers six schools districts (St. Louis City, Ferguson/Florissant, Hancock Place, Jennings, Normandy, Riverview Gardens) and the city of Wellston. Our classes are hosted at a variety of locations including social service organizations, job centers, schools, churches and correctional institutions. Class times vary by location but are available mornings, afternoons and evenings. We provide opportunities for adults to participate in Adult Basic Education, High School Equivalency or English for Speakers of Other Languages. There is also curriculum designed to assist students with Workforce Development, Life Skills, Literacy Skills Enhancement, Family Literacy and English Language Civics. All eligible students receive our services free of charge.

	The Local Board's WIOA-required partner	MOU signed by:	Name of : Authorized Representative Signing MOU and Local Agency
1	WIOA Adult Program (Title I)	DWD – WP Local WDB Member	Name: Agency: Date Signed:
2	WIOA Dislocated Worker Program (Title I)	DWD –WP Local WDB Member	Name: Agency: Date Signed:
3	WIOA Youth Program (Title I)	DWD – WP Local WDB Member	Name: Agency: Date Signed:
4	Job Corps (WIOA Title I)	Determined by Local WDB. If the local WDB has a Job Corps Center or Representative, the signatory is determined by the LWDB.	Name: Agency: Date Signed:
5	YouthBuild (WIOA Title I)	Determined by Local WDB. If the local WDB has a Youth Build program, the signatory is determined by the LWDB.	Name: Agency: Date Signed:
6	WIOA Indian and Native American (INA) programs	INA program grantee if applicable to the region. See page 6 of MOU Guidelines in DWD Issuance 12-2015.	Name: Agency: Date Signed:
7	WIOA Migrant and Seasonal Farmworker Programs	DWD is producing a cooperative agreement that will be signed by each region and the 167 Grantee (UMOS). Please contact Robert Ruble at: 573-751-3754 robert.ruble@ded.mo.gov to acquire a copy.	Name: Agency: Date Signed:
8	Wagner-Peyser labor-exchange/employment services	DWD – WP Local WDB Member	Name: Agency: Date Signed:
9	Adult Education and Literacy (AEL) (Title II)	The number of AEL programs in each region will vary. The Local Director of each of the program(s) partnering in the MOU should sign the MOU.	Name: Agency: Date Signed:
10	Vocational Rehabilitation (VR)	The local Vocational Rehabilitation WDB representative serving on the board.	Name: Agency: Date Signed:
11	The Senior Community Service	Determined by Local WDB	Name: Agency:

	Program		Date Signed:
12	Perkins Career and Technical Education	Local Career and Tech Ed Director	Name: Agency: Date Signed:
13	Trade Adjustment Assistance	DWD – WP Local WDB Member	Name: Agency: Date Signed:
14	Jobs for Veterans State Grants	DWD – WP Local WDB Member	Name: Agency: Date Signed:
15	Community Services Block Grant Activities	Please contact Jeriane Jaegers at Jeriane.jaegers@dss.mo.gov	Name: Agency: Date Signed:
16	U.S. Dept. of Housing and Urban Development employment and training activities.	Determined by Local WDB	Name: Agency: Date Signed:
17	State Unemployment Compensation Law activities	Please contact – Chris Miller at DOLIR and copy Spencer Clark. chris.miller@labor.mo.gov spencer.clark@labor.mo.gov	Name: Agency: Date Signed:
18	Reintegration programs for eligible offenders	Determined by Local WDB	Name: Agency: Date Signed:
19	Temporary Assistance for Needy Families (TANF)	Please contact Jeriane Jaegers at Jeriane.jaegers@dss.mo.gov	Name: Agency: Date Signed:

Local Partner MOU Signature Pages



Patricia Coleman
6-24-16

Date Signed



Jeff Taylor
6-24-16

Date Signed



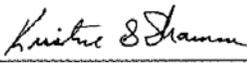
Michael K. Holmes
6-24-16

Date Signed



Donny Carroll
6-24-16

Date Signed



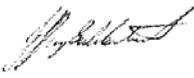
Kristine Shannon
6-24-16

Date Signed



Jeather Smith
6-24-16

Date Signed



Jeff Cartnal
6-24-16

Date Signed

Jeriane Jaegers

Date Signed



Cheryl Lovell
6-24-16

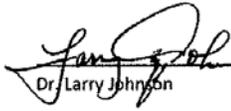
Date Signed

Chris Miller

Date Signed

Chris Miller

Date Signed


Dr. Larry Johnson

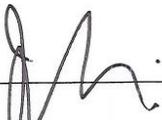
6-24-16
Date Signed



**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

MEMORANDUM OF UNDERSTANDING

Between the Missouri Division of Employment Security and Division of Workforce Development

This Memorandum of Understanding (MOU) is an agreement between the Missouri Division of Employment Security (DES) and the Division of Workforce Development (DWD), representing Missouri's Fourteen Workforce Development Boards (WDBs).

I. Purpose of Agreement

This MOU identifies the responsibility of DES as the operator of Missouri's Unemployment Compensation Law activities in relation to the operation of the Workforce Innovation and Opportunity Act (WIOA) one-stop delivery system, hereinafter referred to as the Missouri Job Centers (MJC) in each of the fourteen WDB regions.

II. Duties of the Parties

The parties agree to work together to implement and operate the WIOA One-Stop Delivery System and to serve Unemployment Insurance (UI) Program participants during the period of this Agreement. The parties also agree to the following:

DES agrees to the following role in relation to WIOA:

- The Division of Employment Security (DES) administers Missouri's UI program. The UI program provides partial protection for workers against loss of wages during periods of involuntary unemployment. The benefits paid to insured workers bolster the economy of the state during periods of economic downturn by helping maintain a degree of consumer purchasing power.
- UI programs and activities that fall under the operation of DES include the regular UI program, unemployment compensation for ex-service members, unemployment compensation for federal employees, the Shared Work program, the Reemployment Services Eligibility Assessment program and Trade Readjustment Allowances, including Alternative Trade Adjustment Assistance and Reemployment Trade Adjustment Assistance.
- WIOA established an additional requirement to provide meaningful assistance with filing a claim for unemployment insurance. Meaningful assistance means:
 - Providing assistance on-site using staff who are well trained in unemployment insurance claims filing and the rights and responsibilities of UI claimants; or
 - Providing assistance by phone or other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.

- To meet the requirement to provide meaningful assistance to UI claimants in need of help filing a UI claim, MJC staff must be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants to the point of being able to help them understand DES publications and correspondence.
- An electronic feedback system is in place for MJC staff to refer potential UI eligibility issues to the DES for investigation.

DWD and the WDBs agree to do the following:

- Designate MJC staff to be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants to the point of being able to help them understand DES publications and correspondence.
- Provide training to MJC staff in the centers, as needed, including but not limited to assessing a UI claimants needs, providing labor market information, developing a work search plan, making referrals to services and training, skills remediation and assessment, and computer system information.
- Individuals with significant barriers to employment shall be identified and receive priority service and shall receive services designed to assist them in achieving their educational and /or job placement goals.
- Individuals with disabilities shall be provided accommodations and assistive technology upon request and shall be referred to the appropriate agency for additional assistance as appropriate.

III. Funding of the Job Center infrastructure costs

Under WIOA, all Partners are required to contribute in some manner to the infrastructure of the One-Stop, whether or not the Partner is physically located in the MJC. The Partners of this MOU agree to work together during the duration of this MOU to develop an arrangement through guidance forthcoming from USDOL on funding the infrastructure.

IV. Terms of Agreement

Any revision to this Agreement, 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, DES, and WDBs.

This Agreement 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 sixty (60) days before the desired termination date.

The parties will observe confidentiality requirements of federal law (20 CFR Part 603) and state law (Section 288.250 RSMo).

V. Signatures

The undersigned enter into this MOU between the Department of Labor and Industrial Relations, Division of Employment Security and the Department of Economic Development, Division of Workforce Development, on behalf of Missouri's fourteen Workforce Development Boards. This agreement shall remain in effect for three years from the most recent date of signing and parties agree to comply with the provisions of this Agreement.

MISSOURI DIVISION OF EMPLOYMENT SECURITY

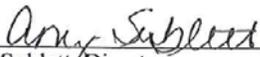


Chris Miller, Acting Director
Division of Employment Security
421 E. Dunklin
Jefferson City, MO 65104



Date

MISSOURI DIVISION OF WORKFORCE DEVELOPMENT



Amy Sublett, Director
Division of Workforce Development
421 E. Dunklin Street
Jefferson City, MO 65101



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 eligible MSFWs and/or a dependent of an eligible MSFW 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: UMOS staff will not be collocated in career centers. Requests for UMOS bilingual staff should be by appointment when possible. UMOS staff will travel as location, logistics, time and budgets allow, assisting DWD staff in providing clients with easy access to services. UMOS staff may request phone interviews to pre-qualify Farmworkers for the NFJP program, before traveling long distances. Qualifying for the NFJP program requires several personal documents upfront; applications cannot be processed without these documents beforehand.
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. Upon request provide a list of names and contact information of eligible MSFW. UMOS will share names of participants in a manner consistent with funding source regulations and applicable Federal and State laws.
5. Assist MSFWs in the preparation of applications for new employment.
6. Refer MSFWs to Job Center staff for training programs.
7. Provide information regarding the types of employment likely to be available when the currently-employed MSFW becomes available for new employment.
8. Receive and subsequently refer complaints, including farm labor complaints, to the State Monitor Advocate.

9. Coordinate farm labor program activities with DWD's MSFW Outreach staff and the State Monitor Advocate.
10. 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.
11. 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. Upon request provide a list of names and contact information for those who indicate farm work.
3. Document and refer to the State Monitor Advocate any apparent violations of employment-related laws, including housing, field sanitation and potable water.
4. Make referrals to specific employment opportunities currently available to unemployed MSFWs, as well as to other job openings for which they may qualify.
5. Assist MSFWs in the preparation of employment applications.
6. Refer MSFWs to appropriate training programs.
7. Provide information regarding the types of employment that are likely to be available when the currently-employed MSFW becomes available for new employment.
8. Take job orders from referred employers and enter them into the appropriate database system, following prescribed procedures.
9. 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.

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

Amy Sublett
Signature

[Signature]
Signature

Amy Sublett
Printed Name

Stephan D. BORDERS
Printed Name

Director
Title

Director
Title

July 25, 2016
Date

7/17/16
Date

Attachment 4
Cost sharing agreement

Job Center Cost Share

SLATE

Cost Sharing

Report For: May 2016

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

Percentages for April to June 2016

DWD: 58.00% WDB: 42.00%

Pending

Job Center Cost Share				
	Proposed	WDB	Adjusted	
	Budget	+ or -	Budget	
	Adjustment			
Office	\$40000.0	\$ 0.00	\$40,000.00	
Supplies- NGCC				
Telecommunication	\$47500.0	\$ 0.00	\$47,500.00	
Charge				
Postage	\$ 500.00	\$ 0.00	\$500.00	
Postage	\$ 800.00	\$ 0.00	\$800.00	
Meter				
Machine-				
Office Furn & Equip Rental				
Copier-Office	\$12000.0	\$ 0.00	\$12,000.00	
Furniture & Equip R&M				
Rent/Utilities	\$78000.0	\$ 0.00	\$78,000.00	
Printing	\$5500.00	\$ 0.00	\$5,500.00	
Organization	\$ 0.00	\$ 0.00	\$0.00	
Memberships				
Publications & Subscriptions	\$ 0.00	\$ 0.00	\$0.00	
Record	\$ 600.00	\$ 0.00	\$600.00	
Destruction-				
Other				
Business				
Services				
Insurance	\$2000.00	\$ 0.00	\$2,000.00	
Interpretation	\$ 200.00	\$ 0.00	\$200.00	

Services-				
Other				
Professional				
Services				
Functional	\$96084.0	\$	0.00	\$96,084.00
Leader				
TOTALS	\$283,184.00	\$0.00		\$283,184.00

Attachment 5
Local Workforce Development Board Member List

City of St. Louis
Workforce Development Board

pre	First Name	M/I	Last Name	Title	Business Name	Address	City	ST	ZIP
Mr.	Thomas		Ahr	System vice President of Talent	SSM Health	10101 Woodfield Lane	St. Louis	MO	63132
Ms.	Lynn		Beauchaine	Owner/President	Lynn Beauchaine & Associate, Inc.	1966 Arsenal Street	St. Louis	MO	63118
Ms.	Pat		Coleman	President/CEO	Behavioral Health Response, Inc.	12647 Olive Blvd., 2nd Floor	St. Louis	MO	63141
Ms.	Sheena		Hamilton	Attorney	Dowd Bennett LLP	7733 Forsyth Blvd, Ste 1900	St. Louis	MO	63105
Mr.	Marion		Hayes III	CEO/President	BRK Electrical Contractors LLC	2232 Welsch Industrial Court	St. Louis	MO	63123
Mr.	Gregory		Hill	Affiliate Owner	Westaff	680 Craig Road, Suite 301	St. Louis	MO	63141
Ms.	Katherine		Joslin	Senior Vice-President of HR and Marketing	Bethesda Health Group, Inc.	1630 Des Peres Rd 290	St. Louis	MO	63131
Mr.	Frank	R.	Lamm, Jr.	Director of Advanced Solutions	Sterling Computers	2420 Parkland Blvd #14	Shiloh	IL	62269
Mr.	Theron		Morgan	Director of Business Development	Ballpark Village	700 Clark Street	St. Louis	MO	63102
Mr.	Herman		Noah	Treasurer	North Area Community Development Corporation	946 N. Spoede Road	St. Louis	MO	63146
Ms.	Lydia		Padilla	President & Owner	TRC Staffing Services, Inc.	5017 Washington Place Ste 201	St. Louis	MO	63108
Mr.	John		Reed	Owner	JRJ Services LLC at Chas. L. Crane Agency Co.	400 Chesterfield Center, Ste. 320	Chesterfield	MO	63017
Mr.	Kevin		Schaedler	Executive Vice-President of Sales	Habitata Building Products LLC	1600 S. 39th Street	St. Louis	MO	63110
Mr.	Leonard		Toenjjes	President	Associated General Contractors of St. Louis	6330 Knox Industrial Drive	St. Louis	MO	63139
Dr.	Mick	K.	Williams	Executive Director of Operations	Sawdey Soluton Services	1728 Corporate Xing #2A	O'Fallon	IL	62269
Mr.	Robert	J.	Wasserman	Senior Vice-President	US Bancorp Community Development Corporation	1307 Washington Ave., Ste. 300, MC SL-MO-RMCD	St. Louis	MO	63103
Mr.	James		Alexander	Vice President, Economic Development	St. Louis Regional Chamber	211 North Broadway, Ste 1300	St. Louis	MO	63102
Mr.	Dale		Ruthsatz	Deputy Executive Director	St. Louis Development Corporation	1520 Market Street, Ste 2000	St. Louis	MO	63103
Dr.	Roderick		Nunn	Interim President	St. Louis Community College	5600 Oakland Avenue	St. Louis	MO	63110
Mr.	Stan		Shoun	President	Ranken Technical College	4431 Finney Ave	St. Louis	MO	63113

