

# **JEFFERSON/FRANKLIN REGION**

## **TITLE I**

### **WORKFORCE INNOVATION AND OPPORTUNITY ACT**

#### **FOUR YEAR PLAN**

#### **FOR**

#### **PROGRAM YEARS**

**2020 through 2023**

2022 Updates are in **BLUE** text.

## **TABLE OF CONTENTS**

1. Local Workforce Development Board's Vision
2. Local Workforce Development Board's Goals
3. Local Workforce Development Board's Priorities
4. Local Workforce Development Board's Strategies
5. Economic, Labor Market, and Workforce Analysis
6. Economic Analysis
7. Labor Market Analysis
8. Workforce Analysis
9. Workforce Development Education and Training Activities
10. Local Workforce Development Area Profile
11. Local Facility and Information
12. Local One-Stop Partner/MOU/IFA Information
13. Sub-State Monitoring Plan
14. Local Workforce Development System
15. Alignment and Data Integration
16. Accessibility
17. Assessment of One-Stop Program and Partners
18. Chief Elected Official (CEO)
19. CEO Consortium Agreement and Bylaws
20. Local Workforce Development Board (LWDB) Membership

21. LWDB Bylaws
22. Conflict of Interest Policy
23. Local Fiscal Agent
24. Competitive Procurement
25. Duplicative Costs and Services
26. Planning Budget Summaries (PBSs)
27. Complaint and Grievance Policy / EEO Policy
28. Planning Process and Partners
29. Performance Negotiations
30. Public Comment
31. Assurances
32. Supportive Services Policy
33. Adult - Priority of Service
34. Adult / Dislocated Worker  
Training Expenditure Rate / Local Criteria for Training Recipients
35. Youth – Eligibility
36. Youth - Out of School Youth (OSY)
37. Youth- In School Youth (ISY)
38. Youth- 14 Data Elements
39. Youth- Incentive Payment Policy
40. Veterans – Priority of Service
41. Basic Skills Assessment (Testing) Policy

42. Individual Training Accounts (ITAs)
43. Individuals with Disabilities
44. Limited English Proficiency (LEP) – One-stop Services
45. Co-enrollment
46. Title II: Adult Education and Literacy (AEL)
47. Title IV: Vocational Rehabilitation / Rehabilitation Services for the Blind (VR/RSB)
48. Registered Apprenticeship / ETPS
49. Eligible Training Provider System (ETPS)
50. Follow-up Policy
51. One-Stop Service Delivery
52. Title I - Employment and Training Products and Services
53. Unemployment Insurance Claimant Services (UI)
54. On-the-Job Training (OJT)
55. Credential Attainment / WorkKeys Assessment
56. ETT Services / Layoff Aversion
57. Youth Standing Committee Requirements
58. YSC Composition / Services / Procurement of Providers / Meeting Schedule & Agenda Items
59. Youth Activities
60. Innovative Service-Delivery Projects for OSY
61. Migrant and Seasonal Farmworkers / Agricultural Employment Services
62. Employer Engagement

- 63. Services to Meet the Workforce Needs of Employers
- 64. Economic Development
- 65. Sector Strategy Initiative / Career Pathways
- 66. Business Services Plan
- 67. Missouri Re-entry Process /Ex-offender Initiative
- 68. Work-based Learning / Transitional Jobs
- 69. Certified Work Ready Communities Initiative (CWRC)
- 70. Trade Adjustment Assistance
- 71. Missouri Community Colleges
- 72. Incumbent Worker Policy
- 73. Faith-based Strategies
- 74. Regional Plans

## Attachments

1. List of Comprehensive, Affiliate, Specialized and Other Centers and One Stop Operators
2. Local One-Stop Partner Information Form
3. Memorandum of Understanding with IFA and Cost Sharing Budgets with All Partner Signatures
4. Sub-state Monitoring Plan and Policy
5. Chief Elected Officials Consortium Agreement (optional), membership and bylaws
6. Local Workforce Development Board Membership List, Standing Committees, & Certification Letter
7. Local Workforce Development Board By-Laws and Attestation Form - **Form provided**
8. Conflict of Interest Policy - Local Workforce Development Board, Staff, and Contracted Staff
9. Local Fiscal Agent
10. Financial Procurement Policy / Financial (General) Policy
11. Planning Budget Summaries (PBS)
12. Complaints and Grievance Policy – Nondiscrimination, Programmatic
13. Supportive Services Policy – General, Needs Related Payments Policy for ADLT and DW
14. Adult Employment and Training Policy (Priority of Service Policy)
15. Expenditure Rates and Training Criteria Policy (ADLT & DW)
16. Youth Barriers Eligibility Policy – OSY ISY additional assistance barrier
17. Youth Incentive Payment Policy / Youth Monitoring of Stand-Alone Programs Policy
18. Veterans Priority of Service Policy
19. Basic Skills Assessments (Testing) Policy
20. Individual Training Account (ITA) Policy & Eligibility Policy (Individualized Career Services)
21. Accessibility Policy – Persons with Disabilities
22. Accessibility Policy - Persons with Limited English Proficiency
23. Integration of Services Policy (Co-enrollment Policy)
24. Adult Education and Literacy Policy (AEL Policy)
25. VR/RSB Coordination Policy
26. Youth Apprenticeships Policy
27. ETPL Policy
28. (DW) Employment Transition Team Policy
29. Business Services Plan and Policy
30. MOU (Cooperative Agreement) between the Community College & LWDB
31. Incumbent Worker Policy
32. Regional Plans (St. Louis / KC)
33. Statement of Assurances - **Form provided**

## **OVERVIEW**

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor of each State must submit a Unified or Combined State Plan to the Secretary of the U.S. Department of Labor that outlines a four-year strategy for the State's workforce development system. The publicly funded workforce development system is a national network of Federal, State, regional, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all job-seekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy. States must have approved Unified or Combined State Plans in place to receive funding for core programs. WIOA reforms planning requirements, previously governed by the Workforce Investment Act of 1998 (WIA), to foster better alignment of Federal investments in job training, to integrate service delivery across programs and improve efficiency in service delivery, and to ensure that the workforce system is job-driven and matches employers with skilled individuals. One of WIOA's principal areas of reform is to require States to plan across core programs and include this planning process in the Unified or Combined State Plans. This reform promotes a shared understanding of the workforce needs within each State and fosters development of more comprehensive and integrated approaches, such as career pathways and sector strategies, for addressing the needs of businesses and workers. Successful implementation of many of these approaches called for within WIOA requires robust relationships across programs. WIOA requires States and local areas to enhance coordination and partnerships with local entities and supportive service agencies for strengthened service delivery, including through Unified or Combined State Plans.

# JEFFERSON/FRANKLIN REGION

## PY20-PY23 FOUR (4) YEAR PLAN

### STRATEGIC ELEMENTS

#### 1. ***Local Workforce Development Board's Vision***

***State the Board's vision for the LWDB and how this vision meets, interprets, and furthers the Governor's vision in the PY20–PY24 WIOA Missouri Combined State Plan.***

“The mission of the Jefferson/Franklin Region is to assist in the development of a skilled workforce that responds to the area’s changing labor market needs.”

“It is the vision of the Jefferson/Franklin Region to collaborate with partner agencies and other community entities to identify and secure resources to meet employer and job seeker education and training needs.”

The Local Jefferson/Franklin Region Workforce Development Board (LWDB) mission and vision meets, interprets, and furthers the Governor’s PY20-PY24 Workforce Innovation & Opportunity Act (WIOA), Missouri Combined State Plan and the President’s national workforce goals for the WIOA. The Plan emphasizes the importance of a skilled workforce to support long-term economic growth. The Jefferson/Franklin Region places high importance in the collaboration of local workforce, education, and support services partners to meet the needs of the local labor market by providing job seekers with employment opportunities and businesses with a skilled trained workforce.

#### 2. ***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 goals/priorities identified by the legislature and LWDB are:

- i. to expand access to employment, education (career pathways), training, and support services for youth and adults with barriers to employment;



- ii. to coordinate workforce investment, education, and economic development efforts among multiple agencies;
- iii. to enhance the labor-market relevance of workforce investment, education, and economic development, providing workers with skills and credentials and providing employers with a skilled workforce.
- iv. to improve the structure of, and delivery of, services through the workforce-development system;
- v. to boost the prosperity of workers and employers, the economic growth of communities, regions, and states, and overall U.S. global competitiveness;
- vi. to increase the employment, retention, and earnings of system participants, and to enlarge their attainment of postsecondary credentials, with the aim of improving workforce quality, reducing welfare dependency, increasing economic self-sufficiency, and meeting skill requirements of employers through regular review of performance-accountability measures based on primary indicators of performance to support regional economic growth and economic self-sufficiency.

### 3. **Local Workforce Development Board's Priorities**

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

The Jefferson/Franklin Region links its training investments to the Regions' targeted industry sectors and high demand occupations. Needs of employers and job seekers/workers are identified as follows:

- i. The LWDB and local community colleges identify local needs by speaking and working directly with employers. The Job Centers, Jefferson College and East Central College include area employers in meetings to determine what needs are present and how to address those needs.
- ii. Information is gathered from the Missouri Economic Research and Information Center (MERIC), and the Eligible Training Providers System (ETPS).
- iii. The LWDB also examines the 2019 State of St. Louis Workforce Report prepared by the St. Louis Community College. Research continues to support the findings reported in the previous local workforce plan submitted under WIOA. The LWDA should continue to focus efforts on advanced manufacturing, healthcare, I.T., finance and warehouse/logistics
- iv. The LWDB Business Team discusses and recommends areas of training that will benefit all area employers.
- v. The LWDB works closely with the Economic Development Director in both counties to identify the region's employment and training needs. The Jefferson County Economic Development Director sits on the LWDB.

### Business

The Region and Greater St. Louis Metropolitan Area employers are currently indicating a need for short-term training for stackable credentials, licenses or certifications and utilizing On-the Job-Training (OJT), Missouri Registered Apprenticeship Programs, and customized training for new and incumbent workers.

Jefferson College and East Central College use formative evaluation to adjust to immediate needs from

employer feedback and use summative evaluation to address major program changes. This is an ongoing process throughout the year. In addition to technical skills, businesses have indicated a need for applicants who have strong “soft skills.” “Soft skills,” include improved work ethic (including increased attendance), improved skills in developing interpersonal relationships, active listening, and conflict resolution skills. Through discussions with training providers, these “soft skills” have been included in the course curriculum.

Business and economic development cannot succeed without a trained and skilled workforce. The Job Centers in Jefferson and Franklin Counties and Workforce Investment activities, in Missouri, and nationwide, play an integral part in identifying and providing for local workforce development needs. The identified needs for the Jefferson/Franklin Region are strong technical skills in advanced manufacturing, healthcare, information technology (I.T). finance, warehouse/logistics and strong “soft skills”. These needs also apply to the Jefferson/Franklin Region and businesses in the Greater St. Louis Metropolitan Area.

### Job Seekers

After determining the workforce needs of the Region and Greater St. Louis Metropolitan Area, local community colleges play an integral role in determining what education and training courses will most benefit job seekers. Their success comes only when they produce graduates who are able to find work in the area’s identified workforce. Areas identified in the Jefferson/Franklin Region include advanced manufacturing, health care, I.T, finance, and warehouse/logistics. The LWDB and partners include access and funding for short-term training, high school equivalency, postsecondary education, life skills training, workplace readiness training, and skill-based training.

In addition to the above employment, educational and training services, The Arnold and Washington Job Centers offer customers an avenue to obtain credentials through testing provided at Missouri Job Centers. Customers can obtain a National Career Readiness Certification (NCRC) using the ACT skills certification system. The NCRC is used for screening, hiring and promotion, as well as for fulfilling training needs for existing employers.

The Arnold and Washington Job Centers also play a pivotal role in providing veteran services, one of Missouri’s top priorities. The Centers have priority services for veterans; they are served before all other customers. Veterans can request to see the Disabled Veterans Outreach Program (DVOP) staff or Local Veteran Employment Representative (LVER) at any time in the process to receive specialized services.

#### 4. **Local Workforce Development Board’s Strategies**

***Describe the Board’s strategies and goals for operation, innovation and continual improvement based on meeting requirements for the needs of businesses, job seekers and workers. Required strategies are listed below. Please describe the strategies and objectives for:***

Strategic planning for meeting the needs of businesses, job seekers, and workers is a collaborative planning process. It evolves and becomes stronger while remaining committed to its core values. Objectives articulate the knowledge and skills that are expected to be achieved.

### **Career Pathways**

The LWDB has identified advanced manufacturing, I.T., healthcare, finance, and logistics as areas to promote Career Pathways. The LWDB will utilize existing Career Pathways at local community college through traditional classroom training along with other alternative options to include apprenticeship, On-the-Job Training, or other work-based learning formats. Meaningful career pathways will help job seekers to prepare

for, obtain, maintain, and progress in a career.

### **Employer Engagement**

Engage business and industry leaders as a majority of workforce board members and work closely with Jefferson College and East Central College business and industry groups. Members of the Business Services Team and Job Center staff will attend local chamber meetings, economic development meetings, and various industry-related meetings/events to engage employers.

### **Business Needs Assessment**

The Business Services Team links with business and industry through its collaboration with local community colleges and the St. Louis Regional Plan coordination of business outreach efforts. Local needs are identified by formal and informal surveys conducted by the BusinessServices Team.

### **Alignment and Coordination of Core Program Services**

Staff aligns and coordinates services provided to customers. Staff members participate in a weekly update session in the Job Center. In addition, the region has an on-line Resource Guide that is regularly updated and is available to staff and the public.

### **Coordination with Economic Development**

Coordination with Economic Development is on-going. The LWDB promotes economic development services offered by Jefferson and Franklin Counties Economic Development agencies coordinated with other surrounding regional entities. Economic Development is represented on the Workforce Development Board. The LWDB will promote services delivered by the Jefferson/Franklin Region Economic Development agency. These services include entrepreneurial skills training and microenterprise services.

### **Outreach to Jobseekers and Businesses**

Job seekers outreach is through offering labor market information, assessments, job seeking assistance, resume preparation, workshops, career exploration, and National Career readiness certificates. The outreach also includes working with the under employed who may be interested in taking the next step on their career pathway. Hosting job fairs at times other than 9 to 5, participating in career expos.

The Jefferson/Franklin Region has a Priority of Service Policy that includes services for Veterans and their eligible spouses. Special workshops at local community colleges are utilized to provide outreach to displaced homemakers and non-traditional customers.

Business outreach is conducted through local Job Centers, Community Colleges, WDB employer representatives as well as the Business Services Team. Job Centers visit with employers to highlight upcoming events and use of the Job Centers for employer needs (interviewing, workshops, Job Fairs, etc.)

### **Access—Improvements to Physical and Programmatic Accessibility**

Job Centers promote and maintain ADA compliant physical and programmatic accessibility to increase participation by those challenged by accessibility issues. Partner reviews by the Division of Vocational Rehabilitation, Rehabilitation Services for the Blind, Next Step for Life(Jefferson County), and Missouri Goodwill Industries (Franklin County) provide important feedback for improvement in physical and program accessibility. *See Attachment 21.*

### **Customer Service Training**

Customer Service Training is required of all Job Center staff. This training is conducted at regularly scheduled

training meetings. The training includes customer confidentiality and equal opportunity policies. It also includes how to use assistive technology and how to make accommodations. Staff also have access to special on-line training delivered by the State of Missouri.

Vocational Rehabilitation conducts trainings during staff meetings with topics that may include specific disability and how staff can effectively assist a customer with that disability.

Customer service survey results are also received and reviewed with staff on a regular basis. If specific issues are identified, management will educate staff on appropriate service delivery for that issue.

### **Assessment**

Basic skills assessments for job seekers are an important step in providing appropriate services for the customer. Job Centers provide a variety of assessments for customers seeking more insight into their technical skills, strengths, and personality. These assessments determine the job seeker's ability to be successful and to prescribe remediation and/or training as appropriate.

### **Support Services**

WIOA participants will be assessed for the need for supportive services according to the local Supportive Service Policy. *See Attachment 13.* The goal for supportive services is to allow WIOA participants to continue employment and training activities that will lead to self-sufficiency.

### **Outcome measures assessment, monitoring and management**

The State of Missouri requires an annual monitoring report presented to the CLEO and LWDB members regarding compliance and performance reviews. This annual report includes Sub-State Monitoring results, compliance concerns, performance reviews, adequacy of assessments, planning of activities and services, coordination with One-Stop Delivery System partners, and customer outcomes.

Using the tools of MoJobs reports and MoPerforms, we are able to monitor and track performance to work at reaching our regions negotiated performance levels.

Regarding local compliance and monitoring staff, these staff do not have input on program process, daily program decisions, or program approvals, they are not involved in the daily interactions of program staff and program operations. Monitoring includes but is not limited to WIOA program eligibility and compliance, The Jefferson/Franklin LWDB has a goal to monitor 100% of all enrollments in every program we operate. This ensures all files are monitored for eligibility documentation and access to services.

Local Monitoring is conducted in accordance with *Attachment #4* Sub-state Monitoring Plan and Policy. Financial Audits are conducted annually by Certified Public Accountants.

## **5. Economic, Labor Market, and Workforce Analysis Sources**

*Please indicate the source of the information. 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://meric.mo.gov/about-us>*

Referenced below. [Updated information provided by OWD via MERIC \(sections 6-8\).](#)

## **6. Economic, Labor Market, and Workforce Analysis**

*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:*

- a. *Average personal income level;*

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

## **Economic Analysis**

The Jefferson-Franklin region is a relatively stable and growing region. Within the region, the two counties share similar population and economic growth trajectories and per capita incomes. They also have relatively lower poverty rates than the state or nation, as well as low unemployment rate and few mass layoffs. Together the two counties are somewhat unique within the broader St. Louis metro area. As suburban counties they are not the job centers in the same way as St. Louis City and St. Louis County but have experienced faster population growth even though that growth has not been as fast as northern suburban areas like St. Charles County. Moreover, the region differs from the other larger jurisdictions in the region as it has relatively lower per capita incomes and relatively fewer residents with high levels of educational attainment (BA+), but a relatively lower proportion of the population lives in poverty. As a result, the Jefferson-Franklin region represents a distinct sub-region within the broader St. Louis metro area.

### **a. Personal Income**

In the Jefferson Franklin Workforce Development Area (WDA), per capita personal income is below the state average of \$51,697. The per capita personal income for both counties is above \$45,000.

Personal income increased in 2020 in both the U.S. and Missouri due to an increase in transfer payments. Transfer payments reflected new government relief payments provided by the Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020, including increases in state unemployment insurance compensation and economic recovery payments to individuals.

The statewide poverty rate of working age persons, or those 18-64 years, is 8.0 percent. The poverty rate in both counties of the Jefferson Franklin WDA is less than the state average.

Name	2020 Per Capita Personal Income	Working Age Population living below poverty level	
		Number	Percentage
Missouri	\$51,697	474,886	8.0%
Franklin	\$48,108	5,478	5.4%
Jefferson	\$46,027	12,614	5.7%

Sources:

*Per Capita Personal Income - Bureau of Economic Analysis 2021*

*Poverty Level - American Community Survey-5 Year data (2015-2019)*

### **b. Barriers to employment**

Include homelessness, disability status, lower education levels, and limited proficiency with the English language. In this region, the percentage of the working age population with a disability is below the state average of 12.2 percent. The percentage of the working age population with some difficulty with the English language in Missouri is 1.1 percent. Franklin and Jefferson Counties report numbers below the state average at 0.2 percent and 0.4 percent respectively.

In Missouri, 9.4 percent of the working age population does not have a high school diploma. Both counties have a higher percentage of the working age population without a high school diploma than the state average.

Barriers To Employment									
Area	Total Population	Total Population 18-64	% of 18-64 in Population	Total Population 18-64 with less than high school diploma	% of Population 18-64 without high school diploma	Total Population 18-64 with a disability	% of Population 18-64 with a disability	Total Population 18-64 who speak English "not well" or "not at all"	% of Population 18-64 who speak English "not well" or "not at all"
Missouri	6,104,910	3,716,573	60.9%	348,975	9.4%	453,975	12.2%	42,150	1.1%
Franklin	103,191	61,985	60.1%	6,689	10.8%	7,277	11.7%	116	0.2%
Jefferson	223,951	139,049	62.1%	13,835	9.9%	15,325	11.0%	553	0.4%

Source: American Community Survey-5 Year data (2015-2019)

#### c. Employment rates for the last 5 years

The unemployment rate for the counties in the Jefferson Franklin WDA is declining after peaking in 2020 due to the COVID-19 pandemic. The unemployment rate for 2021 through September for both counties (4.0%) is below the state average of 4.3 percent.

Unemployment Rate by County - Jefferson-Franklin					
County	2017	2018	2019	2020	Thru Sept 2021
Missouri	3.8	3.2	3.3	6.1	4.3
Franklin	3.6	3.1	3.2	6.2	4.0
Jefferson	3.6	3.1	3.1	6.1	4.0

Source: Local Area Unemployment Statistics, Not Seasonally Adjusted

#### d. Major layoff events over the past 3 years and any anticipated layoffs

Permanent mass layoffs have remained relatively few over the past three years. However, in 2020 the region was impacted by several temporary closures due to the impact of the COVID-19 pandemic. Over the past three years, the Jefferson-Franklin region had one mass layoff and one permanent closure.

- 2019: 1 mass layoff resulting in 62 lost jobs
- 2020: Several temporary layoffs due to the COVID-19 pandemic.
- 2021: 1 permanent closure, Doe Run in Herculaneum, resulting in 22 lost jobs.

In 2020, the region was impacted by global Covid-19 pandemic. Many of the area's employers experienced temporary layoffs during 2020 and into 2021.

#### e. Any other factors that may affect local/regional economic conditions.

Economic and workforce data in 2020 was rapidly and significantly impacted by the COVID-19 pandemic. It is important to use some consideration in using this data, as some data sets do not yet reflect the recovery occurring in 2021.

2020-2022

The following sections review some of the region's key economic, labor market, and workforce trends. These data are drawn from a wide variety of public and proprietary sources. Public sources include the US Bureau of Economic Analysis (BEA), US Census Bureau and US Bureau of Labor Statistics (BLS). Information was also drawn from proprietary data sources such as EMSI and Burning Glass Technologies. EMSI is a nationally recognized data vendor that produces employment estimates and projections. These estimates rely heavily on publicly available sources produced by organizations like MERIC and the US Bureau of Labor Statistics.