04/12/16 sf

City of St. Louis
Workforce Development Board

Mr.	Ed		Hamilton	Executive Vice-Pres Unite H.E.R.E., Local 74 Hotel & Restaurant Employees	Unite H.E.R.E.	12105 Bridgeton Square Dr, Suite 1	Bridgeton	MO	63044
Mr.	Michael		Walter	Business Manager/Financial Secretary	International Brotherhood of Electrical Workers Local Union 1439	2121 59th Street	St. Louis	MO	63110
Ms.	Kelley		Bernardi	Deputy Director	St. Louis Agency on Train. & Emp.	1520 Market Street, 3rd fl	St. Louis	MO	63103
Mr.	Donny		Carroll	Regional Manager-St. Louis City/St. Louis County	State of Missouri Division of Workforce Development	1520 Market Street, Rm 3050	St. Louis	MO	63103
Ms.	Cheryl	A.	Lovell	Executive Director	St. Louis Housing Authority	3520 Page Boulevard	St. Louis	MO	63106
Ms.	Jeather		Smith	District Supervisor	Missouri Division of Vocational Rehabilitation	220 South Jefferson, Suite 110	St. Louis	MO	63103
Mr.	Hugh		McVey	Liaison	MO Division of Employment Security	421 E. Dunklin Street, PO Box 59	Jefferson City	MO	65104
Mr.	Jeffrey	G.	Cartnal	Vice President for Program Development	MERS/Goodwill	1727 Locust Street	St. Louis	MO	63103
Ms.	Kristine		Shannon	Supervisor of Adult Education and Literacy	St. Louis Public Schools	5078 Kensington Ave	St. Louis	MO	63108
Mr.	Henry		Johnson III	Curriculum Director	Carpenters Joint Apprenticeship Program	8300 Valcour Ave	Aftton	MO	63123
Ms.	Jeriane		Jaegers	Assistant Deputy Director	Family Support Division-IM	615 Howerton Court	Jefferson City	MO	65102

04/12/16 sf



Jeremiah W. (Jay) Nixon
Governor
Division
of Workforce Development

Mike Downing
Mike Downing, CECD
Director

Amy Sublett
Director
RECEIVED

September 30, 2015

OCT 5 - 2015

MAYOR'S OFFICE

The Honorable Francis Slay, Mayor of St. Louis
City Hall
1200 Market Street, Room 200
St. Louis, MO 63103

Pat Coleman, Chair
St. Louis City Workforce Development Board (S.L.A.T.E.)
Behavior Health Response, Inc.
12647 Olive Blvd., 2nd Floor
St. Louis, MO 63141

Dear Mayor Slay and Ms. Coleman:

The Division of Workforce Development has reviewed and considered, on behalf of the Governor, your request that your workforce investment area be designated as a workforce development area under the Workforce Innovation and Opportunity Act (WIOA). As proposed, this regional service area would contain all local governments within the same counties formerly comprising your area under the Workforce Investment Act, as follows:

The City of St. Louis

In compliance with Section 106(b)(2) of the WIOA, your St. Louis City Workforce Investment Area, is hereby acknowledged as the newly recognized St. Louis City Workforce Development Board region we recognize as the St. Louis Agency on Training and Employment.

In addition, under WIOA [Section 106(c)(1) and (2)] we look forward to engaging your area in a regional planning process in collaboration with other areas to innovate and improve sector strategies, employer engagement and economic well being of your area and our state as a whole.

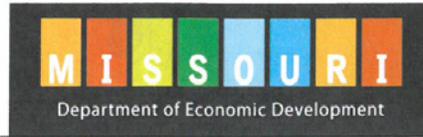
Sincerely,
Amy J. Sublett

Amy Sublett
Director

421 E. Dunklin Street • P.O. Box 1087 • Jefferson City, MO 65102-1087
(573) 751-3999 • Fax (573) 751-8162
jobs.mo.gov

Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY Users can call (800) 735-2966 or dial 7-1-1.

Jeremiah W. (Jay) Nixon
Governor
Division
of Workforce Development



Mike Holmes
Mike Downing, CECD
Director
Amy Sublett
Director

September 30, 2015

The Honorable Francis Slay, Mayor of St. Louis
City Hall
1200 Market Street, Room 200
St. Louis, MO 63103

RECEIVED

OCT 5 - 2015

MAYOR'S OFFICE

Pat Coleman, Chair
St. Louis City Workforce Development Board (S.L.A.T.E.)
Behavior Health Response, Inc.
12647 Olive Blvd., 2nd Floor
St. Louis, MO 63141

Dear Mayor Slay and Ms. Coleman:

I am pleased to inform you that the member/nominee list submitted by the St. Louis City Workforce Development Board (S.L.A.T.E.), received September 30, 2015, meets local Workforce Development Board requirements for certification/recertification. The St. Louis City Workforce Development Board (S.L.A.T.E) membership list is approved. Please inform us of changes to your board over time and we will be happy to maintain records of contact information.

Should you have questions or comments on this process, please feel free to contact me at (573)751-3349 or Clinton Flowers, DWD - Performance Research Manager at (573) 526-8261.

We look forward to working with you.

Sincerely,

A handwritten signature in black ink that reads "Amy G. Sublett".

Amy Sublett
Director

c: Michael Holmes
Susan Fulton
Clinton Flowers
Debra Lee

421 E. Dunklin Street • P.O. Box 1087 • Jefferson City, MO 65102-1087
(573) 751-3999 • Fax (573) 751-8162

jobs.mo.gov

Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY Users can call (800) 735-2966 or dial 7-1-1.

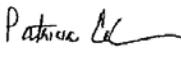
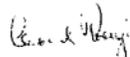
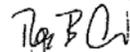
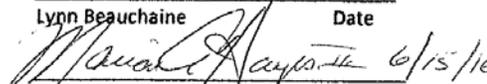
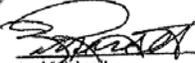
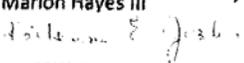
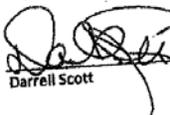
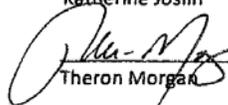
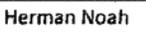
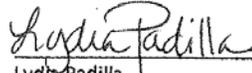
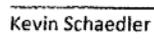
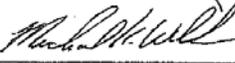
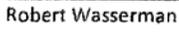
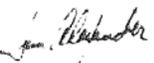
Attachment 6
This represents a quorum

LOCAL WORKFORCE DEVELOPMENT BOARD
ATTESTATION FOR REVIEW OF BY-LAWS

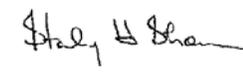
The following form must be completed and submitted to the Division of Workforce Development annually. The purpose of the form is to assure that all certified members of the Local Workforce Development Board have reviewed and understand their current by-laws. The form must be signed and dated by at least 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: City of St. Louis

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

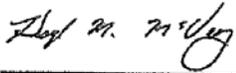
 Pat Coleman	<u>5/16/16</u> Date	 Leonard Toenjes	<u>5/13/2016</u> Date
 Donny Carroll	<u>5/16/2016</u> Date	 Thomas Ahr	<u>5/23/16</u> Date
 Lynn Beauchaine	<u>5/16/16</u> Date	 Sheena Hamilton	<u>9/9/16</u> Date
 Marion Hayes III	<u>6/15/16</u> Date	 Brad Reinhardt	<u>7/1/16</u> Date
 Katherine Joslin	<u>5/27/2016</u> Date	 Darrell Scott	<u>9/1/16</u> Date
 Theron Morgan	<u>9/1/16</u> Date	 Herman Noah	 Date
 Lydia Padilla	<u>6.15.16</u> Date	 John Reed	<u>5/20/2016</u> Date
 Kevin Schaedler	 Date	 Mick Williams	<u>5/16/2016</u> Date
 Robert Wasserman	 Date	 James Alexander	<u>5/17/2016</u> Date

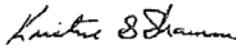

 Bete Ruthsatz | 5/23/16
 Date

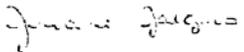

 Stan Shoun | 5/13/2016
 Date

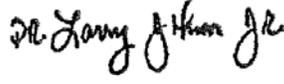

 Michael Walter | 6/19/16
 Date


 Cheryl Lovell | 5/20/16
 Date


 Hugh McVey | 5/17/16
 Date

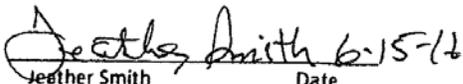

 Kristine Shannon | 5/17/16
 Date


 Jeriane Jaegers | 6/5/16
 Date

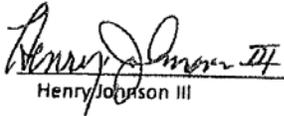

 Larry Johnson Jr. | 9/7/16
 Date


 Ed Hamilton | 9/1/16
 Date


 Kelley Bernardi | 5-25-16
 Date


 Jeather Smith | 6-15-16
 Date


 Jeffrey Cartnal | 5/14/2016
 Date


 Henry Johnson III | 5/17/2016
 Date

CITY OF ST. LOUIS
WORKFORCE DEVELOPMENT BOARD
BYLAWS

Revised June 25, 2015

1

Preamble:

The Workforce Innovation and Opportunity Act of 2014, Public Law 113-128 (WIOA) states the following: The purposes of this Act are the following: (1) To increase, for individuals in the United States, particularly those individuals with barriers to employment, H. R. 803—5 access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market. (2) To support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system in the United States. (3) To improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide America’s workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America’s employers with the skilled workers the employers need to succeed in a global economy. (4) To promote improvement in the structure of and delivery of services through the United States workforce development system to better address the employment and skill needs of workers, jobseekers, and employers. (5) To increase the prosperity of workers and employers in the United States, the economic growth of communities, regions, and States, and the global competitiveness of the United States. (6) For purposes of subtitle A and B of title I, to provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.

Vision:

A vibrant regional economy in which every jobseeker has the skills needed to match available jobs and every job has a qualified employee. The workforce system enables this vision through a series of high quality services that

- Increase employment
- Increase retention
- Increase earnings
- Increase the skills of individuals
- Enhance the productivity and competitiveness of the region

Mission:

To develop a quality workforce that meets the economic and labor market needs of the region by providing leadership and promoting collaboration among public, private and elected official partners.

BYLAWS
CITY OF ST. LOUIS
WORKFORCE DEVELOPMENT BOARD

ARTICLE I - Identity.

These are the Bylaws of the City of St. Louis Workforce Development Board (“WDB”) under the Workforce Innovation and Opportunity Act of 2014, P.L. 113-128 (“WIOA”) with its principal place of business in St. Louis, Missouri.

ARTICLE II - Principal Office

The principal office of the WDB shall be located at 1520 Market Street, St. Louis, Missouri. The WDB may have offices at other places as the Executive Committee may from time to time determine or as the affairs of the WDB may require.

ARTICLE III - Purpose

To promote workforce investment activities through local workforce investment systems that increase the employment, retention, and earnings of participants, increase occupational skill attainment by participants, and promote private sector involvement through effective connecting, brokering and coaching through intermediaries to assist employers in meeting hiring needs. As a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the region.

ARTICLE IV - WDB Membership

The St. Louis City Workforce Development Board consists of members from the private sector and representatives of economic development, community based organizations, labor, education and the core partners all as required by the Workforce Innovation and Opportunity Act.

Section 1 Terms. Members are appointed by the Chief Elected Official of the City of St. Louis in accordance with the Workforce Innovation and Opportunity Act and terms are for two years with an initial effective date of July 1, 2010.

Section 2 Partial terms Members appointed due to vacancies created by death, resignation, or disqualification shall serve the remaining part of the term of the member replaced. A position shall be considered vacant upon notification by the WDB chairperson to the membership at the next available meeting of the full WDB. The vacancy shall be refilled within 120 days from this notification. Members whose terms have expired and who have not been replaced or reappointed may continue to serve on the WDB for 90 days. After this time, the position is considered vacant.

Section 3. Reappointment Nothing in these Bylaws is intended to preclude the nomination of a member for reappointment after expiration of his/her term.

Section 4. Resignation A member may resign by giving written notice thereof to the WDB Chairperson and/or the Chief Elected Official.

Section 5. Conflict of Interest By a majority vote of current members, any member may be suspended or expelled from membership by the WDB for conflict of interest as defined in Article IX of these Bylaws.

Section 6. De-facto Resignation Three consecutive unexcused absences from full WDB meetings shall constitute the de-facto and immediate resignation of a member in good standing from the WDB. An unexcused absence shall constitute failure by a member to notify the Chairperson or his/her designee of a planned absence. Upon said de-facto resignation of a member, the Chairperson shall notify the Chief Elected Official or his/her designee of the vacant membership and the need for the appointment of a member.

ARTICLE V - Officers and their Duties

Section 1. - Election. The officers shall be a Chairperson, a Vice-Chairperson, and Secretary. The officers shall be elected every two years by a majority vote of the WDB members present during the meeting held in the second quarter of the calendar year and shall take office on July 1st of that year. If for some reason the election is delayed, then the election shall take place at a special meeting held as soon as practicable after the regularly scheduled meeting held in the second calendar quarter. Vacancies may be filled at any meeting of the WDB.

Section 2. - Chairperson. The Chairperson shall be selected from among the private sector members on the WDB. The chairperson shall be the principal officer of the WDB and shall in general supervise and control all of the business and affairs of the WDB membership. The chairperson shall appoint committee chairpersons as required. The Chairperson may sign, with any other proper officer of the WDB thereunto authorized by the membership, any instruments which the WDB has authorized to be

executed; and in general shall perform all duties incident to the office of Chairperson and such other duties as may be prescribed by the WDB from time to time.

Section 3. - Vice-Chairperson. The Vice-Chairperson shall be selected from among the private sector members of the WDB. In the absence of the Chairperson or the Secretary, or in the event of their inability to act, the Vice-Chairperson will perform the duties of the Chairperson or the Secretary, and when so acting, shall have all the powers of and be subject to all the restrictions upon the Chairperson or the Secretary. The Vice-Chairperson shall perform such other duties as from time to time may be assigned to him/her by the Chairperson or by the WDB.

Section 4. - Secretary. The Secretary shall be responsible for the recording of WDB business and attesting to the Chairperson's signature as may be required. The Secretary shall be responsible for recording attendance at meetings; and, for determining and recording members 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 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.

Section 5. - Professional Staff Support. The WDB may employ at least one staff person who is not a staff person of the One-Stop Operator to support or perform such functions and duties normally associated with the position of secretary. Said staff shall perform the following functions: record and maintain the minutes of meetings of the WDB; see that all notices are duly given in accordance with these bylaws or as required by law; be custodian of the WDB's records; and in general perform all duties incident to the office of secretary and such other duties as from time to time may be assigned by the Chairperson or by the WDB.

Section 6. - Removal. Any elected officer may be removed from office by the WDB for cause whenever, in its judgment, the best interest of the WDB would be served by said removal. Removal shall be made at a full WDB meeting and a majority vote for removal by members attending a full WDB meeting shall be required.

ARTICLE VI - Meetings

Section 1. - Regular Meetings. Regular WDB meetings shall be held six times per fiscal year to discuss progress or other matters affecting the operation of the WDB and the WIOA program. Meetings shall be open to the public. Notice of all WDB meetings shall be given at least seven days previous thereto, by written electronic communication, mailed or delivered personally to each member at his/her business address. The agenda of any meeting shall be included with the notice.

Section 2. - Special Meetings. Special meetings may be called by the Chairperson or by a majority of the Executive Committee, or a majority of the members of the WDB for such purposes as identified within the notice of the meeting. Notice of all special WDB meetings shall be given at least seven days previous thereto, by written communication, mailed or delivered personally to each member at his/her business address. The agenda of any meeting shall be included with the notice.

Section 3. - Agenda. The business of all meetings of the WDB shall be those matters identified in the meeting agenda. The agenda deadline shall be two weeks before the scheduled WDB meeting. All requests on matters for WDB consideration are to be communicated to the Chairperson or his/her designee before the agenda deadline; and all written materials representing such

matters are to be received by the Chairperson or his/her designee by the agenda deadline.

Section 4. - Quorum. The members present at any regular meeting shall constitute a quorum for the transaction of all organization business. WDB member meeting attendance may be facilitated through the use of conference calls or teleconferences when cost effective and necessary. WDB minutes shall reflect those members on conference calls or teleconferencing. Requirements of the Sunshine Law regarding open meetings shall be met when using this option.

Section 5. - Voting. The act of a majority of the members present and voting at a duly organized WDB meeting shall be the act of the WDB.

a. Voice Voting. Voice voting shall be used at all times to decide WDB questions with the exception of the roll call voting. Upon the Call-to-Question the Chairperson will have those WDB members who wish to vote for passage to say “Aye” and those who wish to vote for non-passage to say “Nay.” The majority will decide the question.

b. Roll Call Voting. At the discretion of the Chairperson, roll call voting may be required. Upon the Call-to-Question, after a motion and second, the Secretary will Call-the-Roll, individually naming those WDB members present. Upon hearing their name, WDB members will cast their vote by saying “Aye” for passage, “Nay” for no passage, or “Abstain” for no vote. The secretary will record and certify the votes on an appropriate record and report the outcome of the vote to the chairperson.

c. Conference Calls. When using a conference call option discussed above, the vote cast by those members not in the meeting

room shall be identified and included within the minutes as in Roll Call Voting.

d. Mail Ballots. On issues requiring an immediate decision, an electronic mail ballot may be prepared and provided to each member of the WDB. Each WDB member shall receive a full description of the issue and copies of supporting documents, if any. Ballots completed and executed by the members shall be retained with the minutes of the next WDB meeting, which shall contain a full description of the issue and the result of the balloting.

e. Voting by Proxy. Voting by proxy is not permitted at Full Board meetings or Committee meetings.

ARTICLE VII - Executive Committee

Executive Committee/Planning: The membership of this Committee shall be at least 9 members and shall be chaired by the WDB Chairperson. The Vice-Chairperson and the Secretary shall also serve on this Committee.

Any action taken or initiated by this Committee on behalf of the WDB shall require full disclosure to the WDB at the regularly scheduled meeting following said action.

The duties of the Executive Committee/Planning include, but are not limited to: responsibility for actions on behalf of the WDB as may be required utilizing those powers and authorities as are delegated by the WDB; responsible for making policy recommendations to the WDB which meet the needs of both the area labor market and the targeted population; responsible for review and upgrading recommendations to the WDB for its Bylaws; responsible for review and approval of committee reports or recommendations and transmittal of same to the full WDB;

responsible for setting employment and training priorities and goals and performance levels; responsible for reviewing and approving training vendors/investment levels; responsible for long-range training goals; responsible for development of plans and modifications thereto; responsible for program oversight and determination of program effectiveness.

ARTICLE VIII - Standing and Special Committees

The WDB, 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 WDB in carrying out its duties, and furthering the proposes of the Workforce Innovation and Opportunity Act. The WDB Chairperson with recommendation and advice from the Executive Committee shall appoint committee chairs. Any Committee so appointed shall have the powers and authority as is explicitly delegated by the WDB.

a. Ad Hoc Committees: Committees appointed by the Chairperson for specific tasks shall be considered dismissed as soon as final action is taken by the WDB. The Ad Hoc Committee shall report meeting results to the full board and make appropriate recommendations, as applicable to conduct business.

b. Youth Council: The membership of this committee includes the Youth Advisory Council, which is an advisory group to the WDB. The WDB member representing youth on the WDB shall chair this committee. This committee shall advise the WDB on youth issues. Members of the Youth Council shall be appointed for two years with an initial effective date of July 1, 2006. Appointments to the Youth Council shall be made by the WDB with recommendation of this Committee.

c. Finance Committee: There shall be a Finance Committee responsible to review the use of WIOA, Career Assistance Program funding, and any other funding allocated to the WDB as well as to advise on financial matters such as transfers of allocations and other fiscal matters. The Finance Committee will review with the Executive Director and Fiscal Manager the yearly budget. The Finance Committee shall also review audit findings and monitor expenditure reports prior to each scheduled WDB meeting and provide a report. The Executive Committee shall be the Finance Committee.

d. Sub-Committees: Standing or Special Committees may create their own sub-committees as deemed necessary by the members of the committee.

ARTICLE IX - Conflict of Interest and Confidentiality

Section 1. - Voting Prohibited. A member may not vote on a matter under consideration by the WDB 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 or engage in any other activity determined by the Governor to constitute a conflict of interest if so specified in the State Plan. Business sector representatives are prohibited from being an employee of a public sector organization represented on the local WDB, including state and local governmental agencies. These provisions should not be construed to prohibit local WDB members from training or employing WIOA participants.

Section 2. - Abstention. WDB members should individually abstain from voting on issues and matters that will result in a direct

or indirect conflict of interest. Abstentions and the general reasons therefore, should be duly recorded in the minutes of the meeting.

Section 3. - WDB Policy. Members of the WDB are expected to avoid unethical behavior in the course of performing their official duties. Members are expected to not only avoid any impropriety, but also to avoid the appearance of impropriety whether or not any actually exists. Members must avoid using their position for private gain, giving preferential treatment to any person or entity, losing their independence or impartiality in making decisions or acting in any way that might erode public confidence in the integrity of the WDB.

Section 4. - Confidentiality. All information, whether transmitted orally or in writing, that is of such a nature that it is not, at the time, a matter of public record or public knowledge is deemed confidential by the WDB. Members shall not disclose confidential information obtained in the course of or by reason of his or her membership on the WDB to any person or entity not directly involved with the business of the WDB. Furthermore, no member shall use confidential information obtained in the course of or by reason of his or her membership on the WDB in any matter with the intent to obtain financial gain for the member, the member's immediate family, any other person or any business with which the member is associated.

ARTICLE X - Recordkeeping

The WDB shall maintain, at its principal office, permanent records of the minutes of all formal meetings of the WDB and its committees, a record of all actions taken by the WDB without a meeting, and a record of all actions taken by standing and special committees of the WDB.

ARTICLE XI - Non-Discrimination.

The WDB shall not discriminate against any employee, agent or provider of consulting or contract services, or applicant for employment, agency or consulting or contract services on the basis of race, color, religion, gender, age, national origin, disability or veteran status. It shall be the policy and practice of the WDB to comply fully with federal and state laws, regulations and requirements in respect of non-discrimination, affirmative action, equal employment and civil rights.

ARTICLE XII - Amendments

These Bylaws may be amended at any regular meeting of the WDB with prior written notice having been given to all members of the WDB at least thirty (30) days in advance. Approval of any amendment to the Bylaws requires the affirmative vote of a majority of the members present and voting at a meeting at which a quorum is present.

ARTICLE XII - Severability

If any provisions of these bylaws shall be found void or unenforceable for whatever reason by any court of law or equity, it is expressly intended that such provision(s) be severable and the remainder of the bylaws shall remain in full force and effect.

ARTICLE XIII Parliamentary Procedure

The rules contained in the current edition of Robert's Rules of Order shall govern the Board in all cases to which they are applicable and in which they are not inconsistent with these by-laws and any statutes applicable to this Board.

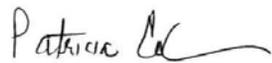
ADOPTION

WHEREAS, the members of the City of St. Louis Workforce Development Board, being a duly formed and constituted body have determined the need for Bylaws to enable this WDB to conduct its business in an orderly manner, to promote the effective operation of the WDB and to preserve the fruits of its deliberations; and

WHEREAS, a duly constituted motion and second to adopt these herein Bylaws as the official Bylaws of the City of St. Louis Workforce Development Board was made and said motion was affirmatively passed by majority vote at a duly constituted meeting of the WDB at which a quorum was present and voting on

NOW, THEREFORE, I, Pat Coleman, Chairperson of the City of St. Louis Workforce Development Board, do hereby proclaim these herein Bylaws to be the Bylaws adopted by the City of St. Louis Workforce Development Board.

IN WITNESS WHEREOF, I have hereunto set my hand.



Pat Coleman, Chairperson

Date: June 25, 2015

ATTESTED BY 
Donny Carroll, Secretary

Date: June 25, 2015

Attachment 7

Not applicable.

Attachment 8
Conflict of Interest
SLATE Policy

The City of St. Louis/SLATE expects that employees will perform their duties conscientiously, honestly, and in accordance with the best interest of the public. Employees must not use their position or knowledge gained as a result of their position for private or personal advantage. Employees should continually be mindful that they are hired and paid to perform certain duties. Situations may arise, however, when there seem to be a conflict between their official responsibilities and their personal interests. These may be situations involving financial dealings, spending City funds, regulating businesses or individuals, purchasing supplies or materials or contracting for services. In order to avoid an impropriety—or giving the appearance of an impropriety—employees should alert their supervisors immediately of such conflicting situations. If the employee and the supervisor are unclear about the appropriate path to follow, the matter should be promptly referred to the City Counselor’s Office.

Civil Service Rules allow employees, with the approval of their appointing authority, to hold a second job with some non-governmental employers. However, the employee must report such employment yearly to his/her appointing authority on the appropriate report forms. If an employee wishes to change his/her secondary job, or the nature of his/her secondary job changes, the employee must first obtain the permission of the appoint authority. Please refer to the current Department of Personnel Administrative Regulation regarding Secondary Employment for further information.

Printed Name

Signature

Date

Name of
Organization

Attachment 9

SLATE Sub-State Monitoring Policy

Grant recipients (direct awardees of federal funds) and Local Workforce Development Boards must develop and maintain on file written procedures for the monitoring the performance of subrecipient providers in complying with the terms of grants, contracts, or other agreements pursuant to WIOA Title I Workforce Development Activities.¹

The following minimum elements and standards will be included in SLATE's Local Workforce Development Board's (Board) sub-state monitoring plan:

1. **Responsible Representative** —SLATE has identified the two Quality Assurance Monitors that will perform any monitoring activities. The method of selecting the organization and/or staff positions designated to perform monitoring demonstrates the monitor's independence (absence of conflict-of-interest) from the duties or systems being monitored by ensuring the monitors are not employed by the organizations they monitor.
2. **Accountability**—The Workforce Innovation and Opportunity Act (WIOA) mandates that the Boards, in partnership with the Chief Elected Officials (CEO), have responsibility for program oversight [referenced in WIOA section 107(d)(8)]. Monitors will submit an annual report each Program Year so the Boards and CEOs can make appropriate judgments.
3. **Compliance and Performance**—The Division of Workforce Development (DWD) requires annual monitoring reports to the Boards and CEOs regarding compliance with the terms and conditions of each contractual scope of work. Monitors will provide subcontractor and SLATE performance reviews to the Boards and CEOs on an annual basis. Other areas covered in monitoring reports are the adequacy of assessment, planning of activities and services, coordination with One-Stop System partners to meet the comprehensive needs of customers, and customer outcomes. WIOA requires that when problems are identified, prompt and appropriate corrective action be taken.²
4. **Compatibility**—The policies demonstrate that SLATE's programmatic and operational oversight systems effectively measure compliance in a manner compatible with WIOA regulations and DWD policies.
5. **Quality Assurance**—Policies include a review of program quality and provide for continuous improvement of service delivery. SLATE's monitoring efforts include a

1 WIOA Section 185(c); 29 U.S.C. 3245(c)

2 20 CFR 683.400(d), as proposed.

comprehensive examination of compliance issues cited in previous Federal, State, and local reviews. A written determination will state whether corrective measures taken to address those issues have proven effective.