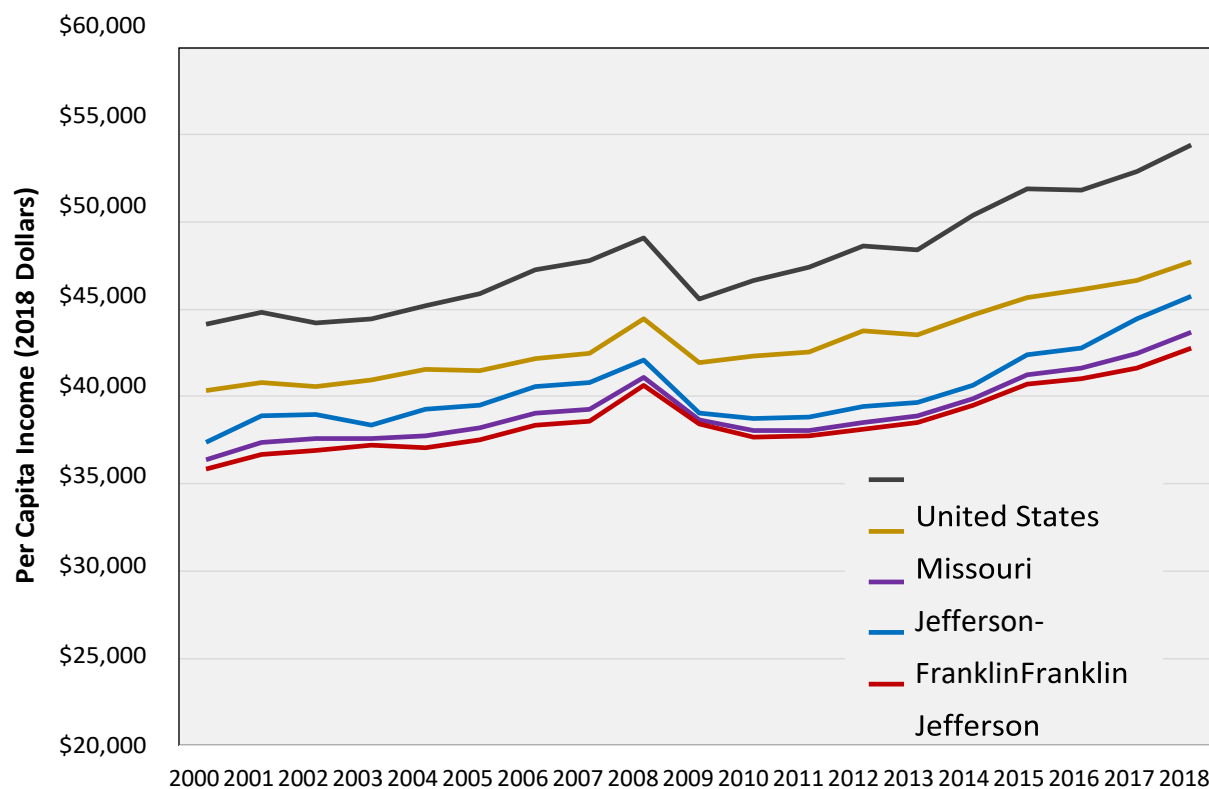


Burning Glass Technologies' Labor Insight tool provides aggregated information drawn from the online job postings. Combined, these data sources paint a picture of the region's key economic and labor market trends.

#### a. Per capita incomes lag behind the state and nation

According to the US BEA, Jefferson and Franklin counties generated about \$10 billion of output. As a result, their economies account for 3.1 percent of the state's economy and 5.4 percent of the state's population. Given the important role that manufacturing plays in the Franklin County economy, the Franklin County accounts for about 45 percent of the region's GDP, but only 32 percent of its population. BEA Per Capita Income (PCI) statistics show that PCI in the Jefferson-Franklin region was \$43,709 annually in 2018. As a result, the region's PCI was about 92 percent of the Missouri's PCI (\$47,746) and 80 percent of the nation's annual PCI (\$54,446). Within the St. Louis Metroregion, PCI in Jefferson and Franklin counties lag behind the region's larger counties—St. Louis (\$71,360) and St. Charles (\$53,745) counties. PCI growth was largely flat between 2000 and 2010 but has increased this decade. Between 2010 and 2018, PCI grew 1.8 percent annually which is slightly ahead of the state (1.5%) and consistent with the rest of the Missouri counties of the St. Louis metro area (1.8%).

#### Per Capita Incomes



Source: US Bureau of Economic Analysis

The growth of per capita incomes in Franklin County has helped raise the region's overall growth. At \$45,719, Franklin County's per capita income is still below the state and national averages, but since 2010, Franklin County's per capita income has grown faster (2.1 percent annually) than any other Missouri county in the St. Louis metro area. Much of this growth has occurred in the last few years, as since 2016 Franklin County's per capita income has grown 3.4 percent annually—a much faster rate than either the state or nation.

Per Capita Income: St. Louis, MO MSA

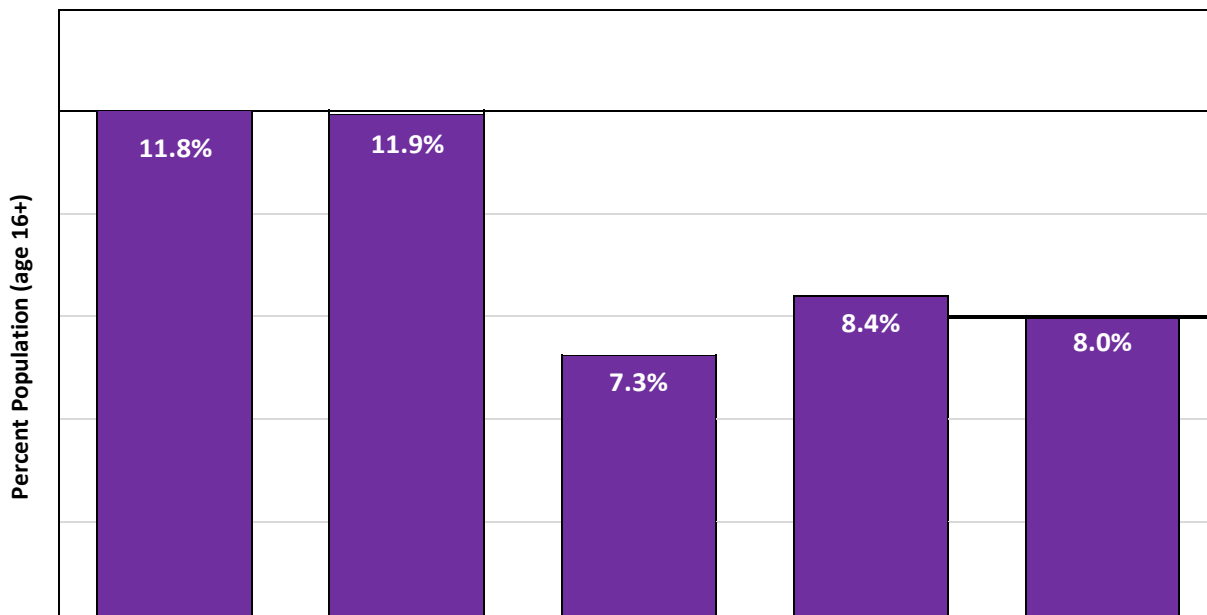
	2000	2010	2018	Annual Growth (00-10)	Annual Growth (10-18)
<b>United States</b>	<b>\$44,146</b>	<b>\$46,628</b>	<b>\$54,446</b>	<b>0.5%</b>	<b>2.0%</b>
<b>Missouri</b>	<b>\$40,321</b>	<b>\$42,346</b>	<b>\$47,746</b>	<b>0.5%</b>	<b>1.5%</b>
<b>St. Louis, MO MSA</b>	<b>\$48,603</b>	<b>\$50,802</b>	<b>\$58,713</b>	<b>0.4%</b>	<b>1.8%</b>
<b>Jefferson-Franklin</b>	<b>\$36,362</b>	<b>\$38,034</b>	<b>\$43,709</b>	<b>0.5%</b>	<b>1.8%</b>
Franklin	\$37,380	\$38,757	\$45,719	0.4%	2.1%
Jefferson	\$35,881	\$37,700	\$42,780	0.5%	1.6%
Lincoln	\$32,972	\$35,226	\$40,788	0.7%	1.8%
St. Charles	\$43,417	\$45,954	\$53,745	0.6%	2.0%
St. Louis	\$59,184	\$61,727	\$71,360	0.4%	1.8%
Warren	\$34,796	\$36,022	\$41,674	0.3%	1.8%
Washington	\$24,147	\$27,022	\$29,606	1.1%	1.1%
St. Louis City	\$36,634	\$40,893	\$47,643	1.1%	1.9%

Source: US Bureau of Economic Analysis, PCI adjusted for 2018 dollars

**b. Compared to the state and nation, relatively fewer working-age people live at or below poverty level**

According to the US Census Bureau's 2018 American Community Survey (ACS), 8 percent of the region nearly 260,000 people aged 16 and older lived-in poverty. Within the two-county region, an estimated 20,840 individuals of working age lived below the poverty line; approximately 14,890 in Jefferson County and 5,950 in Franklin County. The poverty rate for this segment of the population was slightly larger within Jefferson County (8.4 percent), than in Franklin County (7.3 percent). In spite of this, the percent of the region's working age population living in poverty was well below both the state (11.9 percent) and national (11.8 percent) levels.

**Working age population below poverty (Age 16+)**







Source: US Census Bureau, 2018 American Community Survey, S1701

### c. Working age population determined to have a barrier to employment

Over 24,000 people of working age (Ages 18-64) within the Jefferson-Franklin region have some form of disability. These disabilities may be sight, hearing, mobility, or cognitive disabilities, among others. Within the region, this population accounts for just over 12 percent of the region’s working age population. This figure is consistent with the state but is somewhat higher than the nation. There is a strong relationship with age and disability, as the percent of the disabled population increases significantly particularly once people get past age 65.

**Disability among working age population (Age 18-64)**

	People with a disability	Percent with a disability
United States	20,212,750	10.2%
Missouri	446,516	12.3%
Franklin County	7,755	12.7%
Jefferson County	16,624	12.0%
Jefferson-Franklin	24,379	12.2%

Source: US Census Bureau, 2018 American Community Survey, S1810

Missouri has a relatively older population than the nation, and this likely explains the disparity between the region and state as compared to the nation.

Physical disabilities are not the only barriers to employment. For instance, language is another barrier. However, the region’s overall population lacks diversity—it is almost 96 percent white, non-Hispanic—and as a result, very few residents do not speak English. According to the 2013-2017 ACS, less than one percent of the region’s population did not speak English as their first language.

### Economic analysis

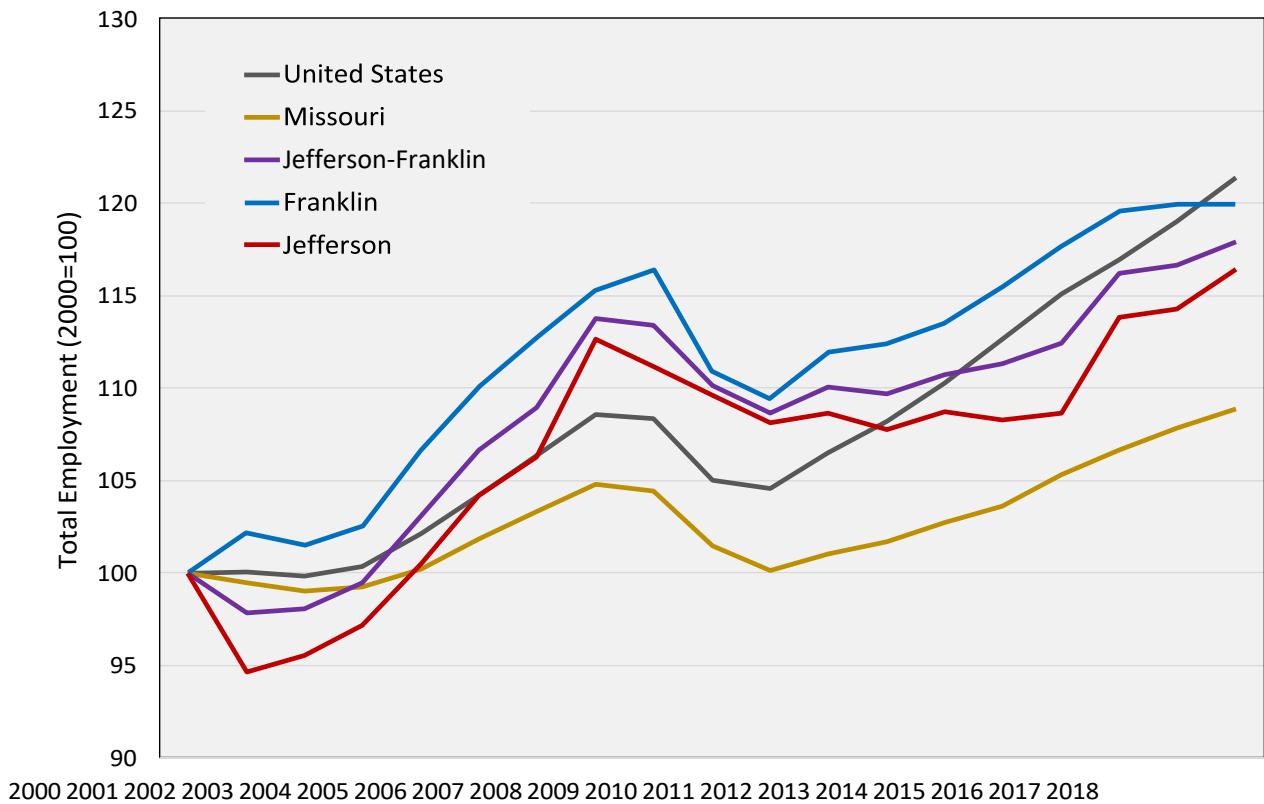
The Jefferson-Franklin region is a stable and growing region. Its population is growing faster than the state, although employment growth has been slightly below the regional average is not growing as fast as the state or some other parts of the St. Louis metro. Incomes in the region tend to lag behind other parts of the metro area, but there are also fewer relatively people living in poverty.

### Employment growth has exceeded the state, but the pace of growth has slowed since 2016.

Employment growth within the region has exceeded statewide job growth over the course of this decade. According to the US BEA, total regional employment is almost 18 percent higher than it was in 2000. By contrast, total employment statewide grew only 9 percent during the same period. Jefferson County is the larger of the two counties, and in 2018 accounted for nearly 57 percent of the region’s 130,000 jobs. That said, Jefferson County is also the slower growing county. Since 2010, Franklin County has grown 1.2 percent annually, while Jefferson County (0.9 percent annually) during the same period. Even though Franklin

County’s per capita incomes have grown significantly since 2016, its total employment growth has been relatively flat. As a result, the county is becoming somewhat wealthier, but this has not yet translated into greater job growth.

### Total Employment



Source: US Bureau of Economic Analysis

These counties possess several distinct differences not only from the Metro area’s urban core, but also from some of the other suburban and exurban counties within the St. Louis metro area. For instance, unlike St. Louis City and St. Louis County these counties are more residential in nature. Among the Missouri counties within the St. Louis MSA, Jefferson and Franklin counties account for 15.3 percent of the 2018 population, but only 8.8 percent of its employment. Moreover, the employment growth within Jefferson and Franklin counties has been slower than the metro areas other suburban and exurban counties, particularly St. Charles and Lincoln counties.

### Total employment: St. Louis, MO MSA

Source:

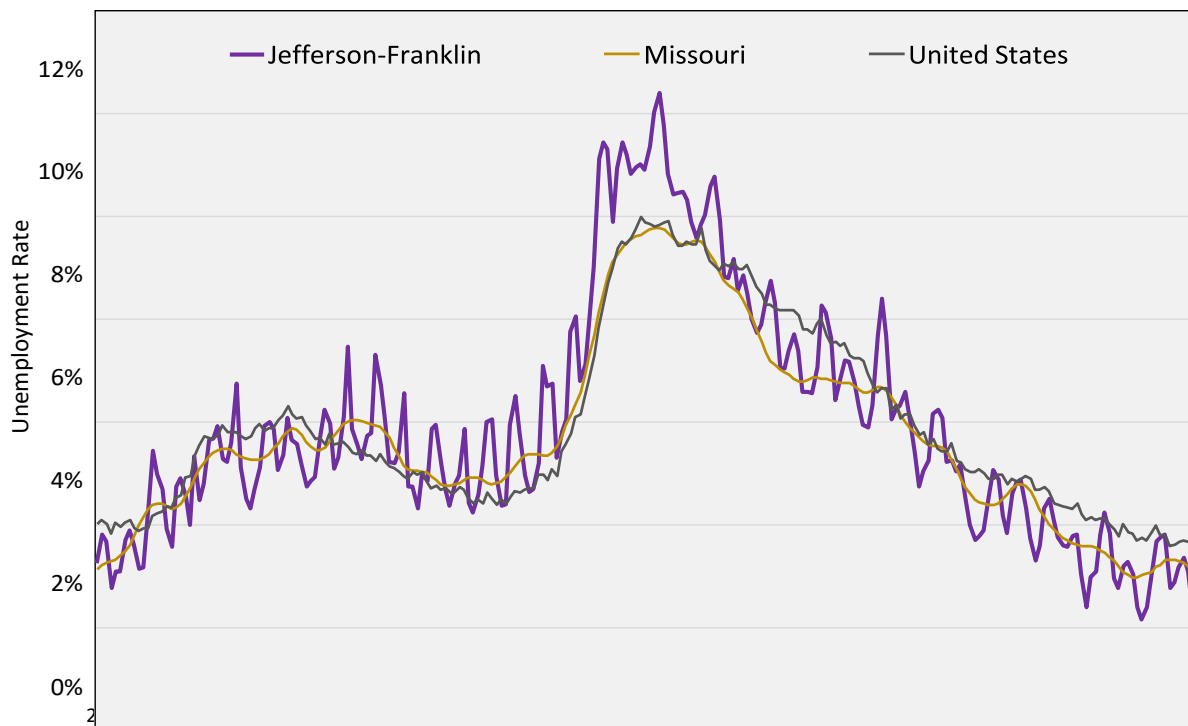
	2000 Total Employment	2010 Total Employment	2018 Total Employment	Annual Growth (00-10)	Annual Growth (10-18)
United States	165,370,800	172,901,700	200,746,000	0.4%	1.9%
Missouri	3,470,846	3,475,301	3,779,836	0.0%	1.1%
St. Louis, MO MSA	1,339,817	1,337,233	1,476,397	0.0%	1.2%
Franklin	46,420	50,781	55,669	0.9%	1.2%
Jefferson	64,161	69,367	74,697	0.8%	0.9%
Lincoln	14,087	17,067	19,943	1.9%	2.0%
St. Charles	124,433	170,602	207,251	3.2%	2.5%

St. Louis	780,505	744,860	808,585	-0.5%	1.0%
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#### d. Unemployment is lower than anytime this century

Although spiking to over 12 percent during the recession, the Jefferson-Franklin region's unemployment rate has been consistent with the State of Missouri's and St. Louis MSA's unemployment rates. Moreover, for most of the past five years, it has been lower than the national unemployment. In November 2019, the region had a preliminary unemployment rate of 2.9 percent, marking its lowest number this century. As a result, just under 5,000 people in the region's nearly 174,000-person labor force were considered unemployed.

**Unemployment in the Jefferson-Franklin region**



Source: US Bureau of Labor Statistics; State and Nation seasonally adjusted, county rates are not seasonally adjusted

**e. The region has experienced relative few major layoff events over the past three years** Mass layoffs have remained relatively few over the past two years, although in 2017 the region had a couple significant mass layoffs. Over the past three years, the Jefferson-Franklin region has had 6 mass layoff events resulting in roughly 573 lost jobs:

- 2019: 1 mass layoff resulting in 62 lost jobs
- 2018: 2 mass layoffs resulting in 80 lost jobs
- 2017: 3 mass layoffs resulting in 431 lost jobs

The largest layoff event occurred in 2017 when the customer service center Convergys in Jefferson County laid off over 300 workers. Beyond Convergys, the layoffs primarily affected manufacturers or retailers.

## Population trends also affect local and regional economic conditions

One of the key local factors affecting the region's economy is its population growth. Both Jefferson and Franklin counties are residential centers within the broader St. Louis metro area. According to the US Census Bureau's annual population estimates, both Jefferson and Franklin counties have grown 0.3 percent annually since 2010. This figure lags behind the national growth rate of 0.7 percent, it is important to remember that the St. Louis, MO region (0.2 percent annually since 2010) is a slow growth region in a slow growth state (0.3 percent annually since 2010). While Jefferson and Franklin counties have not kept up with the much faster growth occurring in places like St. Charles and Lincoln counties, they have grown while the region's urban core (St. Louis City and County) has lost population or remained flat. In fact, Jefferson and Franklin counties were two of only 39 counties within the State of Missouri that experience net population growth since 2010. This population growth is one of the contributing factors that explains why there has been, and will continue to be, job growth in the Jefferson- Franklin region's locally serving industries (e.g., healthcare, retail).