6. Methodology and Target Universes—SLATE will use random-sampling techniques in participant file reviews to test **eligibility in every funding stream for which they have a contract with DWD.**

When reviewing WIOA Adult and Dislocated Worker participant records, SLATE combines the two funding streams then samples by service. Each Program Year, SLATE must monitor a separate statistically valid sample of Adult and Dislocated Worker participants enrolled in **each** of the following services:

- WIOA Career-level –only enrollments (Membership)
- Classroom Training
- On-the-Job Training
- Work experience/Internship
- Supportive Services/Needs-related payments
- Any other services that result in a **direct payment** being made to, or on behalf of, a participant

The following sample sizes are required, at a minimum, depending on the universe to be reviewed. These guidelines are applicable for every sample to be reviewed.³

Universe	<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

This table is for a random sampling with a confidence level of 90 percent and a margin of error of 8 percent.

³ Sample size based on algorithmic tables for simple random sampling developed by The Research Advisors, Franklin, MA ©2006. These sample sizes are increased from figures in previous guidance.

7. At a minimum, SLATE reviews participant records for:

- Documentation of participant eligibility and/or priority for the programs and services received;
- Orientation to services;
- Orientation of the participant to his/her rights under complaint and grievance procedures;
- Justification for the provision of Individualized Career Services or Training services;
- Method of assessment;
- Employment planning;
- Individual Training Accounts;
- Appropriateness and accuracy of participant payments (i.e., Supportive Services and needs-related payments);
- Appropriate data entry; and
- Posting of outcomes, including the attainment of a degree or certificate and any supplemental employment data.

Local monitors will ensure that Youth monitoring procedures have been adjusted to include the WIOA changes such as:

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

8. SLATE will conduct an annual on-site **Financial Monitoring Review (FMR)** of subrecipients to ensure fiscal integrity. Additional reviews may be warranted based on evaluations of risk of noncompliance. The FMR 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. This Review is to ensure the adequacy of internal controls and the reliability of the subrecipient’s financial management system as they relate to the administrative subaward. This Review must ensure that the subrecipient meets the terms and conditions of the subaward and the fiscal goal or requirements, and that amounts reported are accurate, allowable, supported by documentation and properly allocated. The Review must result in a written report to the Board identifying areas of noncompliance and recommendations to remedy. The FMR must include, but is not limited to, reviews of the following process:

- Audit Resolution/Management Decision
- Financial Reports
- Internal Controls
- Source Documentation
- Cost Allocation
- Cash Management
- Procurement

9. SLATE will incorporate **additional financial and programmatic monitoring policies** to ensure funds intended to support stand-alone summer youth programs or other **special initiatives** are administered in accordance with contractual scopes of work. These policies will **supplement** existing monitoring duties and will be conducted **during** program operation to assure accountability and transparency of expenditures.

Attachment 10

Business Services Plan NGCC Business Team Plan 2016

The strength of the Business Services Team complements the SLATE Missouri Career Center's NGCC model by offering businesses personalized services and working closely with the Jobs Team to ensure the best possible candidate is referred to each business, based on the businesses criteria.

The Business Services Team consists of staff from the Division of Workforce Development (DWD), including a Veteran staff (LVER), a Missouri Regional Workforce Liaison staff person, two MERS/Goodwill staff and four St. Louis Community College staff, SLATE's staffing agencies. The Business Services Team collaborates on all levels with all management. In addition, WIOA Core Partners from AEL, RSB, Vocational Rehabilitation and Job Corps participate in discussions and planning sessions for events and activities relating to the Business Services Team. Hot Jobs and other job leads, job fair and community fair event flyers are shared with key staff in each of the agencies. The Jobs Team staff is also located in the Business Services department. The two Teams continue to work as a cohesive unit, with our main priority being customer service—not only to the businesses we work with and the candidates being referred, but with each other. There are no boundaries or limited duties- we all work as a team which fits well within the NGCC model.

We have developed, in cooperation with State DWD staff, a clear vision of how our services and our Business Team can assist with bringing and keeping local businesses active with Workforce Development. The SLATE Executive Director has been instrumental in bringing all aspects of Workforce Development, Education, Economic Development, and Community Services to the table to start discussions and eventually develop strong collaborations that will improve our economy, the quality of our candidates and our services to businesses. We have three special Team members who coordinate outreach to businesses and complete OJT orientations with employers and job seekers, complete OJT agreements (and other documentation) and assure companies/jobseekers are appropriate matches for these OJT opportunities that reimburse an employer up to 50% of a new hire's wages for up to 1,040 hours while the individual is being trained. We have a specific Team member who prescreens, counsels, and enrolls job-seeking participants into our OJT program(s). We have one Team member that works exclusively on First Source projects with the St. Louis Development Corporation, assisting city businesses with their hiring needs if they have received any tax abatements or incentives from the City of St. Louis.

The Business Services Team continues to extend our commitment of customer service by working closely with not only the Jobs Team, but also with the Skills Team, by referring job candidates to assessments that are employer driven. By working with both Teams, we will be able to offer businesses a more polished job-seeker, saving the business the additional time and cost associated with pre-screening for qualified candidates.

Below is the list of some of the personalized products and services we can offer businesses, followed with an in-depth look at the Jobs Team's mission and responsibilities. This is going to be a constantly changing list as we add more products and services requested by local businesses and job candidates.

- The Business Services Team assists businesses with navigating jobs.mo.gov and provides information on Labor Laws and Labor Market updates, as well as other information. If an employer only needs Core services, such as a general job order, posters or LMI information, the Business Services Team will work with that employer until services are no longer needed.
- Our local Economic Development agency has moved into the same building making the collaboration with St. Louis Development Corporation and local city businesses even easier than in the past.
- State Economic Developers for our region will now extend invitations to us when new businesses come to our area and we are able to present our various services to these new employers as they get ready to start recruiting and hiring new staff.
- The Jobs Team refers employers that need additional, intensive services to the Business Services Manager who will assign the employer to a member of the Business Services Team based on staff's expertise in a specific

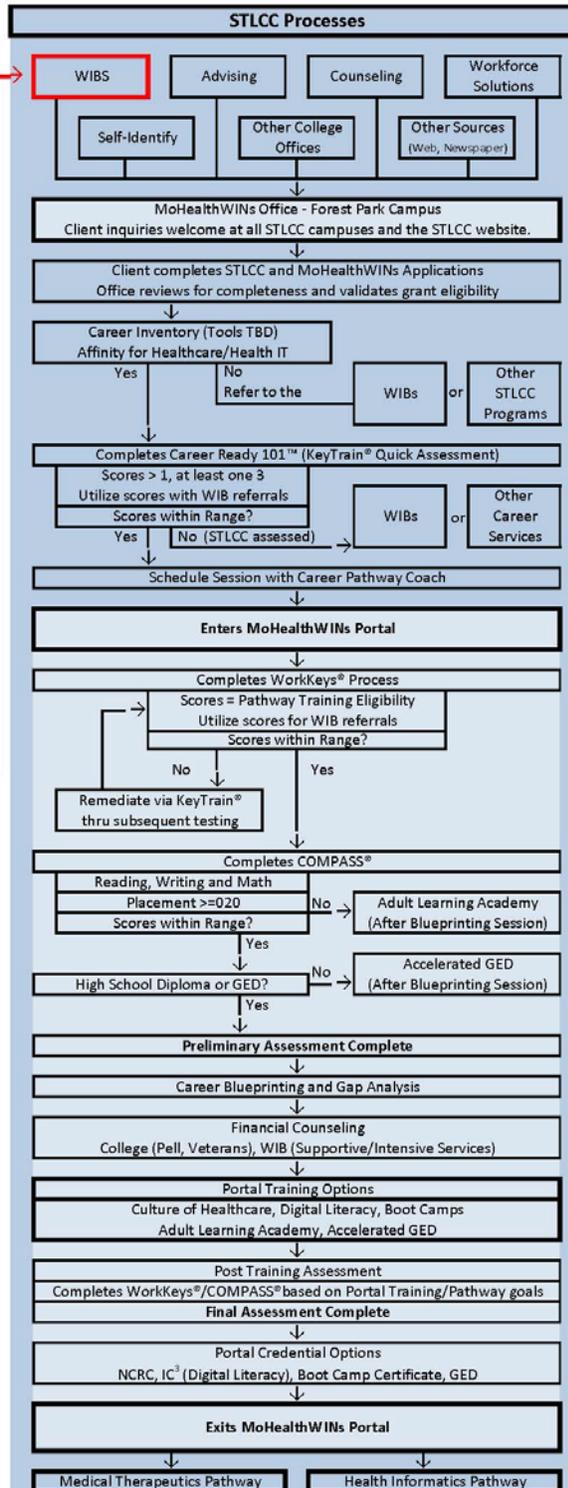
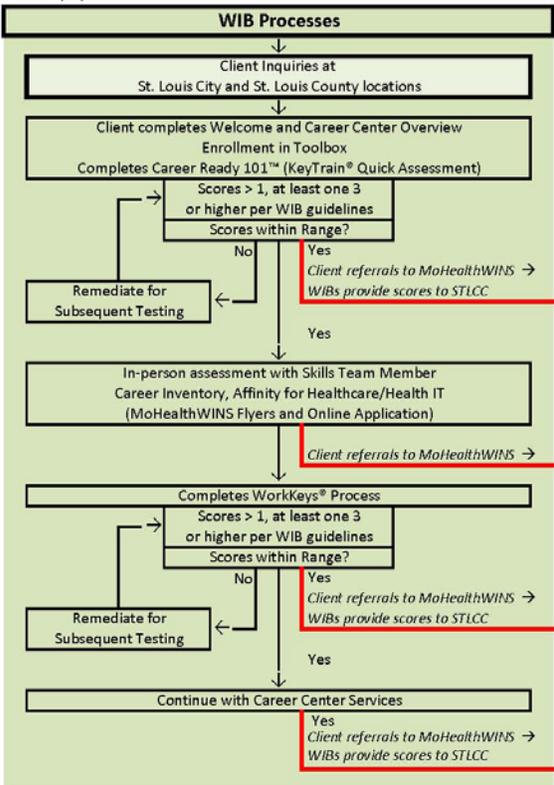
industry or job classification. If a large recruitment piece is needed, more than one staff person may be assigned.

- Business Services will assist employers if more intensive services are needed such as pre-screening, assessments, and pre interviewing is requested by the employer. Business Services will market job ready customers from the Jobs Team to employers and provide feedback from employers on candidate pool to Jobs Team staff when necessary.
- The Skills Team Manager and Special Projects staff forward resumes' of job ready clients to the Business Services Manager who will assign a staff person based on the individual's skill set and interest.
- Business Services will work closely with the Skills Team on what employers are indicating they want in a qualified employee; this information will be shared with the Jobs Team. Business Services will work closely with Skills Team on assessments that may be requested by employers.
- Once the Jobs Team has indicated an individual is ready for referral to employment the Business Services Team will work closely with the Jobs Team and that candidate to assist in placement.
- When a participant is placed, all placement information will be put into Toolbox and noted in the job order—staff will be advised of placement via email.
- When employers need candidates that do not have the necessary qualifications, we will use other outreach methods to recruit more qualified candidates—for example, we have a company that needs a Biomedical Engineer and none of our current job seekers have the skills needed. We would then enter that job opportunity in jobs.mo.gov identifying the skills needed so that the opportunity is not restricted to just the St. Louis region. Special relationships with local networking associations and outplacement agencies will increase market penetration to recruit qualified candidates.
- We will continue to offer services including, but not limited to: business consulting (i.e. staff training, employee manuals, HR assistant duties, etc.), and posting job orders on jobs.mo.gov.
- For special projects such as First Source referrals/hires, OJT placements, or employers that give a letter that specifically instructs new hires on where to report for registration (either CWE or Downtown), these individuals will not go through the typical Welcome Team orientation, but will go straight to the Skills Team for the quick skills assessment and to a Jobs Team member for registration into the Toolbox system.
- Our Business Services Team can offer the following:
 - Pre-screening and recruiting
 - Facilitation of on-site and off-site recruiting events for employers
 - Sponsor recruiting events
 - Provide employment assessments
 - Make referrals from our client base
 - Provide LMI research and information
 - Provide nationwide information on other Career Centers across the US
 - Offer OJT, as funding permits
 - Utilize resources available via the Office of Apprenticeship and other various networking/business associations to promote Missouri Career Center services.
 - Offer temporary, on-site space for companies waiting for their own space
 - Posting positions on jobs.mo.gov
 - Providing businesses with EEOC reports and Federal All-In-One posters when available and requested by employer(s)

Attachment 11

MoHealthWINS Recruiting and Referral Processes

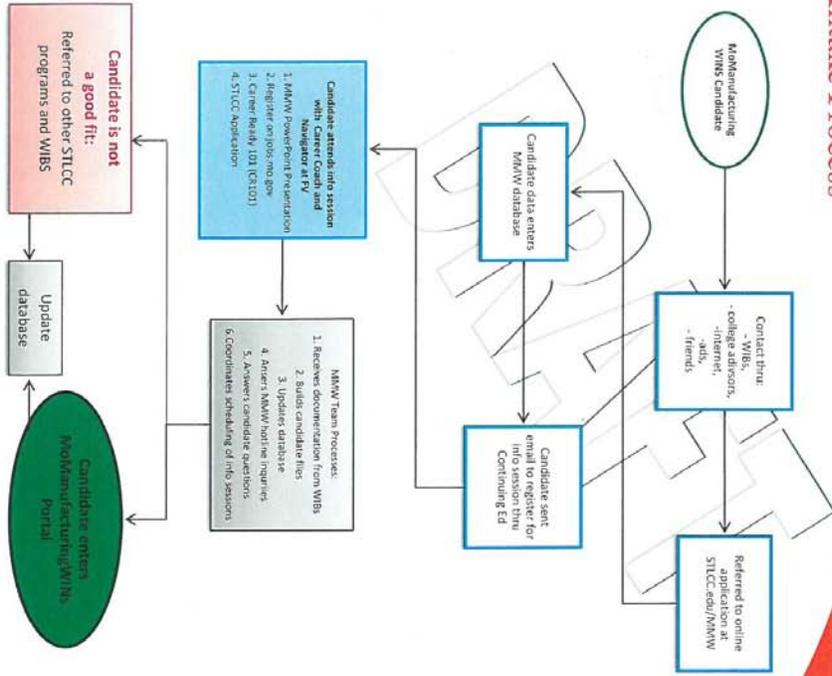
Revised 9/13/12



St. Louis Community College MoHealthWINS Funded Programs	
Medical Therapeutics Pathway ✓ Home Health Caregiver ✓ Patient Care Technician ✓ Certified Nurse Assistant ✓ LPN (under consideration)	Health Informatics Pathway ✓ Medical Information Specialist ✓ IT Help Desk/ End-User Support ✓ Healthcare IT Technician ✓ EHR Certificates I & II



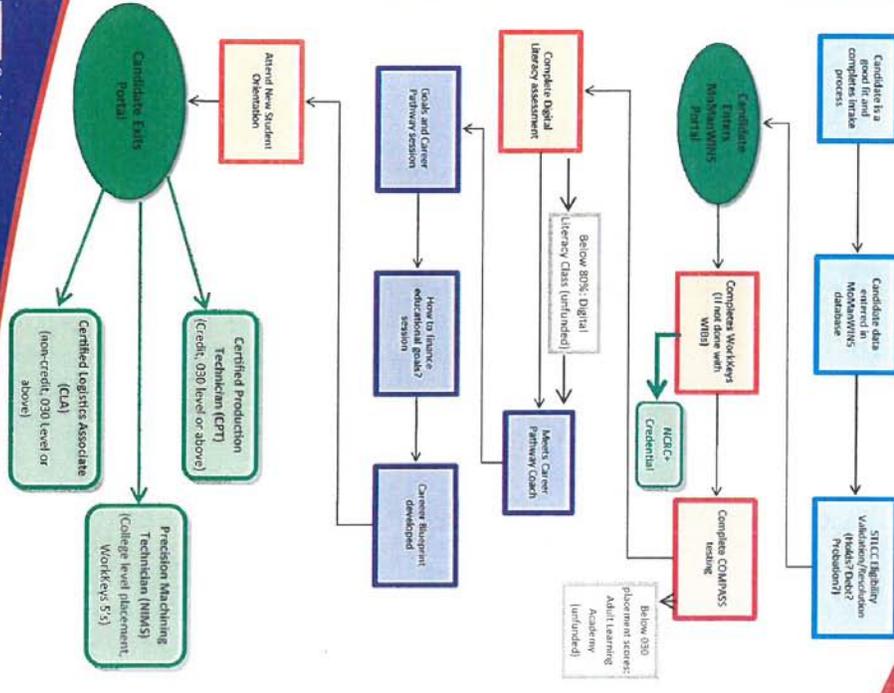
MoManufacturingWINS Intake Process



STCC.edu/Workforce-Solutions/MoManufacturingWINS



MoManufacturingWINS Portal Process



STCC.edu/Workforce-Solutions/MoManufacturingWINS

CONSORTIUM PARTNER MEMORANDUM OF UNDERSTANDING

between

St. Louis Community College,

and

St. Louis Agency on Training and Employment,

St. Louis Community College, as a sub-grant recipient for the Missouri Manufacturing Workforce Innovation Networks (MoManWINs) consortium among 9 colleges in the state of Missouri, has been awarded federal funds from the *Trade Adjustment Assistance Community College and Career Training (TAACCT) Round II Grants Program:*

Grant Agreement #TC-23785-12-60-A-29

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

The Period of Performance is October 1, 2012 through September 30, 2016.

This consortium partner memorandum of understanding is by and between the undersigned *Director* of the *St. Louis Agency on Training and Employment* and *St. Louis Community College* whereas both parties have developed this agreement in continued support of the MoManWINs grant initiative. Under this MOU, both parties agree to provide integrated workforce services for the MoManWINs grant target population to include Trade Act Assistance participants, unemployed participants, underemployed participants and low-skilled participants.

Purpose of the MOU

In support of this statewide grant initiative 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 TAACCT MoManWINs grant program. This MOU will serve to describe each party's role of services provided to the grant target population within each of their service areas.

Goal and Priorities

MoManWINs supports the development of innovative approaches to address current and future workforce needs in the manufacturing industry. As a consortium, Missouri's community colleges will serve the diverse workforce needs of the state and its citizens. Consortium colleges will work together 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. By focusing on the following four priorities, Missouri's community colleges will introduce significant changes in the way they support adult student success.

- Priority 1: Accelerate Progress for Low-Skilled and Other Workers. Strategies: MoManWINs will develop a manufacturing portal that will assess and develop participants' skills, restructure courses into modular formats, and enhance relationships between colleges and the public workforce system.
- Priority 2: Improve Retention and Achievement Rates and/or Reduce Time to Completion. Strategies: MoManWINs will integrate basic academics into contextualized modules and provide supplemental instruction, develop intensive student services interventions, and support articulation of credit for coursework and work experience.
- Priority 3: Build Programs that Meet Industry Needs. Strategies: MoManWINs will focus efforts on industry needs through the development of learning communities, employer engagement, internships, and leveraging tuition assistance programs to implement "learn and earn" opportunities.
- Priority 4: Strengthen Online and Technology-Enabled Learning. Strategies: MoManWINs will develop hybrid, technology-enabled programs, including strategies to help become a successful online learner and digital literacy courses.

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 assessment, counseling, basic and technical skill training, and program retention services to the grant participants. For the entire grant period, *St. Louis Community College* will serve 558 individuals in such areas as:

Manufacturing Portal

Includes NCRC Plus and Digital Literacy

Non-Credit Programs:

Certified Logistics Associate
 Certified Logistics Technician

Credit Programs:

Certified Production Technician
 Precision Machining Technician

St. Louis Community College will use the public workforce system to recruit job seekers for grant-related training and other programs so that the *St. Louis Agency on Training and Employment* can better utilize the revised curriculum provided through the efforts of the MoManWINs grant as well as outreach to targeted populations whose skills will be enhanced by these offerings.

St. Louis Agency on Training and Employment and *St. Louis Community College* will partner on education and outreach materials and efforts.

St. Louis Agency on Training and Employment and St. Louis Community College will identify participants, determine eligibility, assess, and refer TAA recipients, as well as other unemployed, dislocated, or low-skilled workers as appropriate, to community colleges for training and further assessment. All referrals from *St. Louis Agency on Training and Employment* will have completed on-line, the MoManWINs application form. *St. Louis Community College* will have final acceptance authority into the MoManWINs program.

St. Louis Agency on Training and Employment and St. Louis Community College will collaborate to develop a referral process to ensure placement of appropriate participants and program completers.

St. Louis Agency on Training and Employment 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®, TABE), sector specific assessments, and academic credit for prior learning, as appropriate for meeting grant deliverables.

St. Louis Agency on Training and Employment will make available all core and intensive services (such as supportive services, skills assessments, financial aid, non-grant supported educational programs, etc.) for which a program participant may be eligible both prior to and during training.

St. Louis Community College will be responsible for reporting grant program data to the MoManWINs consortium. For those individuals applying through *St. Louis Agency on Training and Employment*, SLATE agrees to enter appropriate data in the statewide Toolbox 2.0 system. *St. Louis Agency on Training and Employment* also agrees to have their clients complete the MoManWINs on-line application.

St. Louis Agency on Training and Employment will leverage the portfolio of business services, job placement, and training assistance, such as OJT, WOTC tax credits, job orders, etc., through Career Centers for the benefit of the training participants and targeted economic development industry sectors.

St. Louis Agency on Training and Employment 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 appropriate community college staff.

St. Louis Agency on Training and Employment will assist in engaging employers to assess hiring needs, and support participant placement.

St. Louis Community College will develop a referral process for program completers to *St. Louis Agency on Training and Employment* for placement and retention services.

St. Louis Agency on Training and Employment will identify the appropriate unit and/or staff to receive referrals from *St. Louis Community College* and report outcomes and program data.

Miscellaneous Provisions:

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 MoManWINS 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.

Exit from Agreement & Termination Clause

Each Party shall have the right to terminate the previously set forth and signed Consortium Partner Memorandum of Understanding by giving 90 days written notice in writing to the other Party at any time. If the Memorandum of Understanding is terminated by either Party, steps shall be taken to ensure that the termination does not affect any prior obligation, project or activity already in progress.

Any notice to be given shall be deemed validly given if delivered personally, sent by express delivery service, registered or certified mail, or postage prepaid, and return receipt requested shall be provided to both parties.

Any notice to be given to any party, shall be deemed given on the date of actual receipt by the addressee if delivered personally, or on the date of deposit with express delivery service or the postal authorities if sent in either such manner.

Modification Process

This Memorandum of Understanding, together with the exhibits identified above, constitutes the entire agreement between MoManWInS Consortium *St. Louis Community College* and *St. Louis Agency on Training and Employment* 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 April 10, 2014, between *St. Louis Community College* and *St. Louis Agency on Training and Employment*



St Louis Community College



St. Louis Agency on Training and Employment, Director



Workforce Innovation Networks

CONSORTIUM PARTNER MEMORANDUM OF UNDERSTANDING

between

St. Louis Community College,

and

St. Louis Agency on Training and Employment,

St. Louis Community College, as a sub-grant recipient for the Missouri Healthcare Workforce Innovation Networks (MoHealthWINS) consortium among 13 colleges in the state of Missouri, has been awarded federal funds from the *Trade Adjustment Assistance Community College and Career Training (TAACCT) Grants Program* (CFDA # 17.282) under the authority of the Health Care and Education Reconciliation Act of 2010 through:

Grant Agreement #TC-22499-11-60-A-29

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

The Period of Performance is October 1, 2011 through September 30, 2014.

This consortium partner memorandum of understanding is by and between the undersigned *Director* of the *St. Louis Agency on Training and Employment* and *St. Louis Community College* whereas both parties have developed this agreement in continued support of the MoHealthWINS grant initiative. Under this MOU, both parties agree to provide integrated workforce services for the MoHealthWINS grant target population to include Trade Act Assistance participants, unemployed participants, underemployed participants and low-skilled participants.

Purpose of the MOU

In support of this statewide grant initiative 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 TAACCT MoHealthWINS 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

MoHealthWINS supports the development of innovative approaches to address current and future workforce needs in the health services/sciences industry. As a consortium, Missouri's community colleges will serve the diverse workforce needs of the state and its citizens. Consortium colleges will work together 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 health care industry. By focusing on the following four priorities, Missouri's community colleges will introduce significant changes in the way they support adult student success.

- Priority 1: Accelerate Progress for Low-Skilled and Other Workers. Strategies: MoHealthWINS will develop a healthcare portal that will assess and develop participants' skills, restructure courses into modular formats, and enhance relationships between colleges and the public workforce system.
- Priority 2: Improve Retention and Achievement Rates and/or Reduce Time to Completion. Strategies: MoHealthWINS will integrate basic academics into contextualized modules and provide supplemental instruction, develop intensive student services interventions, and support articulation of credit for coursework and work experience.
- Priority 3: Build Programs that Meet Industry Needs. Strategies: MoHealthWINS will focus efforts on industry needs through the development of learning communities, employer engagement, internships, and leveraging tuition assistance programs to implement "learn and earn" opportunities.
- Priority 4: Strengthen Online and Technology-Enabled Learning. Strategies: MoHealthWINS will develop hybrid, technology-enabled programs, including strategies to help become a successful online learner and digital literacy courses.

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, counseling, basic and technical skills training, and program retention services to the grant participants. *St. Louis Agency on Training and Employment's* WorkKeys assessment realm will be utilized for MoHealthWINS participants that come to a Career Center as the first point of entry. For the entire grant period, *St. Louis Community College* will serve 855 individuals in such areas as:

MoHealthWINS Portal (includes GED, Boot Camps, and Digital Literacy Prep for IC3 certification)

Credit Programs

- IT Help Desk/End-User Support Certificate of Specialization

- Healthcare IT Technician Certificate of Completion
- Electronic Health Records Certificates of Completion

Non-Credit Programs

- Medical Information Intake Specialist (MIIS) Certificate
- Patient Care Technician
- Home Health Caregiver
- Certified Nurse Assistant

St. Louis Community College will use *St. Louis Agency on Training and Employment* as the primary, but not the sole, source of referrals for MoHealthWINS grant-related training.

St. Louis Agency on Training and Employment 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 MoHealthWINS 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 Agency on Training and Employment 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 Agency on Training and Employment* to determine WIA Core, Intensive and/or Training eligibility for MoHealthWINS. All referrals from *St. Louis Agency on Training and Employment* will have a completed MoHealthWINS application form that will be forwarded to *St. Louis Community College* who will have final acceptance authority into the MoHealthWINS program.

St. Louis Agency on Training and Employment 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®, TABE), sector specific assessments, and academic credit for prior learning, as appropriate for meeting grant deliverables.

St. Louis Agency on Training and Employment 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 Agency on Training and Employment*.

St. Louis Community College will be responsible for reporting grant program data to the MoHealthWINS consortium and to *St. Louis Agency on Training and Employment*. For those individuals applying through *St. Louis Agency on Training and Employment*, SLATE agrees to enter appropriate data in the statewide Toolbox 2.0 system. *St. Louis Agency on Training and Employment* also agrees to complete the MoHealthWINS application (See Exhibit).

St. Louis Agency on Training and Employment 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 Agency on Training and Employment 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 appropriate community college staff.

St. Louis Agency on Training and Employment and *St. Louis Community College* will work together to engage employers to assess hiring needs, and support participant placement.

St. Louis Agency on Training and Employment and *St. Louis Community College* will establish joint placement activities with the Business Services Department staff and MoHealthWINS staff. Both staff teams will collaborate to develop a referral process to ensure placement of appropriate participants and program completers. The Career and Employment Services offices on the *St. Louis Community College* campuses will serve as a resource for MoHealthWINS staff and students who are enrolled in or have completed credit programs.

St. Louis Agency on Training and Employment will identify the appropriate unit and/or staff to receive referrals from *St. Louis Community College* and report outcomes and program data.