**Population: St. Louis, MO MSA**

	2000 Population	2010 Population	2018 Population	Annual Growth (00-10)	Annual Growth (10-18)
<b>United States</b>	<b>282,162,411</b>	<b>309,326,085</b>	<b>327,167,434</b>	<b>0.9%</b>	<b>0.7%</b>
<b>Missouri</b>	<b>5,607,285</b>	<b>5,995,976</b>	<b>6,126,452</b>	<b>0.7%</b>	<b>0.3%</b>
<b>St. Louis, MO MSA</b>	<b>2,029,863</b>	<b>2,110,997</b>	<b>2,144,322</b>	<b>0.4%</b>	<b>0.2%</b>
Franklin	94,050	101,453	103,670	0.8%	0.3%
Jefferson	198,937	219,110	224,347	1.0%	0.3%
Lincoln	39,196	52,702	57,686	3.0%	1.1%
St. Charles	286,218	361,798	399,182	2.4%	1.2%
St. Louis	1,016,178	998,843	996,945	-0.2%	0.0%
Warren	24,745	32,578	34,711	2.8%	0.8%
Washington	23,395	25,195	24,943	0.7%	-0.1%
St. Louis City	347,144	319,318	302,838	-0.8%	-0.7%

Source: US Census Bureau, Population and Housing Estimate, v2018

## 7. Labor Market Analysis

**Provide an analysis of the LWDA's current labor market including:**

### a. Existing Demand Industry Sectors and Occupations

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

### b. Emerging Demand Industry Sectors and Occupations

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

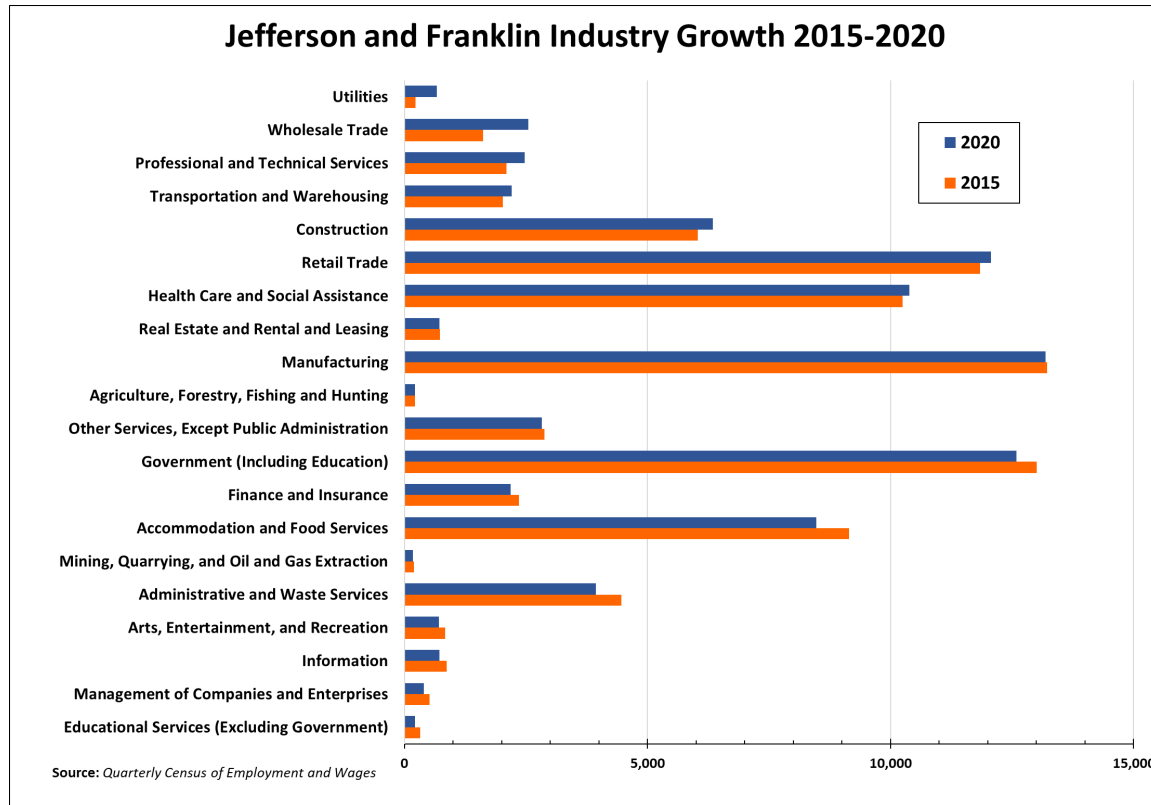
### c. Employers' Employment Needs

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.

## a. Existing Demand Industry Sectors and Occupations

### Current Industry Demand

Over time, several of the Jefferson Franklin WDA’s industries have grown steadily. The region has a compound annual growth rate of 0.04 percent over the past five-year period from 2015 to 2020, indicating the impact of the COVID-19 pandemic on the market. However, several industry groups have increased employment at a pace higher than the Jefferson Franklin WDA’s average growth rate. Those industries are *Utilities* (440 new employments at 23.8% compound annual growth rate), *Wholesale Trade* (924 at 9.4%), *Professional and Technical Services* (373 at 3.3%), *Transportation and Warehousing* (177 at 1.7%), *Construction* (302 at 1.0%), *Retail Trade* (218 at 0.4%), and *Health Care and Social Assistance* (146 at 0.3%).



## Location Quotient

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

The Jefferson Franklin WDA has two industries with LQs higher than 4, *Plastics and Rubber Products Manufacturing* (4.2) and *Machinery Manufacturing* (4.1). Other industries with high LQs are *Primary Metal Manufacturing* (3.4), *Gasoline Stations* (2.9), *Nonmetallic Mineral Product Manufacturing* (2.8), *Textile Product Mills* (2.8), *Chemical Manufacturing* (2.7), and *Fabricated Metal Product Manufacturing* (2.5).

## 2020 Jefferson Franklin Region Location Quotients

Industry	Employment	Location Quotient
Plastics and Rubber Products Manufacturing	1,718	4.2
Machinery Manufacturing	2,555	4.1
Primary Metal Manufacturing	703	3.4
Gasoline Stations	1,589	2.9
Nonmetallic Mineral Product Manufacturing	661	2.8
Textile Product Mills	167	2.8
Chemical Manufacturing	1,348	2.7
Fabricated Metal Product Manufacturing	2,021	2.5
Utilities	670	2.1
General Merchandise Stores	3,534	2.0
Repair and Maintenance	1,460	1.9
Building Material and Garden Equipment and Supplies Dealers	1,519	1.9
Mining (except Oil and Gas)	177	1.7
Paper Manufacturing	351	1.7
Miscellaneous Store Retailers	703	1.6

Source: Quarterly Census of Employment and Wages (QCEW), 2020 Annual Averages

### Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From November 2020 to October 2021, nearly 14,126 on-line job ads were placed for jobs located in the Jefferson Franklin WDA according to Emsi Burning Glass Labor Insight.

Job ads were placed for positions at every skill and education level. Missouri uses a system of **Now**, **Next** and **Later** to categorize jobs according to the typical education and experience required for success on the job. **Now** jobs typically require a high school education or less and short-term training. **Next** jobs typically require moderate to long-term training or experience or education beyond high school. **Later** jobs typically require a bachelor's degree or higher education.

**Now** occupations with the highest number of job postings include *Retail Salespersons, Customer Service Representatives, Laborers and Freight, Stock, and Material Movers, Food Preparation and Serving Workers, and Personal Care Aides*. Occupations with the most job postings in the **Next** category are *Supervisors of Retail Sales Workers, Sales Representatives, Heavy and Tractor-Trailer Truck Drivers, Production Workers, and Food Service Managers*. **Later** occupations with the highest number of job postings are *Registered Nurses, Managers, General and Operations Managers, Medical and Health Services Managers, and Computer Occupations*.

Many of the occupations with the most job postings are also appeared on the list of jobs with the highest number of projected openings through 2028. The occupations with high numbers of job postings and high numbers of projected annual openings are identified with the star.

Top Job Ads - Jefferson/Franklin			
SOC Code	Occupation Title	Online Job Postings	
NOW - Typically requires high school education or less and short-term training			
41-2031	Retail Salespersons	662	★
43-4051	Customer Service Representatives	403	★
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	324	★
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	316	★
39-9021	Personal Care Aides	260	★
43-5081	Stock Clerks and Order Fillers	211	★
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	186	★
31-1011	Home Health Aides	178	★
41-2011	Cashiers	155	★
53-3031	Driver/Sales Workers	147	
NEXT - Typically requires moderate/long-term training or experience or education beyond high school			
41-1011	First-Line Supervisors of Retail Sales Workers	406	★
41-4012	Sales Representatives, Wholesale and Manufacturing	304	★
53-3032	Heavy and Tractor-Trailer Truck Drivers	286	★
51-9199	Production Workers, All Other	241	
11-9051	Food Service Managers	239	
31-1014	Nursing Assistants	219	★
27-1026	Merchandise Displayers and Window Trimmers	197	
29-2061	Licensed Practical and Licensed Vocational Nurses	180	
49-9071	Maintenance and Repair Workers, General	162	★
31-9092	Medical Assistants	149	
LATER - typically requires a bachelor's degree or higher			
29-1141	Registered Nurses	844	★
11-9199	Managers, All Other	136	★
11-1021	General and Operations Managers	102	★
11-9111	Medical and Health Services Managers	93	
15-1199	Computer Occupations, All Other	93	
13-1071	Human Resources Specialists	86	★
41-3031	Securities, Commodities, and Financial Services Sales Agents	84	★
15-1132	Software Developers, Applications	75	★
13-2011	Accountants and Auditors	71	★
15-2031	Operations Research Analysts	69	

**Source:** Emsi Burning Glass Labor Insight, job ads between Nov. 1, 2020 - Oct. 31, 2021

★ = Top Job Openings in Now, Next and Later categories, 2018-2028 Occupational Projections for Northeast Region, MERIC

## Missouri Workforce 2021 Survey

A total of 834 Missouri companies, with five employees or more, were surveyed in June and July of 2021 to assess the state of the workforce from the employers' point of view. Companies interviewed were randomly selected from a categorized list of Missouri businesses from the Data Axle (formerly Reference USA) employer database. Of the respondents, 541 were in metro areas and the remaining 293 were in non-metro areas of the state. Companies were asked 16 questions, some with multiple parts, about hiring trends, skill needs and shortages, experience and education requirements, and the effects of COVID-19 on their businesses.

In order to gauge employment trends, employers were asked about their staffing levels and future hiring plans. When asked about employment changes over the last 12 months, nearly half (47%) said that employment levels stayed the same. A larger percentage of employers said that they increased employment in 2021 compared to 2020, however the number was still smaller than that in 2019 (25% in 2021 vs. 20% in 2020 and 32% in 2019).



Although more than a year has passed since the start of COVID-19 related shutdowns and unemployment rates have decreased at the time of this report, survey results indicate Missouri employers are still feeling effects of the pandemic. Sixty-four percent of employers who had a significant increase or decrease in employment over the last 12 months stated it was due to the pandemic. However, employers are optimistic about the future, with more than half (55%) expecting to increase employment levels over the next 12 months, the highest response since the start of this survey in 2019. This optimism was higher in metro than non-metro areas (61% metro vs. 43% non-metro).

More employers reported barriers to expanding employment than in previous years, with *shortage of workers with knowledge or skills, economic conditions, and general COVID-19 issues* topping the list. More employers also reported skill shortages in employees and applicants. To meet these shortages, employers are *hiring from outside of the local area and offering increased wages*. Employers were also much more likely to consider workforce initiatives such as *increased employee care and engagement and cross-training and knowledge transfer* than last year.

In relation to business concerns for the coming year, employers were most concerned about *attracting and retaining talent*. *Although concerns about attracting and retaining employees are prevalent, 20 percent of employers stated they would not consider hiring a justice-involved applicant.*

While employers are optimistic about expanding employment, they are having difficulty finding skilled applicants. Employers continue to cite a shortage of workers with knowledge or skills and economic conditions as the most significant barriers to expanding employment, highlighting the need to connect workers to employers.

## **b. Emerging Demand Industry Sectors and Occupation**

### Industry Projections

Industry and occupational projections are made for the entire St. Louis Region and include the counties of Franklin, Jefferson, St. Charles, St. Louis City, and St. Louis County. Since the economies and workforce are interrelated for this geography, projections are made for the five counties area, and not for the individual Workforce Development Areas.

The long-term industry projections help determine the industries that are expected to experience job growth over time. The latest round of projections are through the ten-year period ending in 2028.

The top five industries by numeric employment change are *Hospitals, Ambulatory Health Care Services, Nonstore Retailers, Professional, Scientific, and Technological Services, and Food Services and Drinking Places*.



## St. Louis Region Industry Projections 2018-2028

NAICS	Industry	Employment		2018-2028 Change	
		2018	2028	Numeric	Percent
	<b>Total All Industries</b>	<b>1,177,319</b>	<b>1,211,679</b>	<b>34,360</b>	<b>2.9%</b>
622	Hospitals	69,463	80,126	10,663	15.4%
621	Ambulatory Health Care Services	47,684	55,162	7,478	15.7%
454	Nonstore Retailers	5,157	8,828	3,671	71.2%
541	Professional, Scientific, and Technical Services	65,166	68,616	3,450	5.3%
722	Food Services and Drinking Places	88,704	92,072	3,368	3.8%
611	Educational Services	82,403	85,543	3,140	3.8%
518	Data Processing, Hosting and Related Services	6,265	9,125	2,860	45.7%
423	Merchant Wholesalers, Durable Goods	28,651	31,391	2,740	9.6%
238	Specialty Trade Contractors	34,062	36,123	2,061	6.1%
493	Warehousing and Storage	4,184	5,731	1,547	37.0%
484	Truck Transportation	10,132	11,431	1,299	12.8%
531	Real Estate	11,838	12,506	668	5.6%
488	Support Activities for Transportation	4,953	5,555	602	12.2%
999	Local Government, Excluding Education and Hospitals	36,615	37,141	526	1.4%
532	Rental and Leasing Services	4,508	5,030	522	11.6%

Source: MERIC 2018-2028 Long Term Projections

### Occupational Projections

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

Emerging occupations can be identified through projected growth openings. The following chart identifies occupations that have the highest number of annual growth openings in the region. Total openings are the sum of transfers, exits, and growth, and indicates the projected number of vacancies that businesses will need to fill each year.

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

Growth openings are projected at all education and training levels. Occupations in the table below are listed by the highest number of growth openings. **Now** occupations with the highest numbers of projected growth openings are *Personal Care Aides*, *Food Preparation and Serving Workers*, and *Home Health Aides*. **Next** occupations with the highest numbers of projected growth openings are *Cooks*, *Nursing Assistants*, and *Heavy and Tractor-Trailer Truck Drivers*. **Later** occupations with the most projected growth openings are *Registered Nurses*, *Application Software Developers*, and *Market Research Analysts and Marketing Specialists*.

St. Louis Region Highest Growth Openings 2018-2028						
Occupation	Average	Percent	Annual Openings			
	Wage	Growth	Exits	Transfers	Growth	Total
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma						
Personal Care Aides	\$23,697	35.8%	2,344	2,078	962	5,384
Combined Food Preparation and Serving Workers	\$21,393	9.2%	2,569	3,169	284	6,022
Home Health Aides	\$24,044	25.2%	322	349	134	805
Laborers and Freight, Stock, and Material Movers, Hand	\$34,692	5.0%	868	1,802	94	2,764
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$28,467	3.3%	1,008	1,162	53	2,223
Light Truck or Delivery Services Drivers	\$39,484	8.1%	262	461	49	772
Taxi Drivers and Chauffeurs	\$24,938	16.3%	168	171	47	386
Construction Laborers	\$55,532	4.3%	360	838	46	1,244
Landscaping and Groundskeeping Workers	\$31,582	4.5%	349	754	37	1,140
Industrial Truck and Tractor Operators	\$35,432	8.9%	113	312	32	457
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training						
Cooks, Restaurant	\$26,419	12.8%	656	1,091	148	1,895
Nursing Assistants	\$26,303	10.2%	819	889	147	1,855
Heavy and Tractor-Trailer Truck Drivers	\$51,681	9.9%	555	977	127	1,659
Medical Secretaries	\$36,093	13.0%	425	503	101	1,029
Medical Assistants	\$34,041	17.5%	188	342	77	607
Sales Representatives, Services, All Other	\$55,799	7.6%	279	917	69	1,265
Insurance Sales Agents	\$63,208	12.5%	213	349	68	630
Computer User Support Specialists	\$49,710	9.3%	111	383	54	548
Respiratory Therapists	\$59,274	29.8%	43	40	41	124
Insurance Claims and Policy Processing Clerks	\$42,524	6.5%	231	390	39	660
LATER - Typically requires a bachelor's degree or higher						
Registered Nurses	\$68,408	16.9%	1,007	931	564	2,502
Software Developers, Applications	\$100,502	20.1%	111	454	146	711
Market Research Analysts and Marketing Specialists	\$74,527	17.0%	132	441	88	661
General and Operations Managers	\$124,688	4.3%	406	1,277	81	1,764
Health Specialties Teachers, Postsecondary	n/a	22.6%	117	145	64	326
Computer Systems Analysts	\$91,227	7.4%	139	388	52	579
Nurse Practitioners	\$103,843	26.1%	42	72	49	163
Medical and Health Services Managers	\$116,704	15.8%	82	184	49	315
Financial Managers	\$150,198	12.7%	85	217	47	349
Information Security Analysts	\$96,768	27.8%	26	103	44	173

Source: MERIC 2018-2028 Long-Term Occupational Projections

## c. Employers' Employment Needs

### Real-Time Labor Market Data

Job ads placed by employers offer another source of information on the knowledge, skills, and certifications requested by Missouri's employers. Emsi Burning Glass Labor Insight is a data tool that spiders to over 35,000 different web sites with job ads. The information found in the ads are placed in a database that can be queried to gain insight on employer needs.

Following table lists the specialized skills, certifications, and software and programming abilities requested most frequently by employers in job ads.

Generally, in the software and programming category, Microsoft Office and its products such as Word, Excel, PowerPoint, and Access rank at the top of the list across all industries therefore, in this list, these Microsoft products have not been included as those tend to crowd the list by appearing at the top across all the industries. Industry-specific programs identified in the job ads are listed in the table.

Employer Skill Needs - Jefferson & Franklin Counties			
Industry	Specialized Skills	Certifications	Software and Programming
Retail Trade	Retail Industry Knowledge	Driver's License	Palm OS
	Customer Service	Pharmacy Technician Certification Board (PTCB)	SAS
	Sales	Certified Pharmacy Technician	Word Processing
	Merchandising	Automotive Service Excellence (ASE) Certification	Database Software
	Product Sales	Commercial Driver's License	Computer Aided Drafting/Design (CAD)
Professional, Scientific & Technical Services	Customer Service	CompTIA Security+	Linux
	Sales	Security Clearance	Python
	Scheduling	Driver's License	Oracle
	Customer Contact	Property and Casualty License	Java
	Linux	Insurance License	SQL
Transportation & Warehousing	Receiving Checks and Security Deposits	Commercial Driver's License	Enterprise Resource Planning (ERP)
	Customer Service	Driver's License	JD Edwards
	Scheduling	Department of Transportation (DOT) Medical Certification	NetSuite
	HAZMAT	OSHA Forklift Certification	Word Processing
	Mailing	Air Brake Certified	SAP
Real Estate Rental & Leasing	Customer Service	Real Estate Certification	Social Media Platforms
	Sales	Driver's License	Yardi Software
	Real Estate Experience	Property Manager Certification	Oracle
	Market Strategy	Insurance Agent Certification	Taleo
	Housing Industry Knowledge		Adobe Acrobat
Manufacturing	Repair	Driver's License	Enterprise Resource Planning (ERP)
	Forklift Operation	Workplace Hazardous Materials Information System	SAP
	Scheduling	CompTIA Security+	Software Development
	Customer Service	National Career Readiness Certificate (NCRC)	SQL
	Budgeting	Certified in Production and Inventory Management (CPIM)	Linux
Health Care & Social Assistance	Patient Care	Registered Nurse	Word Processing
	Caregiving	Driver's License	EPIC software
	Cardiopulmonary Resuscitation (CPR)	Basic Life Saving (BLS)	ICD-10
	Cleaning	Advanced Cardiac Life Support (ACLS) Certification	Supply Chain Software
	Bathing	First Aid Cpr Aed	Dentrix
Construction	Repair	Driver's License	Active Server Pages (ASP)
	Scheduling	Commercial Driver's License	Enterprise Resource Planning (ERP)
	Occupational Health and Safety	Occupational Safety and Health Administration Certification	Revit
	Plumbing	OSHA Safety 10 Hour	Computer Aided Drafting/Design (CAD)
	Cleaning	Department of Transportation (DOT) Certified	Quickbooks
Accommodation & Food Services	Customer Service	Driver's License	Lotus Domino
	Cleaning	ServSafe	Apache Groovy
	Cooking	Food Service Certification	Word Processing
	Basic Mathematics	Food Handler Certification	Data Visualization
	Restaurant Management	Commercial Driver's License	SQL
Information Technology	Sales	Driver's License	Salesforce
	Sales Goals	Commercial Driver's License	Customer Relationship Management (CRM)
	Customer Service	Occupational Safety and Health Administration Certification	Microsoft Visio
	Salesforce	Cisco Certified Network Professional (CCNP)	Fortinet
	Customer Billing	Cisco Certified Network Associate (CCNA)	Meraki

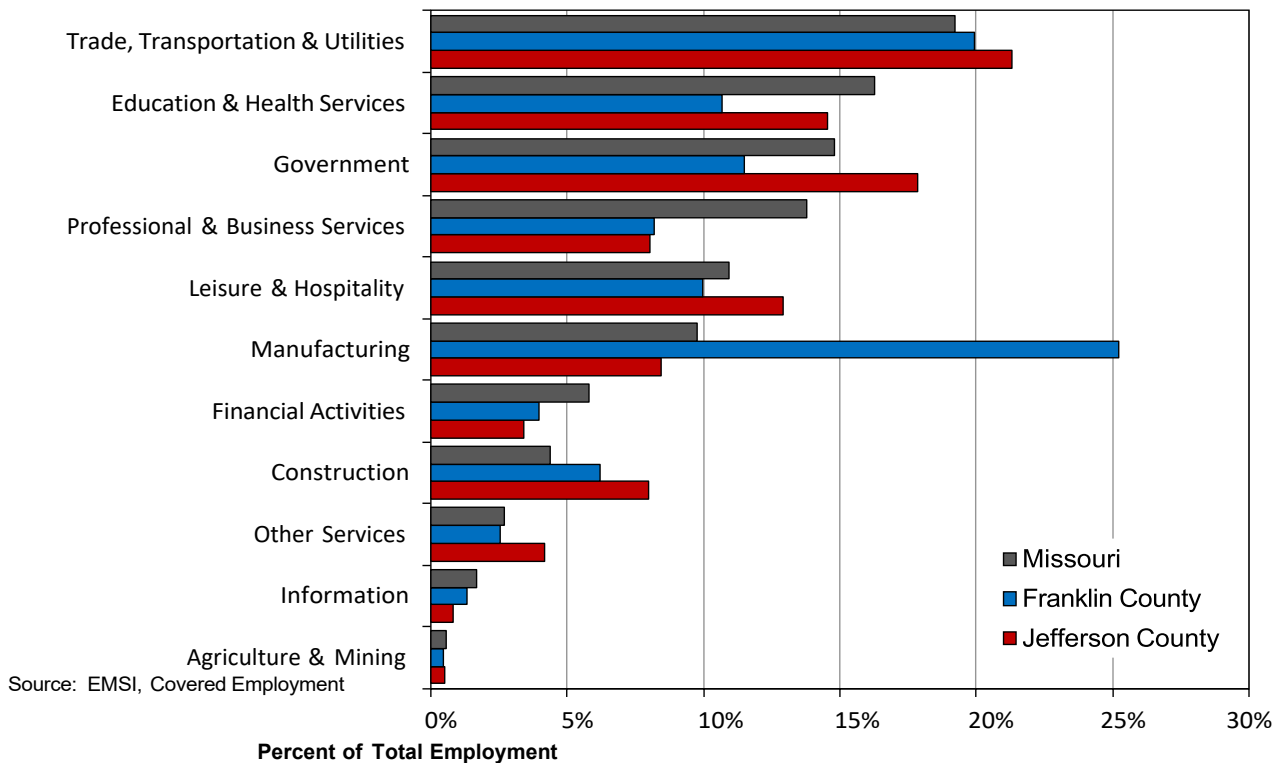
Source: Emsi Burning Glass Labor Insight, job ads between Nov. 1, 2020 - Oct. 31, 2021

## **2020-2022 Labor Market Analysis**

Given the Jefferson-Franklin's role as a primarily residential area within the broader St. Louis metro area, many of the current and emerging jobs focus around providing services to the region's growing population. Using data provided primarily from Economic Modeling Specialists International (EMSI), this section will show that much of the demand for workers can be found in regional employers in locally serving industries such as trade, transportation and utilities (including retail), education and health services, and government. These industries employment trajectories are largely determined by demographic trends such as population growth. That said, the region's manufacturing sector is foundational to the region's economic base as it involves more export-oriented activities that bring new money into the community.

## Existing Demand Industry Sectors and Occupations

Percent Employment by Sector (2018)



### Industry sector trends

- Trade, Transportation and Utilities* is the region's largest employing sector accounting for about 18,000 (21 percent) of all jobs in the region. Retail trade comprises about 70 percent of these jobs. Growth in the trade, transportation and utilities has been relatively strong over the past half-decade, as the sector added about 2,000 net new jobs between 2013 and 2018. Most of this net growth occurred in retail trade, and the retail trade industry is relatively strong in both Jefferson and Franklin counties. Although retail is a locally serving industry, retail employment is 34 percent greater than it is within the national economy; although higher in Jefferson County, both counties in the region have relatively high concentrations of retail employment. In spite of this relative strength, the challenge with retail jobs is that they tend to pay below average wages; there is no exception within the Jefferson-Franklin region as annual wages within the retail trade industry are about 68 percent (\$26,527) of the regional average (\$38,875).
- Manufacturing* is another important employing sector within the Jefferson-Franklin region. Twenty years ago, regional manufacturers accounted for over 15,000 jobs to make it the region's largest employing sector. Following the recession this figure shrunk to just over 12,000 jobs, but the manufacturing sector has shown relatively strong growth over the past five years and it now contributes almost 14,000 jobs—16 percent of all jobs. Regional manufacturers are particularly active in machinery manufacturing, plastics and rubber manufacturing and chemical manufacturing. Unlike retail trade, manufacturing does recycle money within a regional economy, but rather brings in new money to the region. Moreover, they tend to be relatively good paying jobs. Average annual wages in manufacturing are \$52,000, and therefore almost 34 percent higher than the regional average. Approximately 70 percent of the region's manufacturing jobs are in Franklin County, where 1 in 4 jobs in the county are in

manufacturing.

- *Professional and Business Services* is the region's 6<sup>th</sup> largest sector and contributes about 7,100 jobs in the region—8 percent of the total. Within this sector, the professional and technical services accounts for just over a third of the sectors total employment. This industry—which includes engineering, information, and consulting activities—grew about 25 percent between 2013 and 2018 and now employs about 2,500 people. These jobs tend to be relatively higher paying and export-oriented (bringing new money into the community). Nevertheless, they tend to concentrate in more central, urban locations. Given the region's suburban nature, these activities are relatively underrepresented. Whereas professional and technical services industries contributed to the sector's growth, job losses in industries such as call centers has slowed its overall growth since the recession. For instance, employment in the region's telephone call centers declined from 900 to 300 between 2013 and 2018.
- Beyond the sector discussed above, several other sectors are significant contributors to regional employment. For instance, *government* is the region's third largest sector employing about 13,100 workers. Roughly 90 percent of those workers are in local government (which includes public schools). *Education and health services* contributes almost 13 percent (11,200 jobs) of all jobs within the region; leading employing industries within the sector include doctor's offices and nursing care facilities. The region's *leisure and hospitality* sector generate over 10,000 jobs, most of which are in restaurants. Not surprisingly, annual wages in this sector are relatively low (\$15,100 annually) due to the disproportionate number of part-time jobs. The region's *construction* sector also contributes about 6,300 jobs. Construction employment has grown steadily since the recession but remains well below its peak of 7,300 jobs in 2008. All of these sectors tend to be locally serving. They are important sources of jobs in the region, but their economic trajectory is largely driven by changes in the region's population. Since the region has experienced steady population growth, so too have these economic sectors.

### ***Occupational trends***

Whereas the industry data allows us to understand the types of activities generating employment in the region, occupational data allows us to better understand what employers in Jefferson and Franklin counties need workers to actually do. However, industries and occupations are related, and the large and growing occupations are reflective of the region's large and growing occupations.

- Many of the region's most common occupations are in *sales and food service*, given that the Jefferson-Franklin region is a growing region with a relatively strong retail sector. Occupations such as food preparation workers, cashiers and retail salespersons each account for at least 3,000 jobs and are the region's three largest occupations. A growing population also leads to an increased demand for health services. As a result, the region has significant numbers of personal care assistants (1,750 jobs), registered nurses (1,400 jobs), and nursing assistants (1,130 jobs). Similarly, the public-school systems are also significant employers as secondary school teachers (1,130 jobs), elementary school teachers (1,120 jobs) and teacher assistants (900 jobs) are all among the 20 most common occupations with the Jefferson-Franklin county region.
- Two occupations stand out among the region's *transportation and materials moving* occupations—heavy and tractor-trailer truck drivers and hand laborers and freight, stock,

and material movers. These two occupations are among the region's 15 most common occupations. There are approximately 1,400 hand laborers and freight, stock, and material movers that support the movement of goods within the region, and the number of jobs in this occupation grew by nearly 250 net jobs between 2013 and 2018. The region also had 1,330 heavy and tractor-trailer truck drivers in 2018, an increase of almost 280 net new jobs since 2013. Although they do not need post-secondary education—truck drivers are typically required to have a commercial driver's license (CDL)—but this is nevertheless a highly demanded occupation within the region, the broader St. Louis Metro Area, the state and the nation.

- Within the region's manufacturing sector, the most common *production* occupations are first-line supervisors (615 jobs), assemblers and fabricators (595 jobs), machinists (595 jobs), and welders (465 jobs). With the exception of assemblers and fabricators, each of these occupations added at least 70 net new jobs. Although these often do not require more formal education than a high school degree, workers frequently need significant on-the-job training (more than one month). Consequently, the average wages in these occupations are close to or exceed the regional average wage of roughly \$20 per hour.
- Although fewer in number than many of the occupations listed above *computer and mathematical* occupations are nevertheless important occupations because they are good paying jobs that above average wages. As a result, they are the types of jobs capable of attracting new residents to the region. In 2018, the Jefferson-Franklin region's most common computer occupations were computer user support specialists (239 jobs), computer systems analysts (226 jobs), applications software developers (204 jobs), and network and computer systems administrators (166 jobs). Except for computer user support specialists, these jobs all required at least a 4-year degree and paid almost twice the regional average wage. Even though computer user support specialists, requires less formal post-secondary education, workers in this occupation still earn average wages that just above the regional average wage. Moreover, this occupation is an important entry point for workers seeking to pursue careers in information technology.

### **Emerging Demand Industry Sectors and Occupations**

Industry and occupation employment projections can provide some indication about the types of jobs that Jefferson and Franklin County employers will need to fill. To that end, we used the employment projections that Economic Modeling Specialists, International (EMSI) developed for Jefferson and Franklin counties. It is important to note that no one has a crystal ball, and past performance informs much of the future projection. That said, these projections can provide us with some insight about the types and scale of job opportunities that are likely to emerge over the next five years.

#### ***Future industry demand***

Manufacturing has been and will continue to be foundational to the region's economy particularly in Franklin County. Industry projections provided by EMSI show that the region's manufacturing sector is projected to add over 640 net new jobs between 2018 and 2023. During this period, the industries within the sector that are projected to grow include transportation equipment manufacturing (290 net new jobs), machinery manufacturing (155 net new jobs) and food manufacturing (100 net new jobs). Growth in manufacturing industries is important for the region's economic future because these are export-oriented activities (e.g., they

sell most of their products and services outside of the region) that bring new money into the region.

Professional, scientific, and technical services is another export-oriented industry projected to grow. Between 2018 and 2023, professional, scientific, and technical services is project to add about 425 net new jobs. Most of these gains will occur in activities such as computer systems design; management, scientific, and technical consulting services; and advertising, public relations, and related services. Growth in these industries are important in that they tend to be export-oriented industries that pay above average wages. However, it should be noted that these activities are not highly concentrated in the region as they tend to locate in more urban locations.

Beyond the export-oriented activities discussed above, much of the region's net new employment is projected to come from its more locally serving industries such as retail and healthcare. Employment trends in these activities tend to reflect the region's population trends. Given that Jefferson and Franklin counties are growing counties, it is unsurprising to see growth in these industries. For instance, healthcare and social assistance is projected to add over 900 net new jobs in the region between 2018 and 2023. Most of these jobs will be in ambulatory healthcare services (e.g., doctor's offices) and social assistance (e.g., services for elderly and people with disabilities, childcare facilities).

Retail trade is another locally serving industry projected to add jobs, as the region is projected to add roughly 870 net new jobs between 2018 and 2023; about 30 percent of this growth will be in general merchandise stores. Beyond retail, the region's food services industry is project to add roughly 300 net new jobs over the next five years. Again, this growth can be tied to the region's continued population growth.

### ***Future occupational demand***

The projected number of openings can provide insight into the types of jobs that will need to be filled in the future. The types of occupations that are projected to create job opportunities are reflective of the region's large and/or growing industries. Using 5-year projections from EMSI we can determine the average annual number of openings for each occupation, and therefore we can better understand the education required of the region's workforce. Even though 68 percent of jobs in 2018 required a high school degree or less, 77 percent of the projected annual openings between 2018 and 2023 will require this level of education.

**Occupations requiring a High School Degree or less**

SOC	Description	2018 Jobs	Project Annual Openings (18-23)	Average Hourly Earnings	Typical Entry Level Educ.	Typical OJT
35-3021	Combined Food Prep. & Serving Workers, Incl. Fast Food	3,398	649	\$9.46	No formal edu. credential	Short-term OJT
41-2011	Cashiers	3,178	620	\$10.82	No formal edu. credential	Short-term OJT
41-2031	Retail Salespersons	3,088	515	\$13.57	No formal edu. credential	Short-term OJT
35-3031	Waiters & Waitresses	1,695	342	\$9.83	No formal edu. credential	Short-term OJT
39-9021	Personal Care Aides	1,750	324	\$10.73	HS diploma (incl. GED)	Short-term OJT
53-7062	Hand Laborers & Freight, Stock, & Material Movers	1,417	214	\$15.77	No formal edu. credential	Short-term OJT
43-5081	Stock Clerks & Order Fillers	1,338	194	\$12.06	HS diploma (incl. GED)	Short-term OJT



43-6014	Sec'ys & Admin. Ass'ts, Except Legal, Medical, & Exec.	1,812	189	\$16.55	HS diploma (incl. GED)	Short-term OJT
35-2014	Cooks, Restaurant	1,095	174	\$11.24	No formal edu. credential	Moderate-term OJT
43-4051	Customer Service Representatives	1,189	157	\$16.74	HS diploma (incl. GED)	Short-term OJT

Source: Economic Modeling Specialists Int'l, 2019 Q3

That a greater proportion of openings will require less than a high school degree is not surprising, given that jobs that typically require little education tend to pay relatively low wages and therefore have higher turnover. Many of these jobs are among the region's most common occupations, such as food preparation and serving workers, cashiers, and retail salespersons.

Each of these occupations will have over 500 annual openings in the region between 2018 and 2023, and they all pay well below the regional average wage of roughly \$20/hr. Among jobs with 150 or more average annual openings and requiring a high school degree or less, only three jobs paid average hourly wages above \$15—Hand laborers and freight, stock and material movers; secretaries and administrative assistants, and customer service representatives.

By contrast, jobs requiring more education have lower turnover rates and therefore the number of openings tend to be relatively fewer. In 2018, 11.2 percent of the Jefferson-Franklin region's jobs required a 2-year degree or some college, but a slightly lower percentage—(9.6 percent)—of annual openings required a similar level of education. Among these middle-skill occupations, heavy and tractor-trailer truck drivers and nursing assistants are the two occupations projected to have more than 100 annual openings over the next five years. Job opportunities in these occupations are fewer in number than those requiring a high school degree or less, but unlike those jobs several jobs requiring some postsecondary education—heavy and tractor-trailer truck drivers, automotive service technicians and mechanics, and licensed practical nurses—pay at or above the region's average hourly wage.

**Occupations requiring more than a High School degree, but less than a 4-year degree**

SOC	Description	2018 Jobs	Project Annual Openings (18-23)	Average Hourly Earnings	Typical Entry Level Educ.	Typical OJT
53-3032	Heavy & Tractor-Trailer Truck Drivers	1,331	169	\$21.83	Postsec. nondegree award	Short-term OJT
31-1014	Nursing Ass'ts.	1,132	125	\$11.91	Postsec. nondegree award	None
25-9041	Teacher Ass'ts.	904	97	\$11.80	Some college, no degree	None
43-3031	Bookkeeping, Accounting, & Auditing Clerks	862	95	\$17.46	Some college, no degree	Moderate-term OJT
49-3023	Automotive Service Techs. & Mechanics	753	79	\$20.74	Postsec. nondegree award	Short-term OJT
31-9091	Dental Ass'ts.	228	36	\$18.36	Postsec. nondegree award	None
31-9092	Medical Ass'ts.	267	33	\$15.25	Postsec. nondegree award	None
39-5012	Hairdressers, Hairstylists, & Cosmetologists	242	32	\$13.61	Postsec. nondegree award	None
25-2011	Preschool Teachers, Except Spec. Education	300	31	\$13.76	2-year degree	None
29-2061	Licensed Practical & Licensed Voc. Nurses	394	28	\$20.63	Postsec. nondegree award	None

Source: Economic Modeling Specialists Int'l, 2019 Q3



Much like the occupations requiring an associate degree or some college, occupations requiring at least a 4-year degree have less turnover and are fewer in number but pay better. Almost 20 percent of the region's jobs are in occupations that required at least a 4-year degree, but only 13.4 percent of openings required this level of education. Among these occupations, general and operations managers had the most projected annual openings (131/year) and also pay average wages of almost \$50/hr. Other occupations requiring a 4-year degree with over 50 openings per year include teachers, accountants and auditors, and registered nurses. Nine of the ten 4-year degree requiring occupations with the most projected annual openings all paid average wages above the region average; only substitute teachers—which is often a part-time occupation—paid below average wages.

**Occupations requiring at least a 4-year degree**

SOC	Description	2018 Jobs	Project Annual Openings (18-23)	Average Hourly Earnings	Typical Entry Level Educ.	Typical OJT
11-1021	Gen. & Ops. Mgrs.	1,400	131	\$49.34	4-year degree	None
25-2021	Elem. School Teachers, Except Spec. Ed.	1,124	85	\$24.08	4-year degree	None
29-1141	Registered Nurses	1,395	84	\$30.44	4-year degree	None
25-2031	Secondary School Teachers, Except Spec. & CTE	1,129	83	\$29.22	4-year degree	None
25-3098	Substitute Teachers	536	61	\$12.98	4-year degree	None
13-2011	Accountants & Auditors	580	57	\$33.92	4-year degree	None
25-2022	Middle School Teachers, Except Spec. & CTE	730	55	\$27.73	4-year degree	None
25-1099	Postsec. Teachers	346	31	\$38.48	Doct. or prof. degree	None
13-1199	Business Operations Specialists, All Other	284	30	\$32.34	4-year degree	None
13-1071	Human Resources Specialists	287	29	\$30.62	4-year degree	None

Source: Economic Modeling Specialists Int'l, 2019 Q3

### Employers' Employment Needs

The above industry and occupational employment data and projections provide insight into longer term worker demand trends. An examination of online job postings can provide a different view of the current employment needs of regional employers. Burning Glass Technologies' Labor Insight tool provides aggregated information drawn from the online job postings from Jefferson and Franklin County employers. While not all employers advertise online and not every advertised position leads to a job, these data can provide a stronger sense about the types of positions, skills, and certifications that employers need most. In 2019, employers in the Jefferson-Franklin region posted approximately 13,300 job advertisements.

Healthcare-related industries were among the most common job advertisers in the Jefferson-Franklin region. General medical and surgical hospitals have posted over 1,500 job advertisements in 2019, more than any other industry in the region. Home health care services (130), outpatient care centers (115), and offices of other healthcare providers (100) also were leading poster of job advertisements. Among healthcare-related occupations, the most commonly advertised for included registered nurses (780 job advertisements), critical care nurses (130), Licensed practical nurses and physical therapists (130). As part of this demand for allied health professions, there is a similar demand for skills such as patient care, treatment planning, CPR and life support. Similarly, commonly sought certifications are RNs, LPNs, FirstAid and CPR, and Emergency Medical Technicians (EMTs).

As noted above, there are projected to be hundreds of openings for heavy and tractor-trailer truck drivers

between 2018 and 2023. The data provided by Burning Glass show that in 2019 show that truck drivers have been the region's most frequently advertised position within the region (3,300 advertisements). Moreover, the need for Commercial Drivers Licenses appeared in 3,230 job advertisements making it the region's most sought-after certification; standard driver's licenses were required in over 1,625 job postings.

General freight trucking was the industry with the second most job postings (1,200), but it is important to remember that workers are needed to fill driver-related occupations throughout the economy not just in the trucking industry. For instance, truck drivers were far and away the most commonly advertised jobs amongst the region's manufacturers. Regional manufacturers posted over 110 truck driving jobs in 2019. The number of production-related job postings were fewer in number, but as noted earlier not all jobs are posted online and this is particularly true in industries and places where organized labor has a stronger presence and jobs are advertised through the union hall.

Within the Jefferson-Franklin region, there have been relatively fewer information technology jobs posted this year—roughly 450. But once again, these jobs tend to be fewer in number, but higher in quality as most tend to require a 4-year degree and pay wages that far exceed the regional average. The most commonly advertised jobs were applications software developers and network and computer systems administrators. Particularly for network and computer systems administrators there is an emphasis cybersecurity, and this is reflected in the types of occupations that regional employers want applicants to possess. For instance, employers are looking for workers with security clearances, as well as CompTIA Security+ and Certified Information Systems Security Professional certifications.

## 8. **Workforce Analysis**

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

### a. **Employment and Unemployment Analysis**

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

### a. **Employment and Unemployment Analysis**

#### Population Data

The U.S. Census Bureau estimates that Missouri's population grew to over 6.1 million, up by 0.2 percent in 2020 from the previous year. In the Jefferson Franklin Workforce Development Area (WDA) over the past year, the population grew at a faster rate than the state average. The WDA region added over 2,100 residents from 2019 to 2020 and nearly 6,000 residents from 2015 to 2020.

Jefferson Franklin WDA Population Change by County				
NAME	1 Year Change 2019-2020		5 Year Change 2015-2020	
	Number	Percentage	Number	Percentage
Missouri	14,438	0.2%	79,502	1.3%
Franklin	822	0.8%	2,417	2.4%
Jefferson	1,337	0.6%	3,554	1.6%

**Source:** U.S. Census Bureau Decennial Census and Annual Estimates

#### Demographics

In both counties of the WDA, the percentage of the population in the age group of 25-34 is slightly below the state average, and the population in the age groups of 35-54 is slightly above the state average.

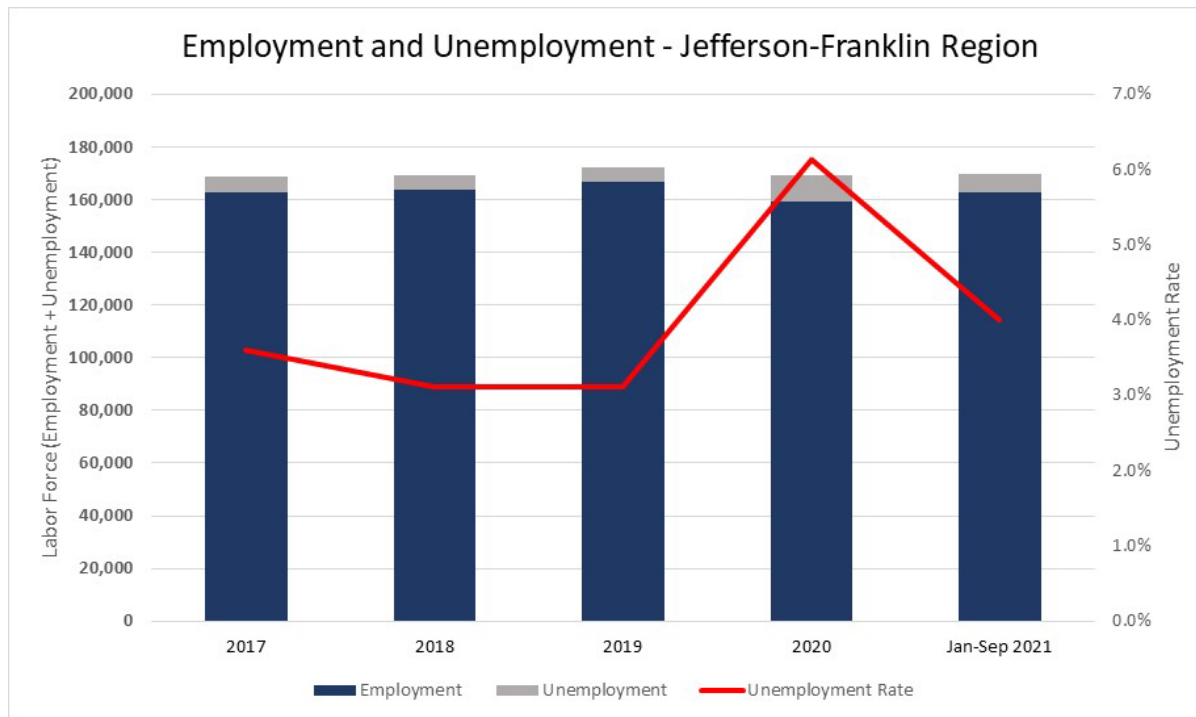
The male/female gender split is close to the state average in both counties. In In both counties male population is less than the female population. The percentage of the population in minority race categories in the Jefferson Franklin WDA is below the state average in all categories.

County	Population						Gender		Race/Ethnicity							
	Total	Under 20	20 to 24	25 to 34	35 to 54	55+	Male	Female	White	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pacific Islander	Some other race	Two or more races	Hispanic or Latino
Missouri	6,104,910	25.2%	6.8%	13.3%	24.7%	30.0%	49.1%	50.9%	82.2%	11.5%	2.0%	0.4%	0.1%	1.2%	2.6%	4.2%
Franklin	103,191	25.1%	5.6%	12.3%	25.1%	31.9%	49.9%	50.1%	96.0%	0.7%	0.5%	0.2%	0.0%	0.6%	2.0%	1.7%
Jefferson	223,951	25.5%	5.5%	12.7%	27.2%	29.0%	49.6%	50.4%	96.1%	0.9%	0.8%	0.3%	0.0%	0.1%	1.8%	2.0%

Source: American Community Survey-5 Year data (2015-2019)

### Employment and Unemployment

The number of Jefferson Franklin WDA’s residents in the labor force has remained relatively steady over the past five years at close to 169,000. The unemployment rate for the region jumped to 6.1 percent in 2020 as a result of COVID-19 pandemic. However, the data collected through September 2021 shows the sign of recovery with unemployment rate decreasing to 4.0 percent.