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 MoHealthWINS 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* MoHealthWINS application form.
- B. Referral flowchart between *St. Louis Community College* and *St. Louis Agency on Training and Employment*

Modification Process

This Memorandum of Understanding, together with the exhibits identified above, constitutes the entire agreement between MoHealthWINS Consortium *St. Louis Community College* and *St. Louis Agency on Training and Employment* 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 July 17, 2012, between *St. Louis Community College* and *St. Louis Agency on Training and Employment*



St. Louis Community College



St. Louis Agency on Training and Employment, Director

Attachment 12
SLATE's PROCUREMENT MANUAL FOR WIOA PROGRAMS

Note: Manual is also applicable to WtW programs and any replacement program; i.e., CAP

4/2000
Amended: 6/2001
Amended: 12/2005 (Revised WIOA and CAP/TANF Resolutions)

TABLE OF CONTENTS:

Purchasing Systems for Services and/or Equipment----- 3 - 4

Elements in an RFP/IFB ----- 4 – 8

Additional Procurement Requirements ----- 8 - 14

Emergency, sole source, co-purchases, and items exempt from Competitive sole source exemption14 - 15

Attachments

Resolution of Assurances (signed by offeror with RFP submission and included as part of contract document)

WIOA Resolution-Attachment 1

WtW Resolution-Attachment 2 (Removed)

Amended (June, 2001) WtW Resolution-Attachment 3 (Removed)

CAP{/TANF Resolution – New Attachment 2

Purchasing Systems for Services and/or Equipment:

Per the approved WIR 6 plan, SLATE is the designated agency to act on behalf of the City of the City of St. Louis in all matters both programmatic and fiscal for funds received under the Workforce Investment Act. Assistance, as required, to maintain adequate fiscal and programmatic controls, from other City of St. Louis Departments is available to SLATE.

In selecting its service providers an assessment is first made to determine the need. The approved 5-year plan with its budget inclusions and, as amended, shall serve as the needs assessment for activities and services as described in said plan.

Cost estimates are also prepared by SLATE for presentation to the WDB prior to completion of the procurement process.

Budgets submitted in response to a Request for Proposal will be reviewed by the WDB and SLATE for reasonableness. No set costs have been established for WIOA services given that WIOA is a new program. WIOA's first year will be considered a pilot year. WIOA's second year will build on the successes of the first. No set costs by service activity will be established until data on performance is available and compared against successful and unsuccessful program models.

A cost analysis is performed by the SLATE Fiscal Department prior to award on non-governmental offerors who receive the minimum number of total points for consideration for funding from the reviewers and on all governmental offerors. The offerors' budget and back-up sheets are analyzed.

Per the approved plan, SLATE contracts for services and also provides some services for youth and adults.

Our procurement process for the selection of service providers includes the non-competitive procurement for inter-governmental purchases and the competitive, formal advertised bid through either a Request for Proposal (RFP) or Invitation for Bid (IFB) for non-governmental units. While proposals from governmental units are not ever subject to the competitive review process, they are reviewed based on criteria listed in a later section of this document. Units of government may submit requests for approval at any time, including if they wish to respond to an RFP or IFB released by SLATE. Units of government will have their request approved by the WDB and SLATE. A Unit of government is defined as any of the following agencies: agencies of the federal government; departments or divisions of: state government, counties, cities, towns, townships or villages, state universities or colleges; junior/community college districts, tax-based schools and school districts, and regional planning commissions.

Non-governmental units may respond to either an RFP or IFB. Anyone who is interested in being a service provider may request, in writing, to SLATE to be placed on SLATE's Inventory of Potential Service Deliverer's Mailing list. All RFP/IFB's must include notification to at least three potential providers. In addition, an ad is placed in two newspapers of general circulation.

SLATE as an agency of the City of St. Louis will also directly enter into non-financial agreements with host agencies for the provision of supervised work opportunities for youth and adults.

THE RFP AND IFB INCLUDE THE FOLLOWING ELEMENTS:

- ❖ A work statement (referred to as specifications in an IFB) which identifies: the desired quality of work, applicable performance standards, quality control measures, and all record and reporting requirements (technical, progress, and financial reports);
- ❖ Clear definitions of important terms relating to work to be performed and for which there could be more than one meaning;
- ❖ The objectives to be achieved or outcomes expected to result from the purchase of the particular services or goods;
- ❖ A work schedule for the contract period which identifies time frames, benchmarks, and review and approval points) including contract completion);
- ❖ Any limitations or requirements concerning equipment to be purchased or used by the contractor; or if equipment may be made available by SLATE;
- ❖ Any practical or legal limitations or sanctions which should be expected or may be imposed upon the performance of work under a contract, including the manner of payment and acceptance of performance;
- ❖ Instructions concerning use of formats, attachments or additional documents to be submitted (i.e., licenses, tax exemptions, articles of incorporation), specific elements to be addressed when responding; and, instructions on submitting cost/price information;
- ❖ Identification of all laws, licensing, certification or assurances with which a contractor is expected to comply;
- ❖ A precise statement of when, where and how bids/proposals are to be submitted- (time frames will be reasonable to allow for an informed bid):
- ❖ A contact person to whom questions may be directed for further information and identification of the special procedures to be used in requesting information. Responses to questions, which clarify, change, or interpret the IFB or RFP will be responded to, in writing, and distributed to anyone who received the original RFP or IFB. Questions requiring responses that clarify, change, or interpret must be submitted in writing within specified time frames.
- ❖ A precise statement of the evaluation criteria to be used to evaluate the bids.
- ❖ The right to reject all bids if it is in the best interest of the program.
- ❖ The right to extend or renew for the same services for a specified period of time – (i.e., SLATE’s maximum contract period will be one-year with two (2) one-year renewal options).
- ❖ Distribute the RFP-the RFP or IFB shall be available for pick-up, in person, or will be mailed if the prospective bidder prepays the postage or requests delivery through an authorized carrier with billing to the recipient. The RFP or IFB is also on the website.
- ❖ Form evaluation committee-an evaluation committee will be formed comprised of five members. The number of members and the makeup of the committee will be such that there is no appearance of impropriety.

- ❖ Pre-bid conference-a meeting with the prospective bidders to answer questions and clarify issues is an option that may be used, but the preferred method is the question & answer response format described above.
- ❖ Receive and log bids-bids shall be received, time stamped, logged and placed in a safe place until the bid opening. Bids received after the closing time will be returned unopened to the bidder.
- ❖ Open bids-the bids will be opened by at least two people from the SLATE Administration. If the bid is in accordance with the “Response to RFP or IFB” section of the SLATE RFP or IFB it is deemed responsive and sent to the members of the Evaluation Committee. This is usually performed by the SLATE Executive Director or designee. Bids not responsive to the “Response to RFP” section are not considered and are returned to the bidder stating reason why bid was not considered. Bids are not opened before the stated closing time and date.
- ❖ Evaluation-five committee members will read all bids independently and complete evaluation sheets based on the evaluation criteria listed in the RFP. The number of committee members can be changed depending on the nature of the bid. Committee members have the bid process, the contents of the RFP, and the evaluation criteria explained to them by SLATE staff. A certain number of points are assigned to each criteria with a minimum score considered as a passing score. Bids are reviewed independently because SLATE receives a very large number of bids. Committee members, many of whom are from the private sector, are more willing to serve as committee members if they can independently review the bids at their convenience based on a set evaluation instrument rather than have to set aside many hours to hold a scheduled meeting. Committee members also do not discuss the bids’ contents and keep the bids in a safe place while in their possession. Committee members are chosen by SLATE Administration because they have a knowledge of employment and training programs.

While our experience has shown that our committee members have been fair and impartial, should we have an evaluation submitted that significantly deviates from the other evaluations (25 or more points between either the 2 highest or 2 lowest scores) then that score(s) is not calculated in the composite score.

The Total points of each committee member are tallied by SLATE on a summary document and divided by five (or divided by 4 or divided by 3 should 1 or 2 scores have been disallowed). This is the composite score. At this point the SLATE Administration can give 10 points to those CBOs of demonstrated effectiveness. A total score of 70 points is considered a passing score. Only bids receiving a passing score are referred to the Workforce Development Board for consideration for funding.

- ❖ Award-SLATE shall issue an award notice to those successful bidders based upon the WDB’s and SLATE’s review of those bids that received a passing score and were recommended for funding. The WDB and SLATE may ask successful bidders to meet

and discuss their bids. The WDB and SLATE may approve a bid for funding if it received a passing score, or the WDB and SLATE may decide that they are not going to approve a bid for funding. A letter detailing reasons for not approving funding on those bids receiving a passing score will be sent to the bidder. Letters are also sent to those bidders that did not receive a passing score from the review committee and, of course, to those bids recommended for funding by the WDB and SLATE. An instrument detailing all proposals by program activity allows for comparative analysis of each bid.

❖ Additional Procurement Requirements Specific to Selection of Service Providers

- ❖ SLATE seeks the most efficient and cost effective services available to operate the program or activity. Only costs directly related to the operation of the program, and properly supported with back-up documentation and records are allowable charges. Essential to the selection process is the proposer's ability to train and place WIOA – eligible participants. Proposers are asked to provide a detailed overview of their proposed program or services including, but not limited to, any support services to be provided, methods used to select participants for position referral, methods used to ensure maximum fulfillment of hiring commitments, how the proposer will monitor participant performance, etc. A detailed budget is requested along with a listing of the organizations past job placement experience. This information assists the reviewer to evaluate the likelihood of each proposer to meet standards for quality of training (i.e., level of skill attainment, type of occupations, length of training) and their likelihood to meet service level and service need of participant groups. All proposals submitted will be reviewed against established criteria usually measuring experience, objectives, programmatic effectiveness, cost effectiveness, and innovation. The bidder must specifically address his/her ability to meet applicable performance standards. Note that entered employment rates and wage ranges by occupational cluster, as well as, other performance standards are just some of these indicators. Bidders are also asked to provide placement performance documentation by providing a list of employers (the number of persons placed, the job title/category, starting hourly wages, and name of the contact persons for each firm listed) with whom their participants have been placed and a listing including all prior employment/ training projects. Cost constraints are also a major consideration and bidders are asked to complete an application/budget fact sheet that lists program cost, cost per participant and asks for a breakout of all costs associated with the cost per participant. Bidders must also detail standards for the quality of training; i.e., identify the length of training, level of skill attainment, types of occupations, attach a detailed curriculum of all training activities, list the objectives WIOA participants should achieve during the course of study, indicate the time period for achieving each of the objectives listed, describe participant assessment techniques for measuring participant progress and include documentation as to the validity of this approach, document that planned outcomes match labor market requirements and demand for placements, identify service levels and service needs of participant groups, list and describe all training materials, describe instructional process, describe other services and support services or linkages to these support services, describe the administrative structure that will be utilized for all operations, including contract administration and its relationship to the administrative structure of other bidder

programs, etc. Also, the bidders have to describe the methods to be used to ensure that participants are placed in identified job openings and the methods to be used in contacting the employer and the former participants to determine whether the placement was successful. Additional items; namely, ability of respondent to provide comparable or related services including appropriate supportive services, fiscal accountability of respondent, definitions and measures of success to meet the needs of the selected participant groups, and ability to meet program design specifications are already questions that we ask prospective bidders to provide us with responses. Respondents are rated by the reviewer for these items and, if approved, and ultimately funded, contracts delineate specific performance criteria against which they are measured.

Ten points can be awarded by SLATE administration to proposers that are community-based organizations of demonstrated effectiveness, based on criteria used to measure demonstrated effectiveness listed in the RFP; i.e., some criteria to be considered in terms of determining demonstrated effectiveness, are as follows:

- ❖ Accomplishment of program goals and objectives (planned vs. actual);
- ❖ Effective use of funding allocations in the accomplishment of the programs' objective (planned vs. actual);
 1. Percentages of positive terminations vs. total terminations, and percentages of participants entering employment vs. total terminations;
 2. Compliance with WIOA Regulations and RFP Regulations and Guidelines;
 3. The proposer has demonstrated capability to provide the service being proposed based on previous experience and success achieved;
 4. The proposer has demonstrated understanding and capability to serve the target population selected based on previous experience and success with that population and the appropriateness for the approach utilized and the planned outcomes;
 5. The proposer has the administrative and organizational capabilities and physical facilities to implement the program being offered;
 6. The reasonableness of participant costs;
 7. The budget line items demonstrate an understanding of allowable and allocable costs;
 8. Audit findings and their satisfactory resolution; and
 9. Ability of the agency to consistently comply with the assurances and certifications of the subcontract.

Labor organizations are given proper consideration in that all WDB members, including the labor representative, are informed when bids are released. The WDB is apprised of the training options that were reviewed and approved at the subcommittee level. Decisions on training options are arrived at after a review of various labor market trends in conjunction with an analysis of the eligible population and the WDB is also apprised of the service provider selections reviewed and approved at the WDB subcommittee level. In addition the WDB members have been, in the past, given special assignments, in addition to their regular subcommittee functions, and using their field of expertise can assist in future program development.

All SLATE subcontractors must sign a resolution certifying that they are in compliance with all laws pertaining to the disabled. This includes, but is not limited to, certifying that their training

and facilities are accessible to the disabled. This certification is part of our Request for Proposal process. In addition, the SLATE offices are fully accessible to the disabled.

Existing educational agencies will be sought to provide educational services, as needed. These educational agencies will have to meet the applicable performance measures described above and respond to a request for services from units of government. Should appropriate educational agencies not be available or able, other interested parties will be sought through this RFP process as herein described.

This RFP process may be initiated at any time during a program year.

The maximum length of a contract is one program year with two, one-year renewal options. Contracts can be renewed (with WDB and SLATE concurrence) based on determination of needed services, activities, and delivery methods to be used by SLATE and based on their successful achievement of performance indicators.

Successful bidders will enter into a contract with SLATE.

Also, the various steps of the contract process for each contract processed are logged in and appropriate follow-up is done by the SLATE department charged with contract processing. Also, a signed copy of every contract, and every contract modification or amendment, shall be maintained. In addition, a copy of all correspondence related to the contract shall be maintained.

The WDB process for review and approval of investments with governmental units is detailed below. This process is recorded on a written instrument. The following is included, where and if, applicable:

- recognition that the WIR is a governmental unit and as such is considered a viable entity;
- review for reasonableness of costs in accordance with WDB policy;
- review re. a satisfactory record of past performance
- review of services to be provided to assure that said services can lead to achievement of competency standards for programs and, where applicable;
- review for a satisfactory record of integrity, business ethics and fiscal accountability;
- review for the necessary organization, experience, accounting and operational controls;
- review for the technical skills to perform the work; and
- review for other performance measures such as retention in training, training completion, job placement, etc.

This process is not applicable to intake, outreach, or those processes/assessments involved in the selection of participants.