Source: Local Area Unemployment Statistics (LAUS)

### Labor Force Participation

The labor force is the sum of employed and unemployed persons. The labor force participation rate is the labor force as a percent of the civilian population 16 years and older. Using American Community Survey 5-year data through 2019, Missouri’s labor force participation rate is 62.5 percent. In comparison, the rate for the Jefferson County is at 65.8 percent and the rate for Franklin County is 64.0 percent.

## b. Labor Market Trends

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

### Top Growing Occupations

Industry and occupational projections are made for the entire St. Louis Region and include the counties of Franklin, Jefferson, St. Charles, St. Louis City, and St. Louis County. Since the economies and workforce are interrelated for this geography, projections are made for the five counties area, and not for the individual Workforce Development Areas.

Over the long term, industry needs for certain occupations grow while for others decline. A trained and ready workforce is needed to fill employer demand and offer job seekers bright prospects of employment.

Long-term projections are produced in each state in conjunction with the Bureau of Labor Statistics. Since economies vary throughout the state, projections are also generated for the state and 10 regions and provide insight on the occupations that are growing and declining. The total number of openings account for three different types of vacancies - **exits**, **transfers**, and **growth**. **Exits** occur as individuals leave the workforce for reasons such as retirement. **Transfers** occur as a person leaves an occupation to work in a different occupation. **Growth** simply means that more people are needed to work in the occupation. No matter the reason for the vacancy, skilled workers are needed to fill the job openings.

Missouri adds value to the standard projections template by including the ACT Workkeys Assessment Levels typically required for success in each of the 800+ occupations. Since most of Missouri's counties participate in the Certified Work Ready Communities program, the levels help those researching careers find good options based on their personal assessment.

Missouri uses a system of **Now**, **Next** and **Later** to categorize the occupations according to the training and education typically required for success on the job. **Now** occupations typically require a high school education or less along with short-term training. **Next** occupations typically require moderate to long-term training or experience and/or education beyond high school. **Later** occupations typically require a bachelor's degree or higher.

While long-term projections offer a solid understanding of longer-term employer needs, job ads placed by employers help in recognizing the current needs of employers. When projections predict a high number of future openings and job ads show current demand for the same occupation, the occupation may be a good career possibility.

The table below displays the top five jobs by the number of projected openings for the 10-year projection period through 2028 in the **Now**, **Next** and **Later** categories for the region. The flame beside some of the occupations represents "hot jobs" determined by the number of job ads placed by employers.

The **Now** occupations with the most annual job openings are *Food Preparation and Serving Workers* (6,022), *Personal Care Aides* (5,384), *Cashiers* (4,198), *Retail Salesperson* (4,045), and *Waiters and Waitresses* (3,580). A main reason for the high number of openings in these occupations is transfers and exits.

Occupations with the highest number of annual openings in the **Next** category are *Secretaries and Administrative Assistants* (2,474), *Cooks* (1,895), *Nursing Assistants* (1,855), *Heavy and Tractor-Trailer Truck Drivers* (1,659) and *Bookkeeping, Accounting, and Auditing Clerks* (1,376).

**Later** occupations with the highest number of annual openings are *Registered Nurses* (2,502), *General and Operations Managers* (1,764), *Accountants and Auditors* (1,203), *Business Operations Specialists* (743), and *Application Software Developers* (711).

Many high demand occupations correspond directly with the high growth industry groups in the greater St. Louis Region, such as *Health Care* and *Food Services/Drinking Places*. Other high demand occupations cross many industry groups, like *Cashiers*, *Bookkeeping and Accounting Clerks*, *General and Operations Managers*, and *Accountants and Auditors*.

St. Louis Region Occupational Projections 2018-2028							
Occupation	2018	2028	Exits	Annual Openings		Total	Average Wage
	Employment	Employment		Transfers	Growth		
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma							
Combined Food Preparation and Serving Workers 🔥	30,802	33,644	2,569	3,169	284	6,022	\$21,393
Personal Care Aides	26,912	36,536	2,344	2,078	962	5,384	\$23,697
Cashiers	23,903	22,305	2,062	2,296	-160	4,198	\$23,153
Retail Salespersons 🔥	31,298	28,254	1,711	2,638	-304	4,045	\$29,685
Waiters and Waitresses 🔥	18,932	18,661	1,304	2,303	-27	3,580	\$21,808
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training							
Secretaries and Administrative Assistants 🔥	26,049	23,215	1,262	1,495	-283	2,474	\$38,223
Cooks, Restaurant	11,607	13,091	656	1,091	148	1,895	\$26,419
Nursing Assistants 🔥	14,506	15,979	819	889	147	1,855	\$26,303
Heavy and Tractor-Trailer Truck Drivers 🔥	12,836	14,104	555	977	127	1,659	\$51,681
Bookkeeping, Accounting, and Auditing Clerks	13,016	12,128	765	700	-89	1,376	\$40,668
LATER - Typically requires a bachelor's degree or higher							
Registered Nurses 🔥	33,480	39,121	1,007	931	564	2,502	\$68,408
General and Operations Managers 🔥	18,980	19,790	406	1,277	81	1,764	\$124,688
Accountants and Auditors 🔥	12,347	12,708	353	814	36	1,203	\$78,752
Business Operations Specialists, All Other	7,199	7,547	200	508	35	743	\$76,895
Software Developers, Applications 🔥	7,292	8,754	111	454	146	711	\$100,502
🔥 Flame icon indicates occupations with high numbers of job ads between 01 NOV 2020 and 31 OCT 2021							
Sources: MERIC Long-Term Occupational Projections 2018-2028 and Emsi Burning Glass Labor Insight							

🔥 Flame icon indicates occupations with high numbers of job ads between 01 NOV 2020 and 31 OCT 2021

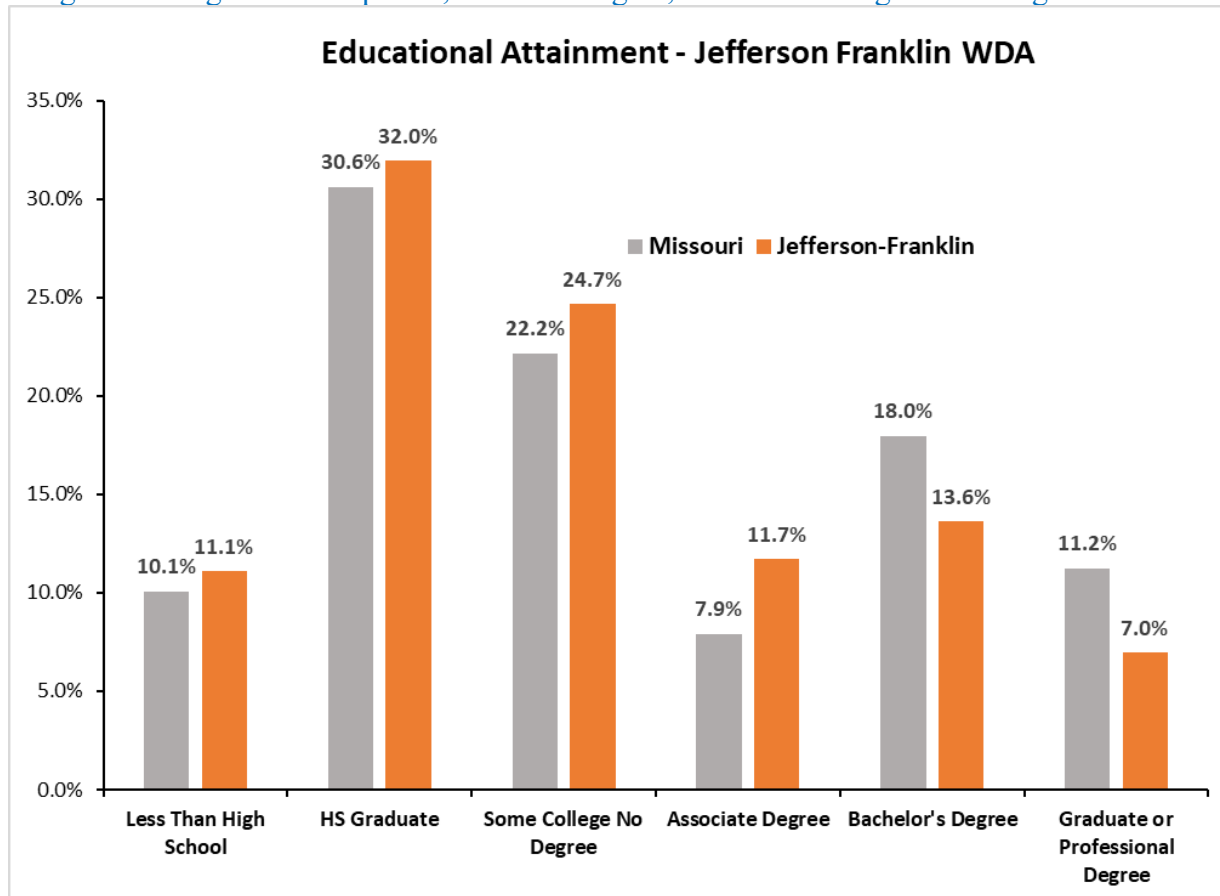
Sources: MERIC Long-Term Occupational Projections 2018-2028 and Emsi Burning Glass Labor Insight

## C. Education and Skill Levels of the Workforce.

### Educational Attainment

Educational attainment is a measure of the highest level of education obtained by individuals age 25 and up, or the population generally in the workforce. Eighty-nine percent of Missouri's population age 25 and over is a high school graduate or higher. About 18 percent hold a bachelor's degree and 11 percent hold a graduate or professional degree.

In the Jefferson Franklin WDA, the educational attainment rates for individuals are higher than the state average in the categories of high school diploma, associate degree, and some college but no degree.



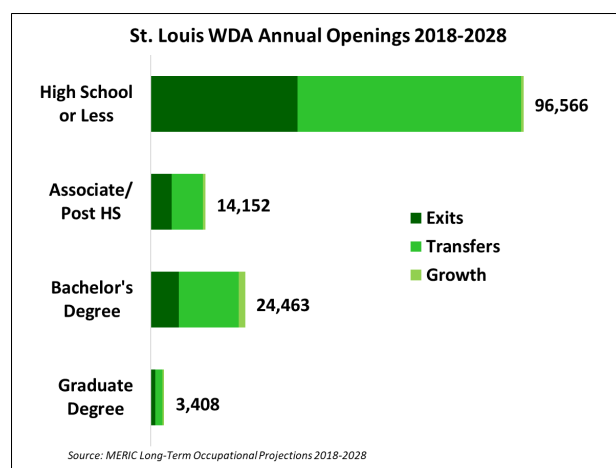
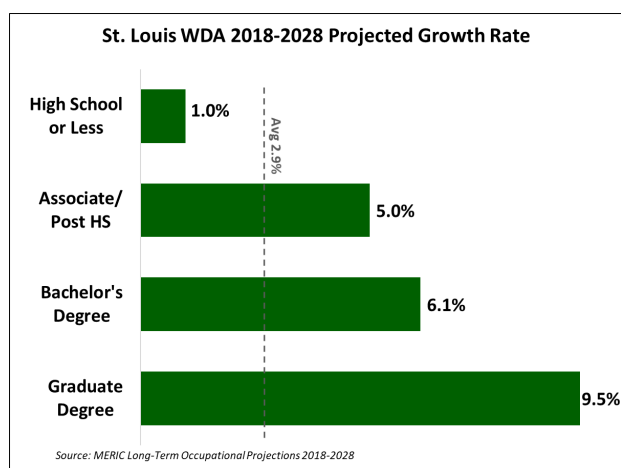
## Occupational Projections

Occupational projections are made for the entire St. Louis Region and include the counties of Franklin, Jefferson, St. Charles, St. Louis City, and St. Louis County. Since the economies and workforce are interrelated for this geography, projections are made for the five counties area, and not for the individual Workforce Development Areas.

Long-term projections are used to identify the fastest growing occupations, as well as occupations with a high number of openings through 2028 in the entire St. Louis region.

The growth rate of an occupation measures the percentage of job growth by an occupation between the base year and projected year. Occupations requiring a graduate degree are projected to have the fastest growth rate (9.5%), followed by occupations requiring a Bachelor's degree (6.1%).

Long-term projections also present data on expected job openings for each occupation through 2028. Openings in an occupation can occur due to an occupation growing, workers moving into a different occupation, or workers leaving the workforce entirely. No matter the reason, qualified individuals are still needed to fill job vacancies. Most openings will be in entry-level jobs, mostly due to high turnover rates as workers either transfer to other occupations or leave the workforce.



## **d. Skill Gaps**

### Missouri Workforce 2021 Survey

Missouri has more than 200,000 payroll employers who provide jobs for 2.6 million people. Approximately 2.19 million of Missouri's jobs are in metro areas, while the remaining work in non-metro locations. Metropolitan areas, such as Kansas City, St. Louis, Joplin, and Springfield are spread across Missouri. These areas represent larger urban cities and adjacent counties with strong commuting ties. This 2021 survey looked at both metro and non-metro employers to understand key similarities or differences that may help inform workforce or economic development decisions.

A total of 834 Missouri companies, with five employees or more, were surveyed in June and July of 2021 to assess the state of the workforce from the employers' point of view.

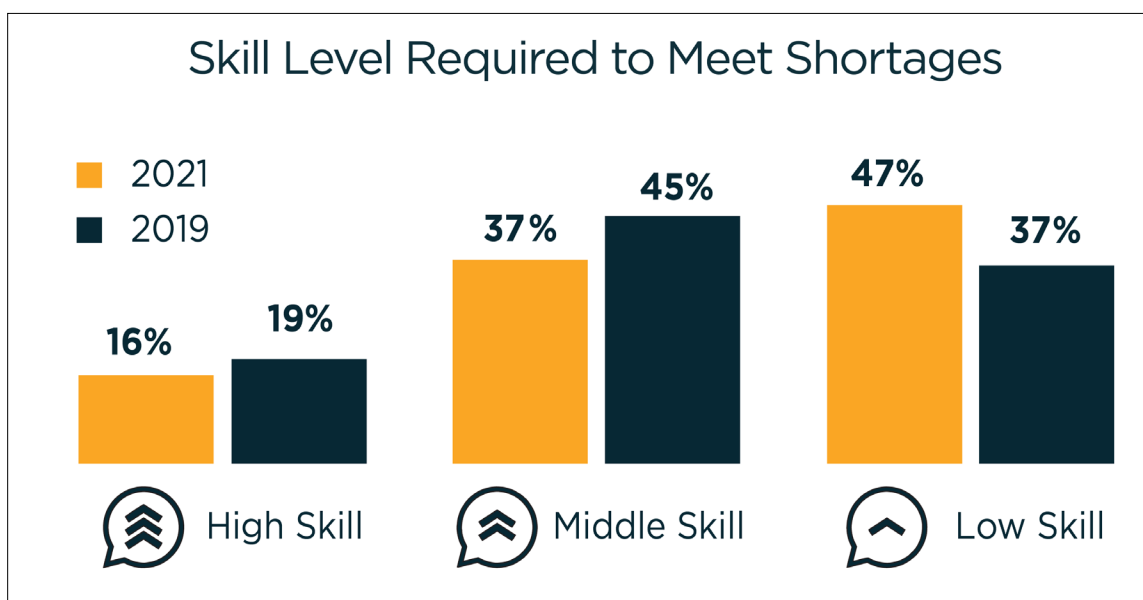
A few key themes from the survey:

- Fifty-five percent of employers plan to expand employment over the next 12 months.
- The top barrier to expanding employment is a *shortage of workers with knowledge or skills*, which increased significantly from previous years, from 47 percent in 2019 and 2020, to 60 percent in 2021.

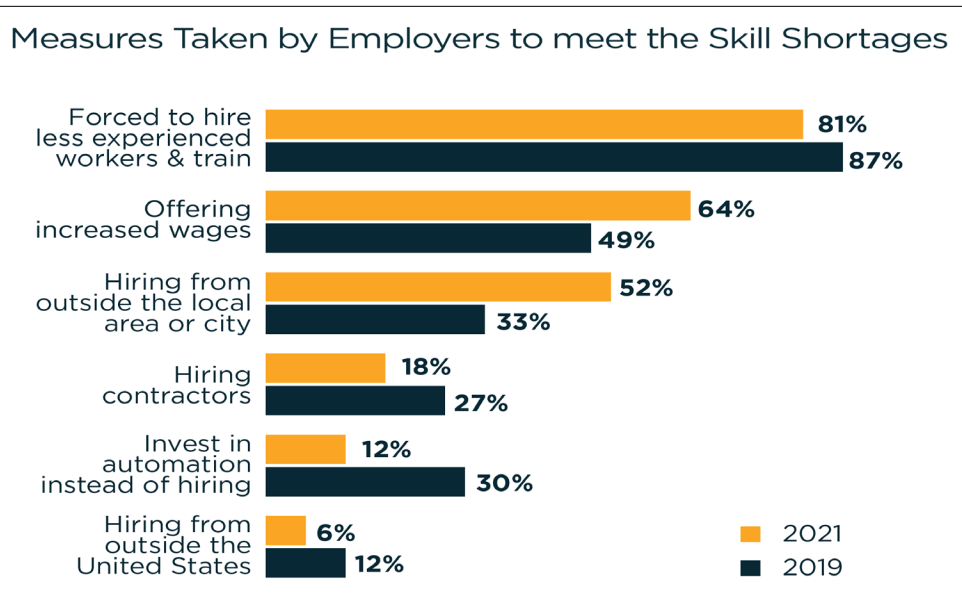


- *Poor work habits* was the most frequently cited shortcomings, along with *lack of critical thinking*, *lack of general business or industry knowledge*, and *lack of communication or interpersonal skills*.
- Shortcomings of skilled applicants were higher in 2021 than previous years, particularly in *Skilled Trades*, where 72 percent of employers reported a shortage in 2021 compared to 60 percent in 2020 and 49 percent in 2019.
- Employers in 2021 were more likely to *hire from outside the local area* (52% in 2021 vs. 33% in 2019) and *offer increased wages* (64% in 2021 vs. 49% in 2019) to meet skill shortages.
- The top business concerns looking forward are *attracting or retaining talent*, *financial impacts on operations*, and *supply chain disruptions*.

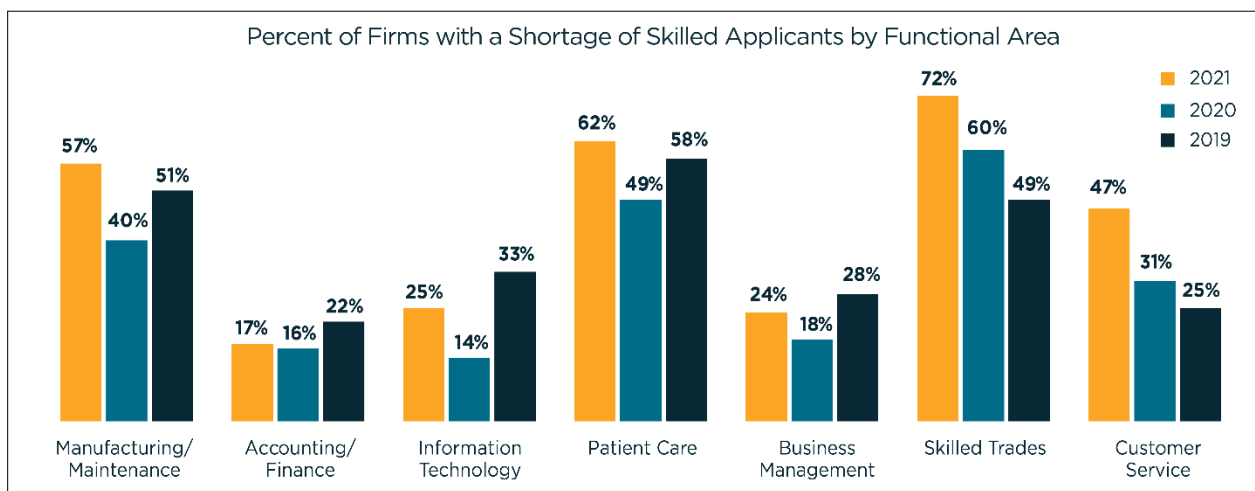
Sixty-eight percent of employers reported they had a shortage of skilled applicants. When asked last time in 2019, only 28 percent of employers reported a shortage of skilled applicants. In 2021, most of the shortages were in *low-skill jobs* (47%), whereas *middle-skill* was the level with the most shortages in 2019 (45%).



To address skills shortages, 81 percent of employers acknowledged hiring less experienced workers than preferred and needing to train them. Employers in 2021 were also more likely to *hire from outside the local area* (52% in 2021 vs. 33% in 2019) and *offer increased wages* (64% in 2021 vs. 49% in 2019) to meet the shortages. Fifty-nine percent of non-metro employers said they would *hire from outside the local area* compared to 47 percent in metro areas. In all other measures, however, responses were similar regardless of geography.



From skilled trades to administration, companies employ workers in a variety of areas with different functional work tasks and duties. In 2021, the number of employers who reported a shortage of skilled applicants in functional areas increased when compared to reported shortages in 2020 and 2019. The *Skilled Trades* functional area has had a steady increase in the shortage of skilled applicants each year of the survey, increasing from 49 percent in 2019 to 72 percent in 2021.

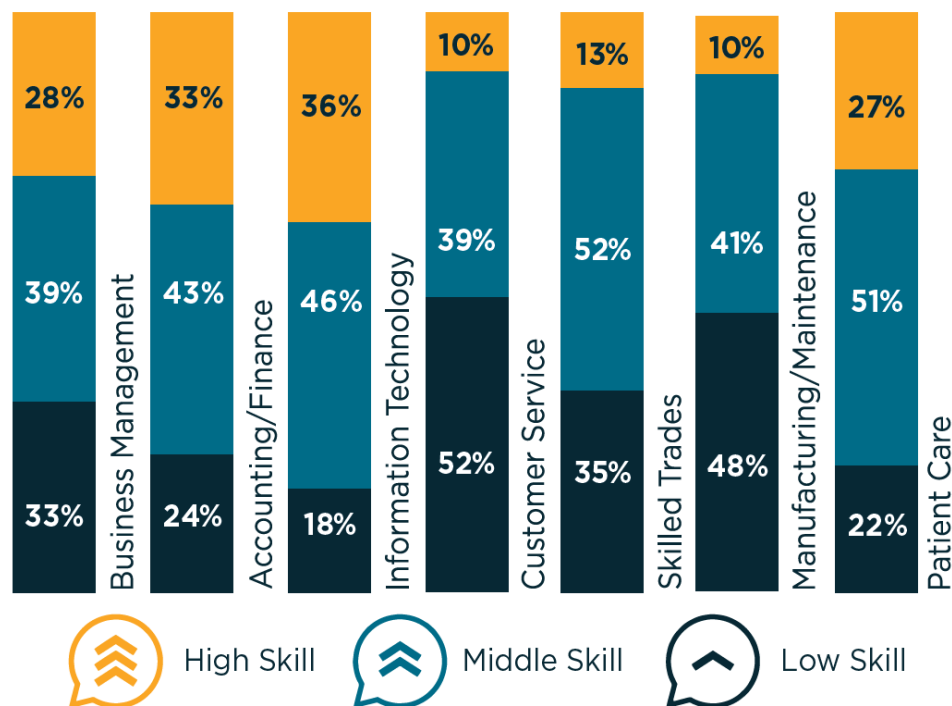


Employers identified the skill level needed to meet applicant shortcomings in each functional area. These levels were described as *low skill* – requiring high school or less, *middle skill* – requiring education beyond high school but less than a four-year degree, and *high skill* – requiring a four-year degree.

Middle-skill jobs had the highest shortages in most areas, with the exception of *Customer Service* and *Manufacturing/Maintenance*.

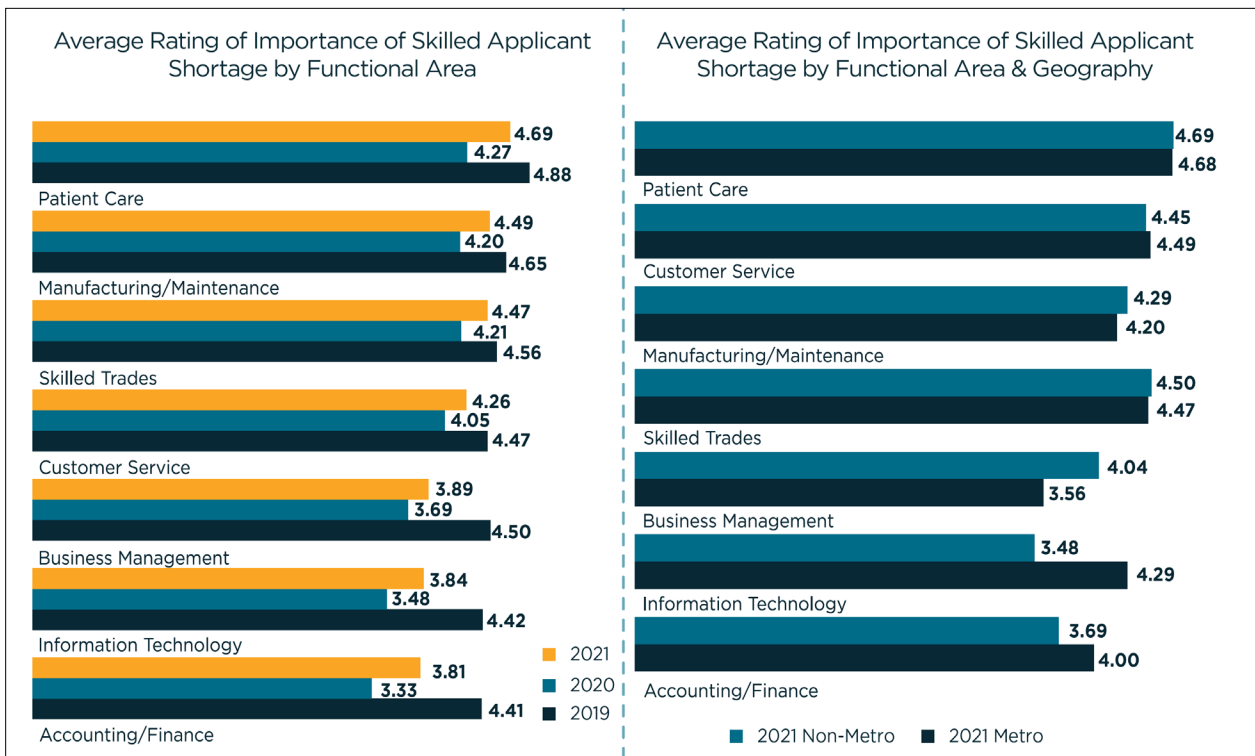


## Skill Levels Required to Meet Shortages (2021)

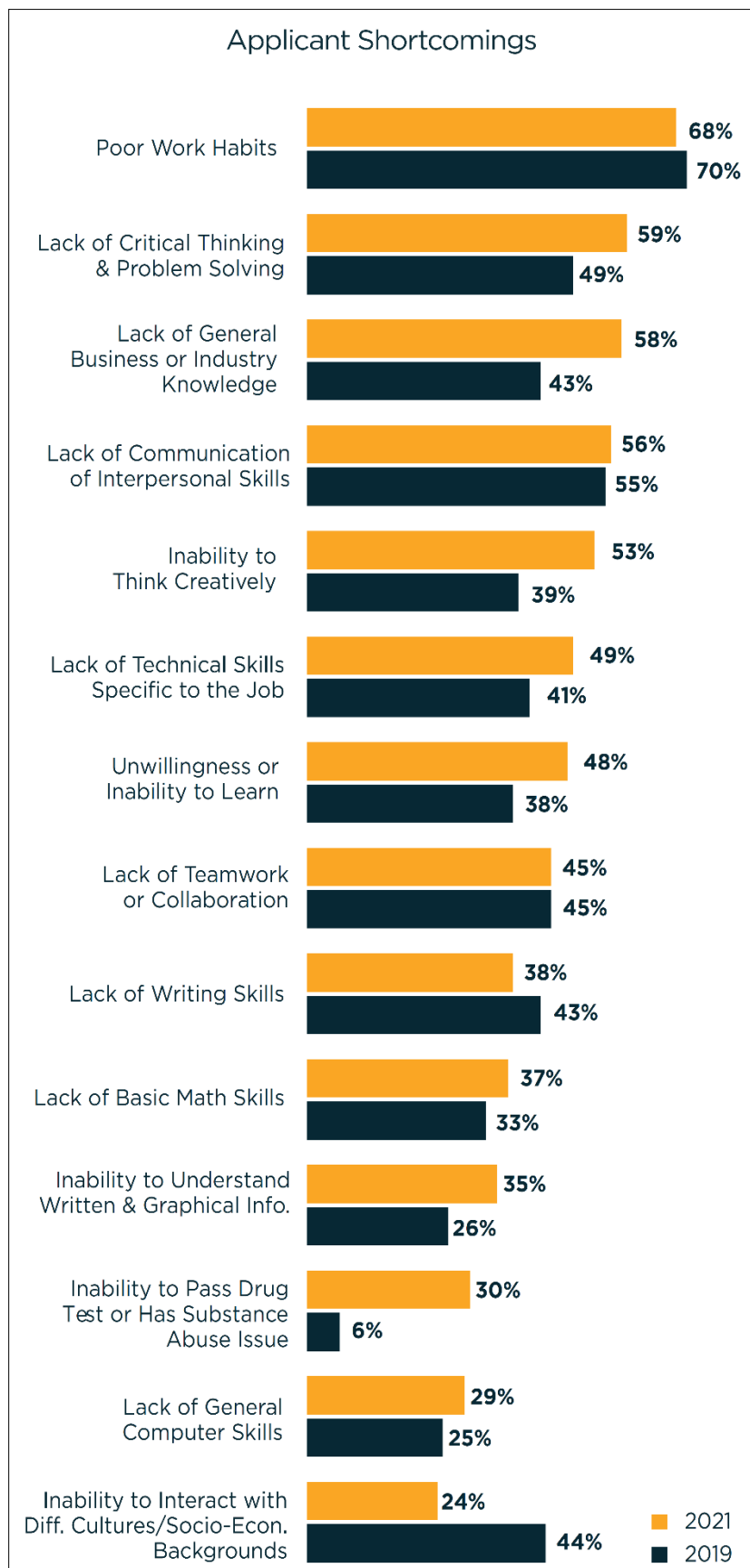


Missouri employers were also asked to rate the importance of skill shortages to their businesses with one being not important and five being very important. *Patient Care* was rated the most important shortage, with an average importance rating of 4.69, followed by *Manufacturing and Maintenance* (4.49) and *Skilled Trades* (4.47). The importance of these shortages increased from 2020, but was slightly below the 2019 ratings.

Responses in most functional areas were similar in metro and non-metro areas, with the exception of *Information Technology* (4.3 in non-metro vs. 3.5 in metro) and *Business Management* (4.0 in metro vs. 3.6 in non-metro).

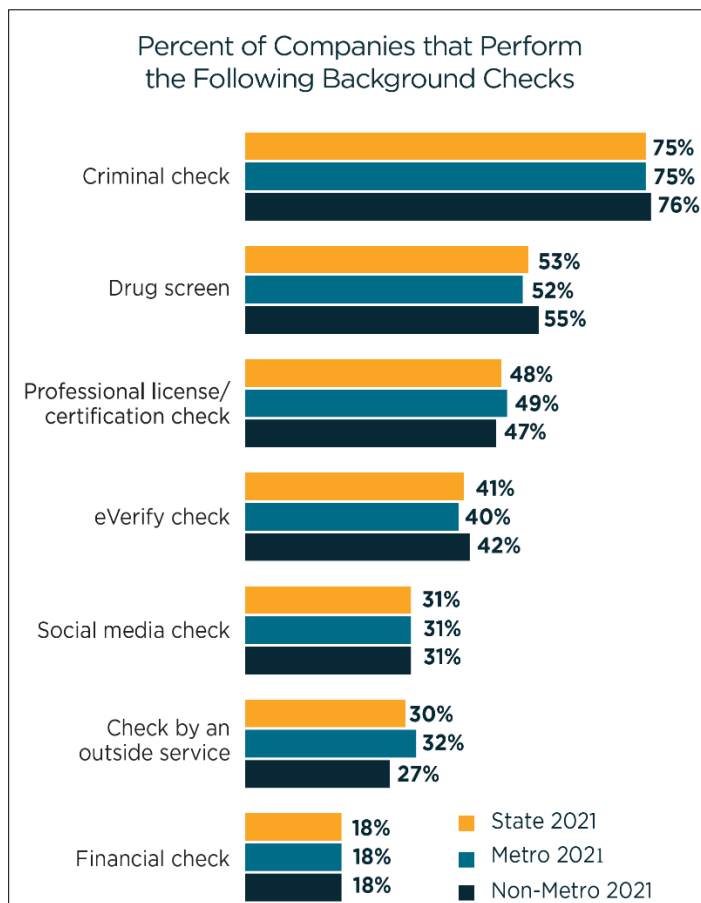


Employers were asked about possible shortcomings of applicants. *Poor work habits* was the most frequently cited shortcoming, with 68 percent of employers indicating that challenge. Other top shortcomings included *lack of critical thinking* (59%), *lack of general business or industry knowledge* (58%), and *lack of communication or interpersonal skills* (56%). While *lack of communication skills* was mentioned as often now as it was two years ago (55% in 2019), most other shortcomings were now mentioned considerably more often. For example, *lack of critical thinking* showed a 10 percent increase (49% in 2019), *inability to think creatively* showed a 14 percent increase (39% in 2019), and *lack of general business knowledge* had a 14 percent increase (43% in 2019).

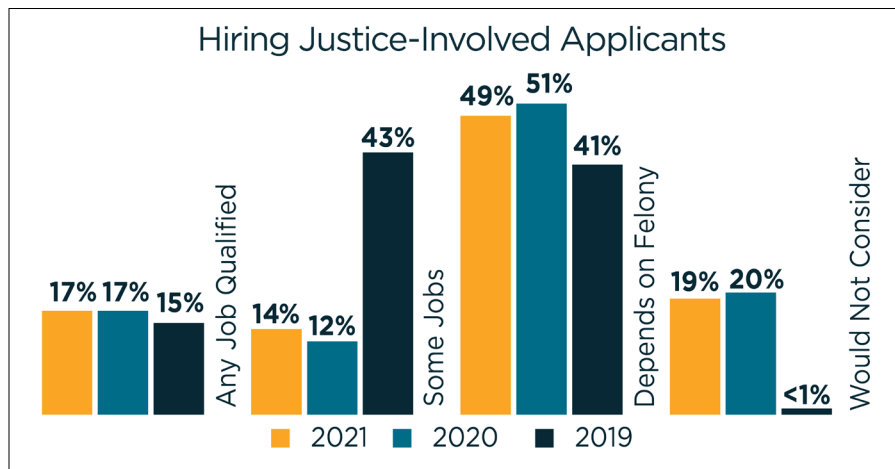


The screening process prior to hiring can help identify programs and services to assist job seekers. *Criminal checks* were the most common types of background checks conducted prior to hiring, with 75 percent of Missouri employers

reporting they perform one. *Drug screens* followed with 53 percent. Close to half (48%) of employers performed *professional license or certification checks* prior to hire. Other less common checks included *eVerify checks* (41%), *social media checks* (31%), *checks by an outside service* (30%), and *financial checks* (18%).



In 2019, less than one percent of Missouri employers *would not consider* hiring an applicant convicted of a felony offense who had completed his or her sentence and/or probation. This increased to 20 percent in 2020 and stayed at that level in 2021 (19%). In 2021, close to half (49%) said it *depended on the felony*. The readiness to *consider the applicant for any job for which they were qualified* was close to previous years' results (17% in 2021 and 2020, and 15% in 2019). Results were similar in metro and non-metro areas.

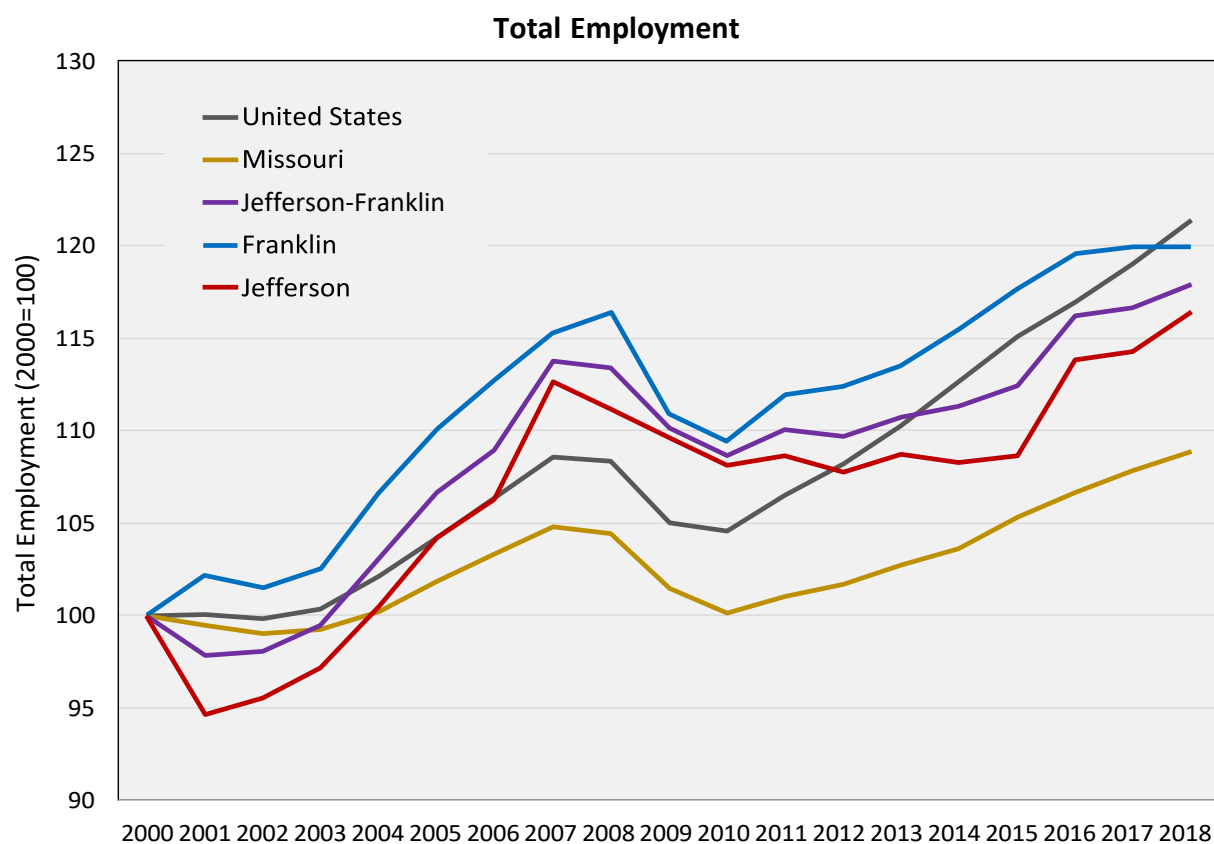


## 2020-2022 Workforce Analysis

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. In addition, the State identifies veterans, unemployed workers, and youth.

### **Employment and unemployment analysis**

Employment growth within the region has exceeded statewide job growth. According to the US Bureau of Economic Analysis, total employment in the region is almost 18 percent higher than it was in 2000. By contrast, total employment statewide grew only 9 percent during the same period. Jefferson County is the larger of the two counties, and in 2018 accounted for nearly 57 percent of the region's 130,000 jobs. That said, Jefferson County is also the slower growing county. Since 2010, Franklin County has grown 1.2 percent annually, while Jefferson County (0.9 percent annually) during the same period. Even though Franklin County's per capita incomes have grown significantly since 2016, its total employment growth has been relatively flat. As a result, the county is attracting wealthier residents, but this has not yet translated into greater job growth.



Source: US Bureau of Economic Analysis

These counties possess several distinct differences not only from the Metro area's urban core, but also from some of the other suburban and exurban counties within the St. Louis metro area. For instance, unlike St. Louis City and St. Louis County these counties are more residential in nature. Among the Missouri counties within the St. Louis MSA, Jefferson and Franklin counties account for 15.3 percent of the 2018 population, but only 8.8 percent of its employment.

Moreover, the employment growth within Jefferson and Franklin counties has been slower than the metro areas other suburban and exurban counties, particularly St. Charles and Lincoln counties.

**Total employment: St. Louis, MO MSA**

	2000 Total Employment	2010 Total Employment	2017 Total Employment	Annual Growth (00-10)	Annual Growth (10-18)
<b>United States</b>	<b>165,370,800</b>	<b>172,901,700</b>	<b>200,746,000</b>	<b>0.4%</b>	<b>1.9%</b>
<b>Missouri</b>	<b>3,470,846</b>	<b>3,475,301</b>	<b>3,779,836</b>	<b>0.0%</b>	<b>1.1%</b>
<b>St. Louis, MO MSA</b>	<b>1,339,817</b>	<b>1,337,233</b>	<b>1,476,397</b>	<b>0.0%</b>	<b>1.2%</b>
Franklin	46,420	50,781	55,669	0.9%	1.2%
Jefferson	64,161	69,367	74,697	0.8%	0.9%
Lincoln	14,087	17,067	19,943	1.9%	2.0%
St. Charles	124,433	170,602	207,251	3.2%	2.5%
St. Louis	780,505	744,860	808,585	-0.5%	1.0%
Warren	9,626	10,649	12,179	1.0%	1.7%
Washington	7,228	6,565	7,296	-1.0%	1.3%
St. Louis City	293,357	267,342	290,777	-0.9%	1.1%

Source: US Bureau of Economic Analysis

**b. Labor Market Trends**

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

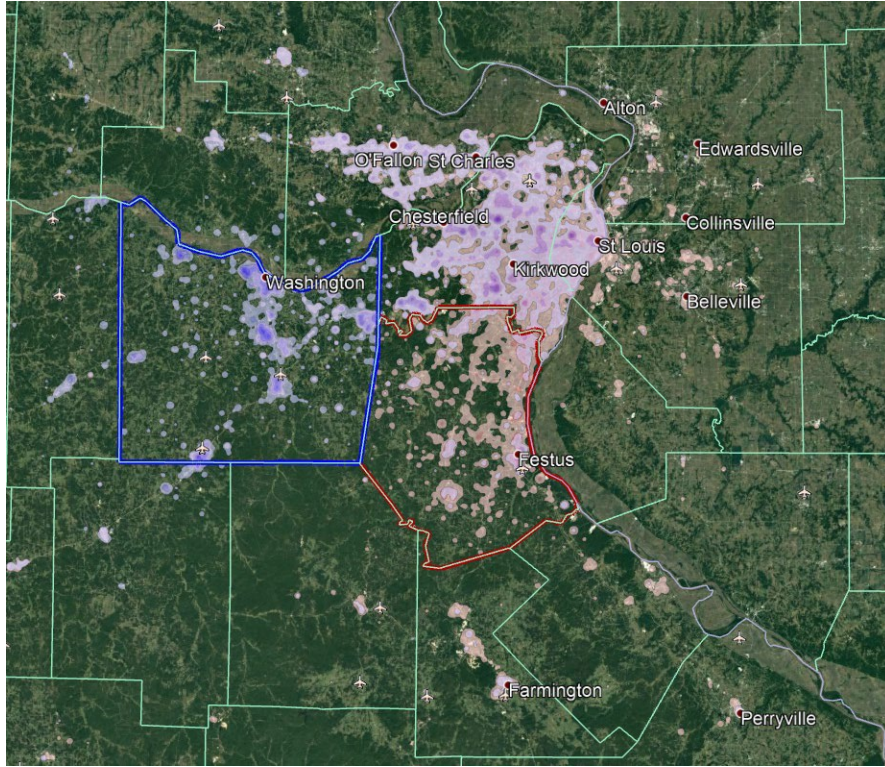
The labor market analysis discussed above very much focused on the current and projected demand from employers in Jefferson and Franklin counties. Many of their jobs will be filled by residents in the two-county region. However, both counties are also commuter counties, and many residents work elsewhere in the region. As a result, the relative competitiveness of the regional workforce is important not only to employers in Jefferson and Franklin counties, but also to employers throughout the entire metro area. This section describes some of the key characteristics of the regional workforce, including commuting patterns and the educational attainment levels of Jefferson and Franklin County residents.