ADDITIONAL INCLUSIONS RE. THE PROCUREMENT PROCESS ARE LISTED BELOW:

The procurement procedures apply to procurements by subrecipients and lower tier subrecipients, but not procurement made by vendors. Each agency and its subrecipients shall maintain records sufficient to detail the significant history of a

procurement and shall include, but is not necessarily limited to, the following: rationale for the method of procurement, selection of contract type, contractor selection or rejection and basis of contract type.

While the description for competitive procurements identifies all requirements which the offeror must fulfill and any other factors to be used in evaluating bids or proposals, the description should not contain features which unduly restrict competition, such as, but not limited to:

- Placing unreasonable requirements on firms or organizations in order for them to qualify to do business;
- Requiring unnecessary experience and excessive bonding;
- Noncompetitive pricing practices between firms or organizations or between affiliated companies or organizations;
- Noncompetitive awards to consultants that are on retainer contracts;
- Organizational conflicts of interest;
- Specifying only a “brand name” product instead of allowing “an equal” product to be offered, and describing the performance of other relevant requirements of the procurement;
- Overly restrictive specifications; and
- Any arbitrary action in the procurement process.

Also, written procedures shall contain the restriction that each agency and its subrecipients shall not use funds provided under WIOA to duplicate facilities or services available in the area (with or without reimbursement) from federal, state or local sources, unless it is demonstrated that the WIOA – funded alternative services or facilities would be more effective or more likely to achieve performance goals.

Conflict of Interest – Each agency and subrecipient shall maintain a written code of standards of conduct governing the performance of persons engaged in the award and administration of contracts and subgrants. To the extent permitted by State or local law or regulation, such standards of conduct will provide for penalties, sanctions or other disciplinary actions for violations of such standards by the awarding agency’s officers, employees or agents, or by contractors or their agents.

Each agency and its subrecipients shall ensure that no individual in a decision making capacity, including WDB member (whether compensated or not), shall engage in any activity, including participation in the selection, award or administration of a subgrant or contract supported by WIOA funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

- The individual,
- Any member of the individual’s immediate family,
- The individual’s partner, or
- An organization, which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization selected for award.

The officers, employees or agents of the agency making the award will neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to subagreements. States and subrecipients may set minimum rules where the financial interest is not substantial or the fit is an unsolicited item of nominal intrinsic value.

WDB conflict of interest:

A member may not vote on a matter under consideration by the local board 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 or engage in any other activity determined by the Governor to constitute a conflict of interest if so specified in the State Plan. Business sector representatives are prohibited from being an employee of a public sector organization represented on the local board, including state and local governmental agencies. These provisions should not be construed to prohibit local WDB members from training or employing WIOA participants.

Needs assessments, cost estimates, selection of procurement options, and other steps in the procurement process, except for the RFP and rebidding, apply to contract extensions or modifications. Contract extensions are not required to be re-procured by procurement options if allowed by the original RFP and Contract Agreement.

Any agency, which is a unit of government, may contract with any other unit of government on a noncompetitive process, but must be on a cost reimbursable basis.

Regarding Program Income:

Procurement shall not permit excess program income (for nonprofit and governmental entities) or excess profit (for private for-profit entities). If profit or program income is included in the price, the awarding agency shall negotiate profit or program income as a separate element of the price for each contract in which there is no price competition, and in all cases where cost analysis is performed. To establish a fair and reasonable profit or program income, consideration shall be given to:

- The complexity of the work to be performed;
- The risk borne by the contractor;
- The contractor's investment;
- The amount of subcontracting;
- The quality of the contractor's record of past performance;
- Industry profit rates in the surrounding geographical area for similar work; and
- Market conditions in the surrounding geographical area.

The offeror shall certify that, to the best of its knowledge and belief, the cost data are accurate, complete and current as submitted in their response. Should there be an extended lapse of time between the offeror's RFP response and bid award, the offeror shall recertify price to award. The offeror shall be made aware that contracts or modifications negotiated in reliance on such data should provide the awarding agency a right to a price adjustment to exclude any significant sum by which the price was increased because the contractor had submitted data that were not accurate, complete or current as certified;

Instructions that each offeror conduct and document oversight to ensure compliance with procurement standards;

Instructions that each offeror shall maintain a contract administration system which ensures that contractors perform in accordance with the terms, conditions and specifications of their contracts or purchase orders;

Instructions that offeror shall have written protest procedures to handle and resolve disputes relating to their procurements that comply with policies and procedures/systems developed by the state and agency issuing the RFP. Violations of law will be referred to the Department of Labor, Office of the Inspector General and other appropriate local and state authorities having proper jurisdiction;

In addition to the renewal statement in the RFP and contract document, the WDB SLATE may elect to include additional fund for the same services as, or if, funds are made available.

Additional items for inclusion in the contract may be added at WDB and SLATE discretion.

In addition to the statement re. Award, as previously addressed, the WDB and SLATE may also reevaluate the bids based on all applicable requirements included in these guidelines.

WIR 6 may either develop a contract separate from the procurement documents or incorporate the RFP or IFB with the proposal and the award to form a contract.

- a. RFP/Proposal/Award – The RFP or IFB is joined with the proposal and a written award to form the contract. If this method is used there will be clear statements about which supersedes in the event of conflicting language. Also, the method of award would be in the RFP or IFB.
- b. Separate Contract – If a separate contract is developed, this contract cannot waiver from the intent of the RFP or IFB, and would require all parties to sign of on it. This method will be indicated in the RFP or IFB to minimize problems in developing the contract. The following are the minimum provisions for this type of contract:
 - 1) Basic Minimum Provision – Basic minimum provisions are those terms and conditions which apply to all contracts entered into by the contracting agency, sometimes referred to as “boiler plate” language. All contracting agency and their subrecipient contract agreements shall contain:
 - a) Name – Names of all parties entering into contract agreement.
 - b) Assurances – Assurances and certifications that require compliance with applicable laws and regulations.
 - c) Issuances – Contractor issuances are a means of passing on interpretations of issuances of USDOL and DWD policy decisions,
 - d) Specified Time Period – the beginning and ending dates of the contract.
 - e) Option to Renew – Option to renew or extend contracts should: be for reasonably fiscal accountable periods of time, be stated in the original RFP or IFB and be based on written determination of satisfactory performance. The maximum contract period shall be one year with two (2) one-year renewals.

- f) Statement of Work – Description of the services to be provided or work to be performed by the contracting agency. The description should contain a precise description of the work to be performed, any pertinent quantifiable measure and clearly specified deliverables.
- g) Amount – Total dollar amount of the contract.
- h) Budget – Shows the estimated allowable expenditures by line item and funding source.
- i) Changes – Describes the method to modify any provision of the contract, which should be written and signed by all parties. Exceptions to the method must be noted (such as issuances).
- j) Reporting – List of reports required by contractor stating applicable time frame (payment or invoicing, expenditure, income, etc.), with an option to add additional reporting as necessary.
- k) Liability-Repayment- Contracting agency assumes full liability and agrees to repay all unallowable expenditures.
- l) Termination – Termination or cancellation of contract for: non-compliance with applicable laws, nonperformance or failure to make a sufficient contract progress or contractor/contracting agency convenience. Cancellations should: be in writing, state reasons/ conditions and provide best protections to either contractor or contracting agency. A time frame should be established for each termination or cancellation provision.
- m) Complaint – Explain the complaint/dispute procedures applicable to the contract agreement.
- n) Access to Records and Audit Rights – Reserves the right of the U.S. Department of Labor, the General Accounting office, Comptroller General of the United States, the State Auditor’s Office, the Department of Economic Development, the Division of Workforce Development and local agency providing funds, as well as any local authorities or their duly authorized representatives to have access to records during business hours to audit, monitor, examine or otherwise evaluate all activities, documentation and records as often as the auditors, monitors or reviewers deem necessary. Access includes any books, documents, papers or records (including computer records), of any contractor or subcontractor which are directly pertinent to charges to the program. Excerpts, transcripts and photocopies may be made. Rights shall also include timely and reasonable access to personnel for purposes of interviews and discussions related to such documents.
- o) Record Retention – Generally, three years retention from final charges to the contract or until any audits or dispute are fully settled. Retention may be expanded if local laws are more stringent.
- p) Payment and Delivery Terms – The conditions to be met before payment is made should be outlined. The conditions may supplement the termination provisions by specifying the conditions which would be considered lack of performance. Payment should be tied to the deliverables outlined in the Statement of Work.
- q) Conflict of Interest – Specify what conditions the contractor feels could result in a conflict of interest and therefore should be avoided or prohibited.
- r) Documentation of Evaluations and Progress in Training – In contracts involving training a method of documenting to the contractor that its subcontractor is making appropriate progress toward the completion of training.
- s) Compliance with WIOA – A specific clause that requires compliance with the Workforce Investment Act and the Federal Regulation on WIOA. If the contract is not using WIOA funds, it shall be tailored to the applicable federal law and

- regulations and/or applicable state law and state regulations. Additional reference may be contained in the statement of work.
- t) Provision Against Assignment – A clause should prohibit the subcontractor from assigning any interest in the contract to another agency or individual without contractor approval.
 - u) Trainer Qualifications or Project Personnel – If key personnel are extremely important for technical managerial skills or training ability, their name and/or qualifications should be listed and the Contractor should require approval for substitution or replacement.
 - v) Sanctions and Penalties – A clause providing for administrative, contractual or legal remedies in instances where contractors violate or breach contract terms, including sanctions and penalties as appropriate.
 - w) Patent Rights, Data Rights and Copyrights – A statement that the federal government and/or the state, as applicable, retains full rights, ownership and privileges of free use of any products (inventories, patents, copyrights, data reports, studies and other real or intangible property) of funds provided under the contract agreement.
 - x) Audit Requirements – A clause stating audit requirements.
 - y) Nondiscrimination and Equal Opportunity – A clause requiring the assurance of equal opportunity and nondiscrimination, as found in 29 Code of Federal Regulations (CFR) 34.20, Assurance Required; duration of obligation, covenants.
 - z) Americans with Disabilities Act Compliance – A clause requiring compliance by the agency and its subrecipients with provisions for accessibility, conditions, hiring practices, etc., as contained in the Americans with Disabilities Act of 1990, or as amended.
 - aa) Nondiscrimination and Equal Opportunity Requirements – A clause as required by 29 CFR part 34.20(a)(1) as follows: As a condition to the award of financial assistance under WIOA from the Department of Labor, the grant applicant assures, with respect to operation of the WIOA-funded program or activity and all agreements or arrangements to carry out the WIOA-funded program or activity, that it will comply fully with nondiscrimination and equal opportunity provisions of the Workforce Investment Act (WIOA) of 1998 and as/if amended including the Nontraditional Employment for Women Act of 1991; title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to, 29 CFR part 34. The United States has the right to seek judicial enforcement of this assurance.
 - bb) Inaccurate Cost Data – Where contracts are negotiated or modified in reliance of cost data supplied through the procurement process, a clause providing the awarding agency the right to a price adjustment, to exclude any significant sum by which the price was increased because the contractor had submitted data that were not accurate, complete or current as certified.
 - cc) Definition of Key Terms – If technical language is used in the contract, it should be clearly defined. Technical language includes any language which is not easily interpreted, which has multiple meanings or has a specific meaning within a profession or industry. This may be a separate section.
 - dd) Table of Contents – A table of contents allows contracts to be well organized, clearly understood and easily accessible.
- 2) Additional Provision
- a) Acceptance – Acceptance of product or performance (should state terms, who and how).

- b) Subcontracting – States if subcontracting is allowable and if the Contractor’s permission is required.
- c) Bonding – Requires bonding to meet financial standards of \$50,000 for contractors of less than \$500,000 (not to exceed the total contract), or \$100,000 for contractors of \$500,000 or more.
- d) Property Management – Outlines property management and inventory control policies and procedures; must meet DWD minimum requirements.
- e) Debarred and Suspended Parties – No agency or its subrecipients shall make any subgrants or permit any contract or subcontract at any party that is debarred or suspended or is otherwise excluded from or ineligible for participation in Federal Assistance programs.

Emergency Purchases – Emergency purchases for a situation that creates a serious and obvious threat to public health, safety or operation of the agency in executing its legal responsibilities to the public, or property in its legal care or control, as may arise by reason of flood, epidemic, illness, riot, natural disaster, accident, equipment failure or similar causes will require strict documentation of the existing emergency condition to be filed with the purchase order and invoice.

An emergency purchase will only be allowed when immediate action is necessary to resolve an extraordinary situation and the resolution of the condition receives priority over routine operations and duties of the agency.

SLATE will adhere to City of St. Louis and DWD requirements regarding emergency purchases.

Sole Source – Review and approval from DWD will be instituted before this option is utilized. All applicable rules and regulations will be followed.

Co-Purchases – Co-purchasing of equipment, regardless of cost, shall be subject to prior review and approval from DWD.

Items Exempt from Competitive Procurement Sole Source Exemption

- a. Magazines
- b. Books
- c. Periodicals
- d. Newspapers
- e. Direct Advertising space and time unless there are multiple businesses in the area able to provide the same services to the same coverage area needed and same demographics.
- f. Conferences – the cost of attending or participating is exempted. The cost of putting together a conference is not exempted.

- g. Training Sessions and Seminars – related to the individual’s profession or program.
 - h. Copyrighted Materials such as films, filmstrips, books, pamphlets, videotapes or audiotapes. (Computer software is not included in this category.) Copyrighted materials are defined as those, which are available for, purchase from only the publisher owning an exclusive copyright or from a single distributor operating under an exclusive franchise from the publisher.
 - i. Updates of computer software, which the agency already owns.
 - j. Repair services and operational supplies from original manufacturer, if such repairs/parts/services/supplies must be performed or obtained by the original manufacturer or by the manufacturer’s authorized service center, because (1) the nature of the repair, service or supplies are available only from the original manufacturer as a result of a lawful patent. or (2) the technical nature of the repair or service can only be performed by the original manufacturing process. or (3) repairs of such equipment would violate the terms of, or part of, the equipment warranty or purchase agreement.
2. Agencies eligible to acquire equipment from either State or Federal surplus property may do so without any additional procurement practices.
 3. Agencies eligible to buy off of a state contract awarded by the Division of Purchasing may do so without any additional procurement practices.
 4. Agencies may contract with DWD to provide statewide coordinated services.
 5. Agencies may contract with the State of Missouri, Department of Elementary and Secondary Education (DESE) to provide services.
 6. On-the Job Training (OJT) contracts with employers, except OJT brokering contracts, which shall be competitively selected. Specific procedures for OJT contracting have been developed by SLATE.