**Labor Market Trends**

***Commuting***

Jefferson and Franklin counties are both commuter counties. The US Census Bureau's Longitudinal Household-Employer Dynamics (LEHD) data show that in 2017, 71 percent of workers that live in Jefferson and Franklin counties work outside of the region. Given the region's place within the St. Louis metro area, it is not surprising that over half of the *workers that live* in the region commute to work in either St. Louis County (43 percent) or St. Louis City (11 percent). Among *workers that work* in Jefferson and Franklin counties, a greater proportion

### Where Jefferson-Franklin Residents Work



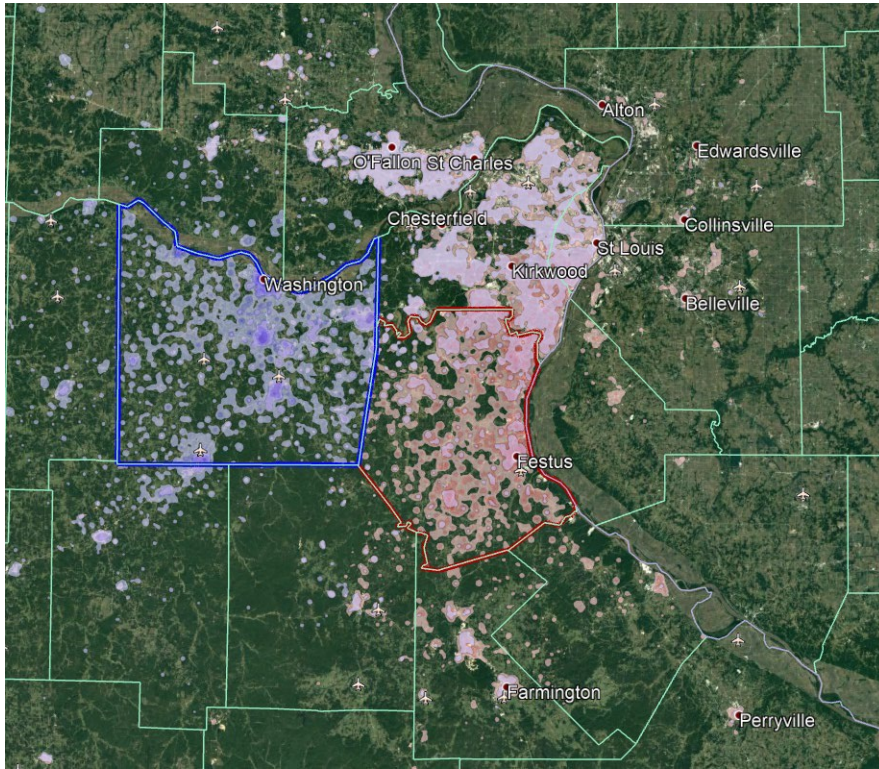
*Source: US Census Bureau Local Employment Dynamics OnTheMap 2017*

come from the region, as 55 percent of the people working in the region also lived in the region.

Although Jefferson and Franklin counties are both commuter counties, there are a few key distinctions. For instance, 60 percent of workers that live in Jefferson County work in St. Louis County or St. Louis City. By contrast about 35 percent of workers living in Franklin County commute into St. Louis County or St. Louis City, and another 7 percent commute to St. Charles County. Roughly 40 percent of workers that live in Franklin County work in Franklin County, compared to the 20 percent of Jefferson County workers that live and work in Jefferson County.

### Where Jefferson-Franklin Workers Live





*Source: US Census Bureau Local Employment Dynamics OnTheMap 2017*

The roads infrastructure facilitates these commuting patterns, as many Franklin and Jefferson County residents rely on Interstates 44 and 55, respectively, to get into St. Louis. However, the lack of a major connecting road between Franklin and Jefferson counties means that relatively few Jefferson County residents work in Franklin County and vice versa. Among workers who live in Franklin County, only 3 percent work in Jefferson County; just under 4 percent of workers who live in Jefferson County work in Franklin County. Although these counties are similar in many ways, there remains opportunities to create stronger connections between the two counties.

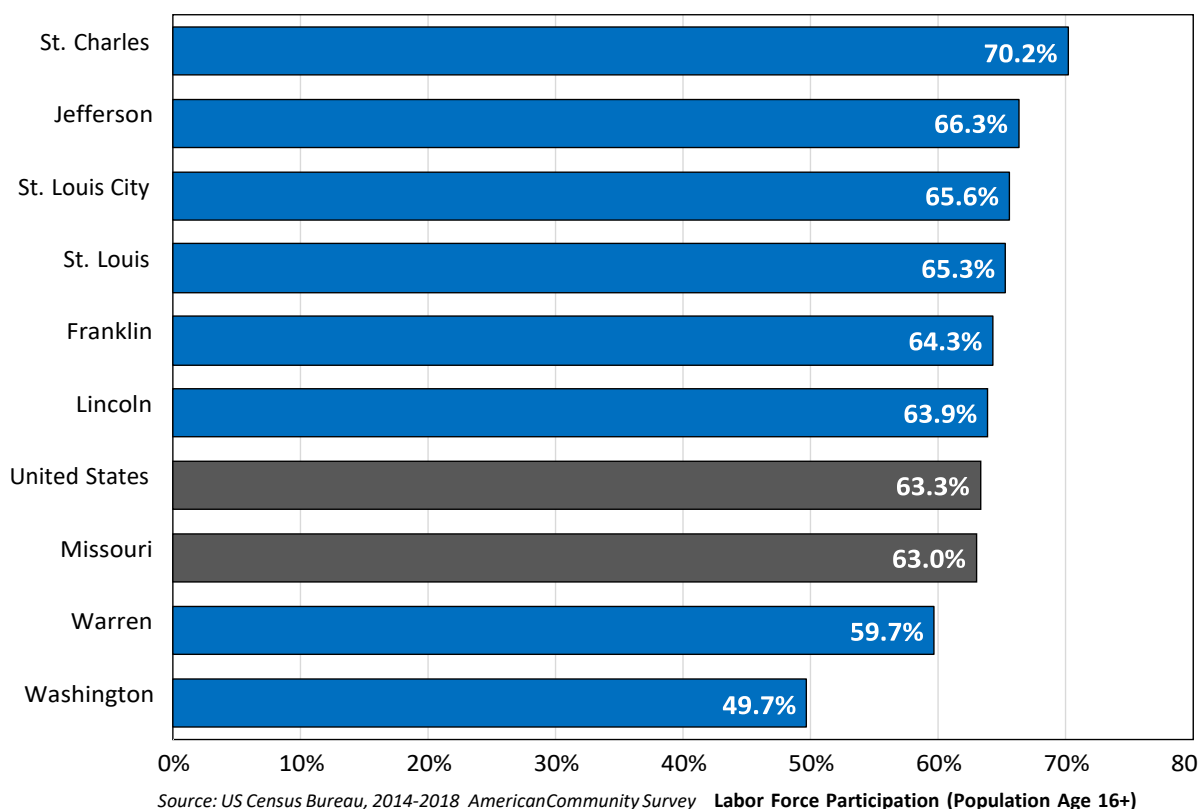
### ***Labor force participation***

Labor force participation rates measure the share of the working age population actively involved in the labor force, either through direct employment or the active search for employment. Nationally and statewide, about 63 percent of the population aged 16 and older participated in the labor force. This figure has decreased overtime due to the retirements of the Baby Boom generation and the millennial generation being fully of working age.

Within the Jefferson-Franklin region, labor force participation rates run slightly higher than the state or nation. For instance, approximately 66 percent of working age people in Jefferson County were in the labor force. Within the Missouri counties of the St. Louis metro area this trailed only St. Charles County where the labor force participation rate was roughly 70 percent. This means that there are approximately 170,000 people in the regional labor force. Overall, the Jefferson-Franklin region's labor force participation rate was consistent with most of the St. Louis metro area.

### **Labor Force Participation Rates in the St. Louis, MO MSA**





### ***Workers***

With higher levels of educational attainment tend to be more active in the labor force, as are workers in their prime working years (ages 25-54). Among workers aged 20 to 64, men had higher labor force participation rates (85 percent) than women (74 percent). None of these findings are surprising, but labor force participation rates in the region appear to run slightly higher than the state and nation across different demographic groups. That said, the margins of error associated with the ACS (2014-2018) do not allow to state this definitively.

### ***Veterans***

According to the 2014-2018 ACS, there are almost 12,000 working age (18-64) veterans in Jefferson and Franklin counties. About 70 percent of these veterans live in Jefferson County. Veterans are viewed as important contributors to the regional workforce because they tend to possess many of the soft skills—basic leadership experience, working within organizational structures, and learning new processes and procedures—those regional employers want from their workforce.

Between, April 2012 and November 2018, just over 3,000 individuals from Jefferson and Franklin counties sought Office of Workforce Development services and indicated that they had veteran status.<sup>1</sup> These individuals possessed several key characteristics, including:

- 90 percent were men.
- 90 percent had at least a high school degree, while almost 12 percent had at least a 4-year degree.
- These workers were mostly older, as only one-third were aged 45 or younger.
- The majority of these workers were interested in the types of occupations often found in the trades, such as Production (22.3 percent), Transportation (14.7 percent), Construction (11.7 percent) and Installation, Maintenance and Repair (11.1 percent).

These figures are relatively consistent with the veteran jobseeker population statewide. The occupational

interests of veteran job seekers nevertheless align relatively well with the broad types of occupational demand found in Jefferson and Franklin counties. The one exception being healthcare, which only about 2 percent of the veteran jobseekers in the region indicate an interest. This is likely due to disproportionate number of women that enter healthcare professions and the disproportionately large number of men amongst veteran job seekers.

### Youth

Connecting young people to work opportunities is an important element of the public workforce system’s mission. These opportunities not only help young people earn money, but also provide important experiences that can prepare them for their future life in the workforce. According to the 2014-2018 American Community Survey, there are almost 8,000 workers aged 16 to 19 in the Jefferson and Franklin region; 5,300 in Jefferson County and 2,650 in Franklin County.

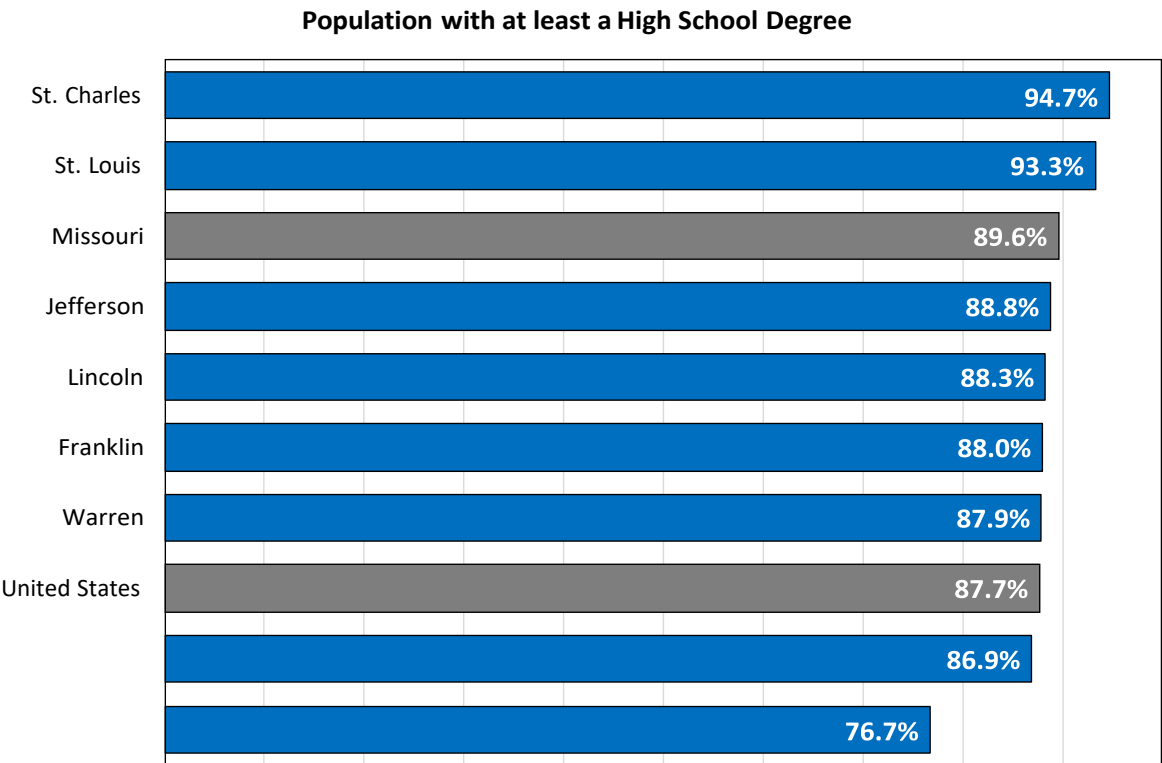
These workers account for approximately half of the 16,000 people in that age cohort. This figure is slightly higher than the Missouri counties of the St. Louis metro area overall (45 percent), the state (45 percent) and the nation (38 percent) during the same period.

<sup>1</sup> This information is drawn from data used by MU Extension and the Missouri Economic Research and Information Center (MERIC) to complete a statewide demographic and workforce overview of Missouri’s Veterans. That report is available here: <https://extensiondata.missouri.edu/pub/pdf/miscpubs/mx0051.pdf>

- c. **Education and Skills Levels of the Workforce Analysis**  
Provide an analysis of the educational and skills levels of the workforce.

### Education and Skills Levels of the Workforce Analysis

At the most basic level, educational attainment within the Jefferson-Franklin region is consistent with state and national averages. For instance, approximately 88 percent of the region’s residents (age 25+) had at least a high school degree. This is roughly consistent with the state average of 89 percent and the national average of 87 percent. Within the region, Jefferson and Franklin counties trailed St. Charles and St. Louis counties, but were well ahead of St. Louis City and Washington County.



St. Louis City

Washington

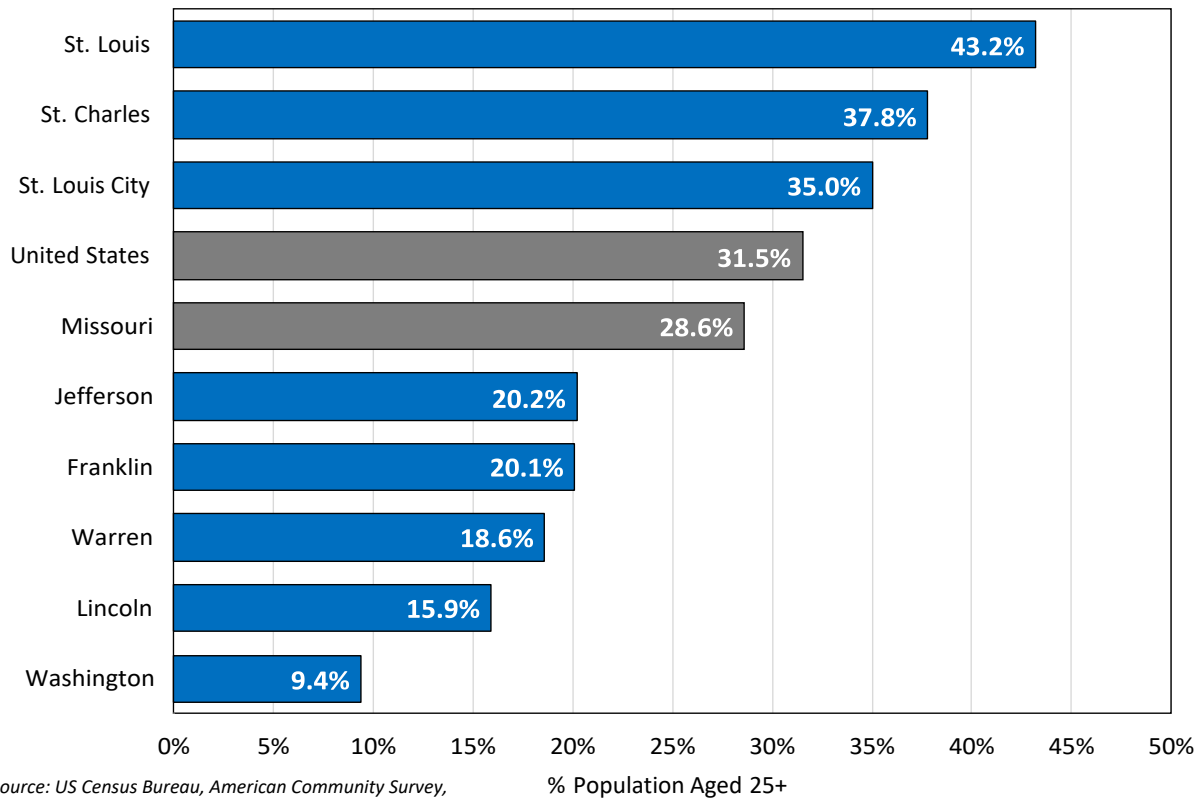
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Source: US Census Bureau, American Community Survey,  
2014-2018

% Population Aged 25+

More significant differences emerge when considering the share of the population with at least a 4-year degree. Jefferson and Franklin counties lag significantly behind the nation and the state, as only 1 in 5 residents (age 25+) in the region had at least a 4-year degree. This is well behind the state (28 percent) and national average (31 percent). It also lags behind some of the metro area's core counties, such as St. Louis County (43 percent), St. Charles County (37 percent), and St. Louis City (34 percent).

**Population with at least a 4-year degree**



### ***Balancing supply and demand***

The region's two community colleges, Jefferson College, and East Central College, are foundational to meeting the region's workforce needs, and especially the sectors that drive the economy and create significant employment opportunities. The US National Center for Education Statistics (NCES) Integrated Postsecondary Education Data System (IPEDS) provides data on program completers from accredited institutions across the country. Using IPEDS data (aggregated by EMSI), we are able to get a sense of how many people are completing relevant degree programs at the region's community colleges.

As noted above, manufacturing represents a significant element of the region's economic base, particularly in Franklin County where the sector accounts for 1 in 4 jobs. To help meet the workforce needs of the region's manufacturers, both colleges have helped to produce completers of relevant degree and certificate programs. For instance, combined about 90 people (53 at JC; 37 at ECC) completed programs related to Engineering, Engineering Technologies, and Precision Production in 2018. Of these completers, 38 were in precision production courses primarily focused around metal working. Another 33 completed programs engineering technologies programs related to electrical and industrial engineering technologies. Almost twenty people completed associate degrees from general engineering programs (11 JC, 8 ECC).

In 2018, the region's public postsecondary institutions also supported the region's healthcare providers, as 356 people completed programs in a variety of healthcare-related professions. About 45 percent of these completers finished nursing programs. A number of other of people completed programs that trained them for careers in a variety of other allied health professions (e.g., radiologic technician, occupational therapy, emergency medical technician, etc.).

Jefferson College was responsible for the majority of these completers as 237 people complete health-related associate degrees or certification programs. ECC had 92 students completed degree certification programs. Another 237 students completed certification programs at Four Rivers Career Center.

Distribution and logistics are another important regional industry, and these regional institutions had 55 people complete programs related to mechanics and repairs. The programs related primarily to automotive repair and HVAC maintenance, both of which can lead to careers in transportation and distribution, as well as other industries such as automotive maintenance and some construction trades. Jefferson College also has a Logistics Technician program.

The region does not have a program to train people for their commercial driver's license (CDL) which can prepare them to work as truck drivers which are one of the region's most in-demand occupations. Even though the region does not have a truck driving program, the Jefferson- Franklin Consortium does support CDL training at training providers in all the surrounding counties. For instance, regional residents can get this training at Mineral Area Community College, to the southeast, 160 Driving Academy in St Louis City, Clement Truck Driving Academy in Lebanon MO, and St. Louis Community College.

Given Jefferson and Franklin counties' place within the broader St. Louis metro region, it is not possible to effectively quantify workforce gaps. Not only do many residents of the region find work in other parts of the metro, but regional employers also draw from neighboring counties to meet their workforce needs. As a result, Jefferson College and East Central College prepare workers to work in areas beyond their service area, just as regional employers hire workers who have completed education and training from other parts of the region and state. What remains important for the region is that Jefferson and Franklin County employers effectively connect to regional education and training providers so that they have reliable access to region's talent pipeline. Moreover, the region's local workforce needs to have ready access to the training and education that will make them competitive for work—ideally in Jefferson and Franklin counties—but also throughout the metro.

9. **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 skills needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners.

- a. **The Strengths and Weaknesses of Workforce Development Activities**  
Provide an analysis of the strengths and weaknesses of the workforce developments services and activities identified above.
- b. **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 skills needs of the workforce and the employment needs of employers in the LWDA.

**Strengths**

In 2020, the region started utilizing digital technology to meet the needs of citizens during the COVID-19 pandemic. The utilization of Zoom and DocuSign ensured that job center services would not be disrupted by the temporary closures of the Job Centers. Although the Job Centers have since re-opened to the public, local staff continue to use technology to enable citizens to access services in a way that they are most comfortable.

Office of Job Training Programs, serving as staff to the LWDB, with Chief Elected Official (CEO) and LWDB approval, provides continuous improvement, technical assistance, management information system, fiscal management, sub state monitoring and overall maintenance of the Jefferson/Franklin Region One-Stop Delivery System.

The primary expectation of the local Jefferson/Franklin Region's workforce system is to be a seamless, integrated One-stop delivery system. The goal is that a full spectrum of core programs, one-stop delivery system partners and community resources will be available and used to support the skill needs of business, industry, and individual customers.

There are comprehensive One-Stop Job Centers in Arnold (Jefferson County) and Washington (Franklin County) with partners co-located and providing services, such as Trade Adjustment Act (OWD), Vocational Rehabilitation, Youth and Dislocated Worker programs, Adult Education & Literacy, and Perkins Career and Technical Education programs. These locations have the capability to provide basic and individualized career services and training services.

These program partners interact and meet on a regular basis to enhance services to the customers and encourage co-enrollment among partner programs. Effective communication among core partners is essential for offering as many available resources as possible to the region's customers. This strengthens the region's ability to provide individuals the access and opportunity to connect with the majority of education and training services.

Other One-Stop partners may provide support services and help alleviate barriers that may keep individuals from succeeding in meeting their employment and training goals. The following partners provide services through a MOU: Family Support Division (Arnold and Washington), Jefferson Franklin Community Action Corp., Division of Vocational Rehabilitation/Rehabilitation Services for the Blind, Department of Labor and Industrial Relations, migrant and seasonal farm workers, veterans programs and Jefferson County Community Partnership. Multiple partners located at various locations in each county allows customers to get available services from multiple access points.

The Job Center team members and One-Stop delivery system partners will utilize the region's services to assist

customers with quality workforce information and accessing quality training providers. Team members will utilize a variety of products as appropriate from Education and Training, Occupational Information, Training Assistance and Providers, and financial assistance to allow customers the opportunity to make a customer centered informed choice in choosing a training provider.

The Jefferson/Franklin Region has available a full array of employment and training activities. Basic and Individualized career services are provided through WIOA Adult, Youth and Dislocated Worker programs, Wagner Peyser (WP), Trade Adjustment Assistance (TAA), Vocational Rehabilitation (VR), Adult Education & Literacy (AEL), State Unemployment and the Senior Community Services program.

Basic career services include unemployment compensation assistance, financial aid information, initial assessment, referral to other programs, labor exchange services, and labor market information, and outreach and intake.

Individualized career services include comprehensive assessment, individual employment plan, group counseling, individual counseling, short-term prevocational services, out-of-area job search assistance and relocation assistance, internships and work experiences, career planning, financial literacy, workforce preparation, English language acquisition, and follow-up services.

Education and training services address the education and skill needs of the workforce by providing the following: occupational skills training, on-the-job training, incumbent worker training, transitional jobs, workplace training and cooperative education, skills upgrading and retraining, entrepreneurial training, job readiness training, adult education and literacy, customized training WIOA pre-apprenticeship and registered apprenticeship.

The provision of education and training services is generally accomplished through the collaboration of multiple partners providing assistance in career counseling, financial aid, tuition assistance and supportive services. Partnerships are established with WIOA Adult, Youth and Dislocated Worker programs, TAA, Migrant Seasonal Farmworker program, JobCorps, AEL, VR, Veteran's programs and Perkins Career and Technical education.