Attachment 13
Planning Budget Summaries

CPR

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

Funding: WIOA Youth
Grant:
Project:
CFDA: 17.259

Formula Funds

DWD Contract: 10-06-06-17

PY16 Start Date: 4/1/2016 End Date: 6/30/2018

PY16	
Youth - PY16	Total Budget: \$ 1,325,290.00
Admin	
Admin Salary/Fringe	\$ 100,000.00
Admin Other	\$ 32,529.00
Subtotal:	\$132,529.00
In-School	
IS Salary/Fringe	\$ 60,000.00
IS Other Staffing/Oper Costs	\$ 25,844.00
IS Occup Skills Trng	\$ 0.00
IS Work Experience	\$ 126,144.00
IS Work Experience Staffing	\$ 68,311.00
IS On the Job Training	\$ 0.00
IS Supportive Services	\$ 17,891.00
IS Pre-Apprenticeship Programs	\$ 0.00
IS Internships	\$ 0.00
IS Financial Literacy Education	\$ 0.00
IS Dropout Prevention and Recovery	\$ 0.00
IS Alternative Secondary School Services	\$ 0.00
IS Other Direct Part Cost	\$ 0.00
Subtotal:	\$298,190.00
In-School Summer	
ISS Salary/Fringe	\$ 0.00
ISS Other Staffing/Oper	\$ 0.00
ISS Work Experience	\$ 0.00

ISS Supportive Services	\$	0.00
Subtotal:		\$0.00
Out-School		
OS Salary/Fringe	\$	100,000.00
OS Other Staffing/Oper	\$	82,225.00
OS Occup Skills Trng	\$	0.00
OS Older Youth Individual Training Account	\$	0.00
OS Work Experience	\$	184,878.00
OS Work Experience Staffing	\$	208,734.00
OS On the Job Training	\$	0.00
OS Supportive Services	\$	83,494.00
OS Pre-Apprenticeship Programs	\$	0.00
OS Internships	\$	0.00
OS-Financial Literacy Education	\$	41,746.00
OS Dropout Prevention and Recovery	\$	0.00
OS Adult Education and Literacy Activities	\$	0.00
OS Other Direct Part Cost	\$	0.00
Subtotal:		\$701,077.00
Out-School Summer		
OSS Salary/Fringe	\$	60,000.00
OSS Other Staffing/Oper	\$	50,000.00
OSS Work Experience	\$	83,494.00
OSS Supportive Services	\$	0.00
Subtotal:		\$193,494.00
OS Budget: 75.00%		
Work Experience Budget: 56.30%		
Total:		\$1,325,290.00

CPR

**Data Entry for the month of
May 2016
St. Louis City**

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

Fomula Funds

DWD Contract: 10-06-06-17

PY16

Start Date: 7/1/2016

End Date: 6/30/2018

PY16	FY17
Dislocated Worker - PY16/FY17	
Total Budget: \$ 136,566.00	
Admin	
Admin Salary/Fringe	\$ 10,000.00
Admin Other	\$ 3,656.00
Subtotal:	\$13,656.00
Program	
Program Sal/Frng	\$ 50,000.00
Program Other Staffing Costs	\$ 17,910.00
Individual Training Account	\$ 25,000.00
On the Job Training	\$ 25,000.00
Pre-Apprenticeship	\$ 0.00
Registered Apprenticeship	\$ 0.00
Transitional Jobs	\$ 0.00
Incumbent Worker Training	\$ 0.00
Work Experience or Internship	\$ 0.00
Supportive Services	\$ 5,000.00
Subtotal:	\$122,910.00
Transitional Jobs: 0%	
Incumbent Worker Training: 0%	
Total:	\$136,566.00

CPR

**Data Entry for the month of
May 2016
St. Louis City**

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

Fomula Funds

DWD Contract: 10-06-06-17

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

PY16	FY17		
Dislocated Worker - PY16/FY17		Total Budget:	\$ 727,653.00
Admin			
	Admin Salary/Fringe	\$	52,765.00
	Admin Other	\$	20,000.00
	Subtotal:		\$72,765.00
Program			
	Program Sal/Frng	\$	350,000.00
	Program Other Staffing Costs	\$	249,888.00
	Individual Training Account	\$	25,000.00
	On the Job Training	\$	25,000.00
	Pre-Apprenticeship	\$	0.00
	Registered Apprenticeship	\$	0.00
	Transitional Jobs	\$	0.00
	Incumbent Worker Training	\$	0.00
	Work Experience or Internship	\$	0.00
	Supportive Services	\$	5,000.00
	Subtotal:		\$654,888.00
	Transitional Jobs: 0%		
	Incumbent Worker Training: 0%		
	Total:		\$727,653.00

CPR

**Data Entry for the month of
May 2016
St. Louis City**

Funding: WIOA Adult Funding

Grant:

Project:

CFDA: 17.258

DWD Contract: 10-06-06-17

Fomula Funds

PY16

Start Date: 7/1/2016

End Date: 6/30/2018

PY16	FY17		
Adult - PY16/FY17		Total Budget:	\$ 152,552.00
Admin			
	Admin Salary/Fringe	\$	12,552.00
	Admin Other	\$	2,703.00
	Subtotal:		\$15,255.00
Program			
	Program Sal/Frng	\$	55,000.00
	Program Other Staffing Costs	\$	27,297.00
	Individual Training Account	\$	25,000.00
	On the Job Training	\$	25,000.00
	Pre-Apprenticeship	\$	0.00
	Registered Apprenticeship	\$	0.00
	Transitional Jobs	\$	0.00
	Incumbent Worker Training	\$	0.00
	Work Experience or Internship	\$	0.00
	Supportive Services	\$	5,000.00
	Subtotal:		\$137,297.00
	Transitional Jobs: 0%		
	Incumbent Worker Training: 0%		
	Total:		\$152,552.00

CPR

**Data Entry for the month of
May 2016
St. Louis City**

Funding: WIOA Adult Funding

Grant:

Project:

CFDA: 17.258

DWD Contract: 10-06-06-17

Fomula Funds

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

PY16	FY17		
Adult - PY16/FY17		Total Budget:	\$ 1,045,457.00
Admin			
		Admin Salary/Fringe	\$ 84,545.00
		Admin Other	\$ 20,000.00
		Subtotal:	\$104,545.00
Program			
		Program Sal/Frng	\$ 513,000.00
		Program Other Staffing Costs	\$ 372,912.00
		Individual Training Account	\$ 25,000.00
		On the Job Training	\$ 25,000.00
		Pre-Apprenticeship	\$ 0.00
		Registered Apprenticeship	\$ 0.00
		Transitional Jobs	\$ 0.00
		Incumbent Worker Training	\$ 0.00
		Work Experience or Internship	\$ 0.00
		Supportive Services	\$ 5,000.00
		Subtotal:	\$940,912.00
		Transitional Jobs: 0%	
		Incumbent Worker Training: 0%	
		Total:	\$1,045,457.00

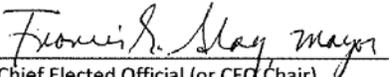
Attachment 14

STATEMENT OF ASSURANCES CERTIFICATION

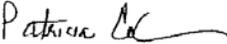
To minimize the documents attached to the Local Workforce Development Plan, the officials listed below certify through their signature that the Local Workforce Development Board has met the following requirements:

- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations, and WIOA service providers) were involved in the development of this Plan;
- Assures a written agreement has been developed between the Local Workforce Development Board and the current One-Stop Operator(s);
- Assures a written agreement has been developed between the Chief Elected Official(s) and the Local Workforce Development Board;
- Assures the Chief Elected Official(s) agree(s) with the selection of the One-Stop Operator;
- Assures the Chief Elected Official(s) authorized the designation/selection of the Local Workforce Development Area's Local Fiscal Agent; and
- Assures the Governor and his administrative staff that all Local Workforce Development Board members are nominated, and maintenance of membership over time is completed, on good faith, and actions in compliance with DWD Issuance 14-2014, "Policy for Local Workforce Development Board Membership Requirements and Certification/Recertification Procedures under the Workforce Innovation and Opportunity Act (WIOA or Act)," July 1, 2015.

The City of St. Louis Workforce Development Board certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The Board also assures that funds will be spent in accordance with WIOA and its regulations, written U.S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.



Chief Elected Official (or CEO Chair) 6-29-2016
Date



Workforce Development Board Chair 6-22-16
Date



Workforce Development Board Director 6-22-16
Date

Attachment 15

SLATE will follow the guidelines of DWD Issuance 09-2012, and will give the following information to customers.



EQUAL OPPORTUNITY IS THE LAW

It is against the law for this recipient of Federal financial assistance to discriminate on the following bases:

- Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and
- Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), 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 WIA Title I-financially assisted program or activity.

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

- Deciding who will be admitted, or have access, to any WIA 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.

WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION

If you think you have been subjected to discrimination under a WIA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

- The recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or
- The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC 20210.

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above). *The recipient must offer you alternative dispute resolution in an effort to resolve your complaint.*

If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the recipient to issue that Notice before filing a complaint with the CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).

If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with the CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

FOR INFORMATION OR TO FILE A COMPLAINT, CONTACT

<p>For Career Center services: Danielle Smith <i>danielle.smith@ded.mo.gov</i> State WIA Equal Opportunity Officer Department of Economic Development Division of Workforce Development P.O. Box 1087 Jefferson City, MO 65102 Phone (573) 751-2428 TDD/TTY: 1-800-735-2966 Fax: (573) 751-4088</p>	<p>For Unemployment Insurance services: Cornell Dillard <i>cornell.dillard@labor.mo.gov</i> Chief Human Relations Officer Department of Labor and Industrial Relations Division of Employment Security P.O. Box 1087 Jefferson City, MO 65102 Phone: (573) 751-1339</p>
---	---



Local WIA Equal Opportunity Officer:

Name: _____
Address: _____
Telephone: _____



LABOR.MO.GOV

Equal Opportunity Employer/Program
Auxiliary aids and services are available upon request to individuals with disabilities.

DWD-102 (09-12)

Attachment 16

Incumbent Worker Training Policy

DRAFT—The approved policy will be included in a following Local Plan revision.

Incumbent Worker Training

SLATE American Job Center

Type of funding- Local 20% funds for Dislocated/Adult

Targeted employers:

- Small to mid-sized companies (less than 500 employees) with corporate headquarters located locally in the Metro East (St. Louis city, St. Louis county, Madison and St. Clair counties in Illinois???).
- Industries:
 - Healthcare/Biosciences
 - Financial Services
 - I.T.
 - Advanced Manufacturing
 - Transportation/Logistics
- Business established for at least 1 year;
- Business registered in jobs.mo.gov;
- Business utilizes ‘e-verify’ on all participants;
- Cannot be a home based business;
- Maximum cost per employee?
- Has not received state Customized Training assistance in the past year?
- If anticipating lay off training needs to be able to avert the downsizing?
- Position that training is being provided for can’t be a new position? Time lapsed?

Participants in the program:

- Employees in entry level to mid level positions making at least \$10/hour (except in Healthcare industry & includes entry level management). Needs training to retain position or for promotion/salary increase.
- Employed with company for at least 6 months at 32 hours + a week.
- Not related to company owner/top management.
- Registration in jobs.mo.gov
- Can be an Apprentice (Registered Apprenticeship)?

Program information:

- Some of this training is conducted in-house by company employees. Other training is contracted out to local training providers such as community colleges and private trade schools.
- Basic readjustment services such as assessment of educational attainment and interests and aptitudes. Such as assessments for leadership aptitude.
- Training for workers may include basic education such as basic math, grammar, and English as a Second Language training, and skill training to upgrade existing skills, or to provide new skills.
- Other training possibilities: GED training and attainment, customer service, leadership assessment and development, Tackling the Tough Skills (Job retention), computer enhancement skills (MS Office or proprietary software), career counseling/career ladder development.

Procedure for setting up IWT:

Business Team will be the main team doing research and outreach, setting up, monitoring and facilitating this program. Business team will need to be educated on the various training providers and training curriculum available to businesses in the region including process, cost and time lines. Business manager will set up meetings with local training providers including workforce development departments of our 5 regional community colleges including SLU workforce organization AND private consultants (including those used by the state for Customized Training).

This training program is employer driven NOT driven by training providers or job seekers. Business Team management and staff will market to companies within the industry sectors indicated (for small to mid-sized companies). Company will be vetted based on criteria stated under targeted employers. Marketing will include presentations at Chambers, Business Networking events, individual outreach and networking.

Company will be asked what type of training would assist their company long term to either increase production, improve their current workforce, improve/enhance staff morale, or avoid downsizing. Requirements will be provided verbally and in writing. Site visit required before progressing into training. Company will be given the opportunity to provide their choice for the training (needs to provide vetting/procurement process), if a staff person is to give the training employer will need provide a bio and resume' to authenticate qualifications. Employer's contact information will not be given to training providers without their consent, this is to avoid employer being subject to a 'hard sell' training provider. All sources for indicated training interest will be provided to employer so employer can make an educated choice for their training needs.

Once training provider is chosen, billing/invoicing procedures will be supplied to both employer and training provider (verbally and in writing). Employer will also need to select and provide employee(s) full name, current salary and title of position (proof of e-verify??). Registration into data system required but will be done on site at employer location. State guidelines for registration will be followed. Start and end dates of training will be set up prior to trainee enrollment along with monitoring time lines.

Monitoring will be done monthly with both trainer, trainee, and employer to ensure quality services/training. Participant roster will be mandatory (with trainee signature) for invoicing.

According to Issuance:

Requirements for eligible incumbent worker training services:

- A wage increase OR access to company-provided benefits including healthcare for the participant within 60 days of the successful completion of training; **and**
- In-kind matching resources by the employer, such as trainee wages or leasing costs for classroom space; **and**
- Documentation
 - Of increased skills obtained by the participant, such as an industry-recognized certificate or credential, or a promotion, that correlates to the competitiveness of the job and the employer; **OR**
 - Of averting the need to lay off employees through assisting workers to obtain the skills necessary to retain employment. This must increase both a participant's and a company's competitiveness.