Eligible adults, youth and dislocated workers are able to use Individual Training Accounts at qualified educational institutions. Through the Missouri Eligible Training Provider System (ETPS) on [www.jobs.mo.gov](http://www.jobs.mo.gov), customers are required to comparatively evaluate costs, location, and performance of individual programs offered by education providers. The advice and guidance available through the One-Stop system provide the assistance customers need in making informed choices when choosing a training provider.

### **Weakness**

While Missouri has made progress in the sharing of data, true data integration is still a challenge. Each partner operates independent systems that do not have the capability to communicate with each other. Governor Parson has encouraged all departments to explore options to share and integrate data through his workforce development initiatives. This has helped spur more discussion and pilot projects around these issues.

Through initiatives such as the Workforce Data Quality Initiative Grant (WDQI) and strong support from the governor's office, there is movement forward in this area. Core partners have completed a Memorandum of Agreement (MOA) that now allows data sharing of employer information. Work continues on a data warehouse that will allow opportunities to safely share jobseeker information as well.

***b. Local Workforce Development Capacity***

The capacity of the region's local entities to provide workforce development services and activities has been managed throughout changing funding levels. The Jefferson/Franklin Region works closely with partners to co-enroll customers and maximize the resources available for funding education and skilled training programs.

There are many One-Stop partners with available training dollars and staff makes sure that customers are aware of federal financial aid and encourages them to apply for grants and scholarships that are available. Customers are encouraged to review a minimum of three training providers to determine the best quality training for a reasonable cost. The region wants their customers to make informed choices when deciding the appropriate occupational skills and training options.

The community colleges in each county consult with area employers and develop training programs to meet the workforce needs of the employers. Training programs are typically short term, cost effective and offers many options to further training and the opportunity for earning stackable credentials. Partnering with service providers to provide workforce development services and activities gives the job seeker population credentials for skill training that will help to improve workforce quality, meet the needs of employers, and increase employment, retention and earnings for the region's workforce.

Continuous assessment of services delivered through the one-stop system is achieved through weekly meetings with all Job Center and co-located partner staff. These meetings provide an opportunity to discuss funding availability in the various programs and new training programs introduced by the region's training providers. There are training sessions held to help staff become more familiar with labor market, in demand training programs and the enrollment requirements. The Jefferson/Franklin Region and its partners work collaboratively to identify and share the education and skill needs of the workforce and employers within the region.



## OPERATIONAL ELEMENTS

### Local Structure

#### 10. Local Workforce Development Area (LWDA) Profile

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

The geographical workforce development area is Jefferson and Franklin counties of Missouri which is a part of the St. Louis metropolitan area. The Missouri Job Centers are located in the largest communities within the region, Arnold in Jefferson County – population of 21,134 and Washington in Franklin County – population of 13,982 (*citydata.com*). In Jefferson County, the Black population increased by nearly 33 percent, but decreased by 3 percent in Franklin County. In 2010, the Black population numbers just over 2,600 in Jefferson and Franklin Counties, representing approximately 1 percent of the total population of each county. The Hispanic or Latino population in the Jefferson/Franklin Consortium increased. The minority group numbers just over 4,800 in the Consortium, an increase of 106 percent in Franklin County and 70 percent in Jefferson County from the year 2000. The Hispanic population represents 1.4 percent of the total population of Franklin County and 1.6 percent in Jefferson County. Jefferson and Franklin counties are suburbs of St. Louis with both urban and rural communities.

The major employers in the area are represented by healthcare, manufacturing and public- school districts. Jefferson county employers include Mercy Hospital Jefferson, Metal Container, Sinclair & Rush, Ardagh, HJ Enterprises and LMC Industries. Public school districts include Fox C-6, Northwest R-I, Hillsboro R-3, Festus, DeSoto 73 and Windsor C-I. Franklin County employers include Mercy Hospital Washington, Missouri Baptist Hospital, Magnet Group, Henniges Automotive, Parker Sporlan Div., Aerofil Technology, Inc., PauwelsTransformers, Inc. and Meramec Group, Inc. Public school districts include Washington, Union R-XI, St. Clair R-XIII and Sullivan.

Local community colleges are Jefferson College, Hillsboro (Jefferson County), and East Central College, Union (Franklin County). Four Rivers Career Center is located in Washington (Franklin County).

Jefferson County and Franklin counties have a small minority population. Population data is shown on the U.S. Census Charts below. The minority population concentrates in major cities

in the counties. In Jefferson County, these would include Arnold, DeSoto, Festus, and Pevely. In Franklin County, these would include Sullivan and Washington (U.S. Census data).

Race and Hispanic Origin	Jefferson County	Franklin County
White alone, percent	96.1%	96.6%
Black or African American alone, percent	1.2%	1.0%
American Indian and Alaska Native alone, percent	.3/%	.04%
Asian alone, percent	.8%	.05%
Native Hawaiian and Other Pacific Islander alone, percent	Z	.01%
Two or More Races, percent	1.6%	1.4%
Hispanic or Latino, percent	2.0%	1.8%
<b>Population Characteristics</b>		
Veterans, 2014-2018	15,977	7,716
Foreign born persons	1.8%	1.5%

The St. Louis Metropolitan region is composed of four counties and the city of St. Louis with the region as a whole accounting for 38% of the state's total employment. Among the top workforce employers by North America Industry Classification System (NAICS) Industry Sector in the St. Louis Workforce region: Health Care and Social Assistance, Retail Trade, Accommodation and Food Services, Educational Services, Public Administration and Manufacturing. Jefferson and Franklin counties largest employers include hospitals, county government and educational services. Manufacturing and retail trade continue to be growth industries within the two-county area.

Workforce demographics indicate that male and female workers are equally distributed with the majority of workers being 30 to 54 years of age. The educational attainment for most workers –17% (Quick census facts) includes some level of post-secondary education. It is anticipated that the Jefferson/Franklin County labor force population will continue to seek training to acquire the skills needed to obtain long term gainful employment in the workforce. In addition to the local community colleges in each county, the St. Louis Metropolitan region offers educational institutions to meet the skill development needs of the Jefferson/Franklin region's population.

## 11. Local Facility and Information

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

The workforce development system in the Jefferson/Franklin Region is designed to provide universal access to meet the diverse needs of business and career seeking customers. Strategies are in place to provide the services and activities needed to meet the needs of all customers accessing the workforce development system. Strategies for marketing and outreach; orientation; assessment; service coordination; service delivery and

business services enhance the system and improves the quality of the services and performance outcomes to increase employment, credential attainment, retention and earnings of customers.

Partnerships with entities that serve individuals with diverse backgrounds or individuals experiencing barriers to employment are established through the One-Stop System MOU and provide outreach to all customers in the workforce region. These partnerships include the core program partners; Wagner-Peyser, Adult Education and Literacy, Vocational Rehabilitation, and Temporary Assistance for Needy Families, as well as community-based partners with shared goals and interests that lead to sharing information, energies and resources. Partner staff is trained in local resources and services available across programs in order to better coordinate service activities and accessibility at multiple points in a seamless system. Cross training allows for a streamlined orientation process, to ensure that all appropriate and eligible customers are able to access the relevant services. Partners provide an array of assessment approaches to capture the skills and abilities of customers with barriers to employment, while businesses assist in determining the skills essential to the job market. Employer customers are primary customers of the workforce system and partners agree on the specific services they provide to businesses and presented as a unified business services package to increase responsiveness, innovation, and utilization of the system for employer customers.

The local board has expertise in the engagement and alignment of education, economic development, and business to prepare current and future workers and build a talent pipeline to fill the skill gaps critical to meeting industry needs. Programs of study in fields such as healthcare, technology, and advanced manufacturing under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq) is an important source of talent for employers to fill skilled positions within their companies. Career and technical programs in the region are aligned with college and career readiness standards and also the needs of employer, industry and labor. An integrated, job-driven workforce system in Jefferson/Franklin Region reinforces the partnerships necessary to engage employers and enable individuals to succeed in postsecondary education, earn industry-recognized credentials and advance along a career path.

- a. ***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.*

- b. ***Identify the local affiliate sites, including current mailing and street addresses, telephone, and fax numbers and list them in Attachment 1 to the Plan.***

None.

- c. ***Identify the local specialized sites, including current mailing and street addresses, telephone, and fax numbers and list them in Attachment 1 to the Plan.***

None.

## 12. Local One-Stop Partner/MOU/IFA Information

- a. ***One Stop Partners***

***Identify the One-Stop Partners in Attachment 2 to the Plan. Please indicate the contact name, category, physical location, phone and email address. Indicate the specific services provided at each of the comprehensive affiliate, or specialized job centers.***

See Attachment 2. [Updated.](#)

- b. Memorandums of Understanding (MOU) Include 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. The MOU must be up to date, signed, and dated. Include the MOU(s) as Attachment 3. Missouri Job Centers must ensure the equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDA. See OWD assurance 01-2019 One-Stop Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development boards.**

See Attachment 3. [Updated to include service definitions, and enhance matrix readability.](#)

- c. Cost Sharing Agreement/Infrastructure Funding Agreement (IFA) Include as a part of the MOU in Attachment 3 the Infrastructure Funding Agreement (IFA) and negotiated cost-sharing worksheet/workbook for each Missouri Job Center that includes the line items’ dollar amounts and percentage rates for One-Stop Partners, OWD, and the Board. Indicate the number of FTEs present and the amount of space (sq. footage) utilized by the partner. See OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards.**

See Attachment 3.

**a. 13.0 Sub-State Monitoring Plan**

**Include the sub-state monitoring plan, as defined in OWD Issuance 16-2018 Statewide Sub-State Monitoring Policy, as Attachment 4 to the Plan.**

See Attachment 4. [Updated policy effective after OWD approval on 12/02/2021](#)

## **Integration of One-Stop Service Delivery**

**b. 14. Local Workforce Development System**

**Describe the workforce development system in the LWDA.**

- a. 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.**

Full-time programs included in the workforce system in the Jefferson County and Franklin County Job Centers include Wagner-Peyser, WIOA, Trade, and Veterans’ programs full-time. The AEL program is also located in the Franklin County Job Center full time. Vocational Rehabilitation, MWA programs and Job Corps will have staff in the Center on a regularly scheduled itinerant basis. All other partner programs are available electronically or through staff referral.

Partnerships with entities that serve individuals with diverse backgrounds or individuals experiencing barriers to employment are established through the LWDB MOU and provide outreach to all customers in the workforce region. These partnerships include: WIOA, Job Corps, Migrant & Seasonal Farmworkers Programs, the Senior Community Service Program, Trade Adjustment Assistance, Jobs for Veterans State Grants, Wagner-Peyser, AEL, Vocational Rehabilitation, Community Services Block Grants, Housing & Urban Development Programs, State Unemployment, Temporary Assistance for Needy Families, and Rehabilitation Services for the Blind as well as community-based partners with shared goals and interests that lead to sharing information, energies and resources. These services are located in the Job Centers or can be accessed through electronic referral.

- b. Describe how the Board plans to support alignment to provide services, including programs of study authorized under the Strengthening Career and Technical Education for the 21st Century**

*Act of 2018 formerly the Carl D Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.).*

The One-Stop Operator will arrange for partner training opportunities. Job Center staff provide appropriate referrals under the Strengthening Career and Technical Education for the 21st Century Act of 2018. Staff are trained to explain each partner's services and provide customers with assistance in acquiring those services.

The workforce development system in the Jefferson/Franklin Region is designed to provide universal access to meet the diverse needs of the business and career seeking customers.

Partners provide an array of assessment approaches to capture the skills and abilities of customers with barriers to employment, while businesses assist in determining the skills essential to the job market. Employer customers are primary customers of the workforce system and partners agree on the specific services they provide to businesses and presented as a unified business services package to increase responsiveness, innovation and utilization of the system for employer customers.

**c. Describe how the Local WDB will coordinate workforce investment activities carried out in the local area with rapid response activities.**

The Employment Transition Team (ETT) program, now the [Employment Relations and Engagement \(ERE\) Team](#) is operated by the Office of Workforce Development (OWD) in coordination with the Local Workforce Development Board (LWDB). OWD [Employer Relations and Engagement Specialists](#) are responsible for coordinating and overseeing ETT (now ERE) services within the region. Local coordination contacts are made with a LWDB representative, Arnold and Washington Career Center functional leaders, regional business services team, Union Representatives, and community groups.

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

The method used to quickly respond to a current or projected permanent closure or mass layoff, shall be to activate the local employment transition team consisting of the following partners: the One Stop Operator, local Missouri Career Center offices, Unemployment Insurance, local economic development and/or union representative as needed, and other representatives designated as appropriate.

The employment transition team will coordinate an employee meeting to provide informational packets that include the [ERE](#) programs and services brochure, Division of Employment Security (DES) UI Benefits fact sheet, the Missouri Economic Research Information Center (MERIC) regional Real Time Labor Market Summary and any local flyer or brochure. [ERE](#) participants complete a partial Registration Form and Survey.

A labor management committee or Transition Team voluntarily agreed to by the employee's bargaining representative and company management may be established to prepare a strategy for assessing the employment and training needs of the affected workers. A transition committee comprised of representatives

of the employer, the affected workers and the local the community devise an implementation strategy that responds to the reemployment needs of the workers.

- d. Describe how the Board will ensure the expenditure of funds for training providers are selected from both the Eligible Training Provider List/System approved for use by the State of Missouri as well as approved from the State list by the local workforce development board.***

Staff will insure all of the following requirements are met before approving the provider for local funds:

- The program is listed on the Missouri ETPS.
- Training-related job placements of past graduates equal the entered employment, retention and wage performance rate required of the Jefferson/Franklin Region for the current Program Year. This requires the training provider to collect job placement data on its graduates.
- Staff will check local in-house logs to see if individuals with similar training/credentials are coming into the Job Center due to their inability to earn a living wage with that training or credential (To insure we are not paying to train individuals for occupations that do not move them out of poverty).
- Local WIOA staff will keep data of the number of participants starting each program versus the number of participants completing the program. If there is less than a 60% completion rate, the program will not be approved at the local level.
- Staff will compare the cost to complete the program to insure it is not higher than twice the amount of completing the equivalent program at other local training providers on the State ETPS within a reasonable distance.

If the above criteria are met, staff will reach out to the training provider to verify contact information and explain the vendor packet required to receive WIOA tuition payments from the Jefferson/Franklin Region. No employment and training activity is approved without appearing on the ETPS.

#### **c. 15. Alignment and Data Integration**

- a. Describe how all partner agencies will strengthen their integration of services so that it provides a more seamless system.***

Employment and training services in the Jefferson/Franklin Region shall be based on a framework that moves beyond a partnership of providers to a true integration of service delivery. The Job Centers located in Arnold and Washington Missouri offers integrated services to better serve customers based on a unified customer flow that has WIOA Title I Adult, Youth & Dislocated Worker, Wagner-Peyser, Adult Education & Literacy, Vocational Rehabilitation and Temporary Assistance for Needy Families customers enrolled in the WIOA core performance measures.

The community colleges in each county consult with area employers and develop training programs to meet the workforce needs of the employers. Training programs are typically short term, cost effective and offers many options to further training and the opportunity for earning stackable credentials. Partnering with service providers to provide workforce development services and activities gives the job seeker population credentials for skill training that will help to improve workforce quality, meet the needs of employers and increase employment, retention and earnings for the region's workforce.



The LWDB strives for continuous improvement within the Job Centers and with eligible providers of services in order to meet the needs of local employers and job seeker customers. The local workforce development system consists of interrelated teams, committees, boards, and individuals focused on identifying methods to improve service delivery of all concerned. These collaborations are focused on the ability to respond to the needs of area employers and provide training opportunities to job seekers. The LWDB assures quality service delivery in the job centers through a Memorandum of Understanding (MOU) with all one-stop partners to outline one-stop system operations, to coordinate the services provided and provide efficient referrals among all service providers.

The One-Stop Operator leader makes decisions for service delivery issues and performance management. The goal is to improve access to the one-stop program services to include integration strategies. The main areas of responsibility include daily oversight, personnel, financial, LWDB representation, partner relations, facilities, community relations, One-Stop communications, and programmatic services such as intake, case management, resource room, business services, etc.

***b. Describe the MOU/IFA/Cost Sharing Process.***

See Attachment 3.

***c. Describe the process for data integration. How are the one-stop centers implementing and transitioning to an integrated, technology enabled intake system for programs carried out under WIOA and by one-stop partners?***

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The LWDB strives for continuous improvement within the Job Centers and with eligible providers of services in order to meet the needs of local employers and job seeker customers. The local workforce development system consists of interrelated teams, committees, boards, and individuals focused on identifying methods to improve service delivery of all concerned. These collaborations are focused on the ability to respond to the needs of area employers and provide training opportunities to job seekers. The LWDB assures quality service delivery in the job centers through a Memorandum of Understanding (MOU) with all One-Stop partners to outline one-stop system operations, to coordinate the services provided and provide efficient referrals among all service providers.

**d. 16. Accessibility**

***Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with***

***Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and service, technology, and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities. (See OWD Issuance 12-2017 and the State of Missouri Non-discrimination Plan at [https://jobs.mo.gov/sites/jobs/files/ndp\\_2019\\_summary\\_all\\_sections\\_and\\_elements\\_finalcopy\\_with\\_bookmarks.pdf](https://jobs.mo.gov/sites/jobs/files/ndp_2019_summary_all_sections_and_elements_finalcopy_with_bookmarks.pdf) )***

The Jefferson/Franklin Region offers workforce development services at the One-Stop Comprehensive Centers located in Arnold and Washington. The One-Stop Centers provide physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities to ensure that the full array of one-stop services is available to all job center customers.

Communication mechanisms within the job centers ensure that individuals with disabilities are receiving the same information as effectively as any other customer. The availability of auxiliary aids and services allow customers with visual, hearing, physical, and cognitive disabilities the communication access to products and services box. Assistive Technology equipment in each job center includes: the Ubi Duo, amplifier for telephone, Relay 711 service, hands-free speaker phone, 19"-21" large monitor, screen reader software (Window Eyes), screen magnification software (Zoom Text), Trackball, alternative keyboard, height adjustable table, tape recorder, electronic CCTV magnifier, and Portable Assistive Listening Device (FM System). Sign language interpreter services may be provided to individuals upon request to enhance communication with hearing impaired individuals.

Staff training is important in the effectiveness of providing services when a customer discloses their disability and may need accommodations to address their individual needs. Training is provided in order for staff to be knowledgeable of the assistive technology and other resources needed for individuals with disabilities to be successfully employed. Strong partnerships have been established with the Division of Vocational Rehabilitation, Rehabilitation Services for the Blind, Next Step for Life (Jefferson County) and Missouri Goodwill Industries (Franklin County). These agencies continue to be a resource for job center customers with disabilities to provide adequate preparation and reasonable accommodation to enable individuals to achieve their maximum potential in the home, community, educational settings and in employment.

Vocational Rehabilitation, Independent Living Rehabilitation, Older Blind Services and Transition Services are available to assist in providing all individuals with disabilities the opportunity for improved workforce services.

Job Centers support service integration and has established co-enrollment processes to better serve customers that may benefit from the services provided by Vocational Rehabilitation (VR) and Rehabilitation Services for the Blind (RSB). Co-enrollment with WIOA core partners provides individuals with the support services needed to enter a career pathway and become self-sufficient.

When Job Center customers disclose that they have a physical or mental impairment that has caused difficulties with working, the staff may see the need for additional services through VR/RSB and the customer is co-enrolled into both WIOA core programs. staff will provide the customer with the contact information and how to apply for VR/RSB services. The Questionnaire for VR services and the Health Assessment forms may be provided to the customer to complete prior to the first VR meeting. The Job Center will provide initial assessment and enrollment into WIOA career services. Career exploration, work readiness activities and labor market information will be provided to assist the customer in making informed choices when they are establishing career goals. The Work Opportunity Tax Credit (WOTC) information provides another resource to assist with finding employment. WIOA funds may also be available to assist with vocational training or on-the-job training. VR staff shall provide guidance and counseling and determine the appropriate VR services such as Ticket to Work, supported employment or vocational training. Both partners work in collaboration to assist the



customer with job development and placement.

Customers who are visually impaired or blind may access job center services utilizing the available assistive technology equipment. They will receive all of the services offered by the job center such as assessment, career exploration work readiness, training opportunities and labor market information. A referral may be made to RSB to provide additional assistance in job placement and provide the additional support necessary for the customer to become productively employed.

WIOA youth programs may co-enroll high school students with a disability who are age 16-21 and are enrolled with VR to prepare for the transition from school to post-high school employment, education, specialized training, and independence. Co-enrollment will provide more opportunities to improve workplace skills through work-based learning experiences and career readiness activities. Participation in postsecondary education will be promoted allow students to become employed in high-demand jobs and careers, including science, technology, engineering, and mathematics (STEM) careers. WIOA co-enrollment in core partner programs further enhances employability for individuals with disabilities to obtain, maintain or advance in employment.

#### **17. Assessment of One-Stop Program and Partners**

***a. Describe how the Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants.***

The Board will ensure continuous improvement of eligible providers of services through partner meetings and a quarterly review by the LWDB Executive Committee. The intent is to ensure the LWDB is an efficient entity. Should the needs of local employers and participants be not being met, special committees may be formed to offer direction.

***b. Describe the actions the LWDB will take toward becoming or remaining a high-performance WDB.***

Through subcontractor performance contracts and partner MOU's the Jefferson/Franklin WDB in coordination with Local Elected Officials (LEO's) will hold service providers and partners accountable for programmatic and fiscal performance for which subcontractor and partners have agreed. The WDB is prepared to impose performance mandates as required and/or necessary to meet the region-wide performance.

The LEO's and WDB continually review the local Jefferson/Franklin Plan as respects to a sustainability plan on how to sustain program performance and fiscal integrity in the event the region experiences additional formula fund cuts. The sustainability plan will be reviewed by the LEO's and WDB and adjustments will be made as necessary to continue providing quality service to our job seeker and business customers. These actions and efforts will ensure the Jefferson/Franklin WDB remains a high-performance workforce development board.

The Jefferson/Franklin LWDB reviews program performance at quarterly LWDB meeting to ensure that the Board is aware of performance. The review includes then negotiated rate and the current performance rate.

The Board will work to maintain its high performance by reviewing actions to improve local WIOA

performance rates include but are not limited to:

- ▶ Continuous monitoring reviews being conducted by the Compliance and Monitoring staff to ensure case management validity.
- ▶ Review of all new enrollments. The Compliance and Monitoring staff reviews 100% of all program enrollments to ensure compliance with eligibility, service activities, case note entries, and other policy guidelines.
- ▶ Staff utilize the MoPerforms Database System to monitor performance measures. This monitoring allows us to make some changes to participant activity, if needed.
- ▶ If partner data agreements are in place, information and coordination of activities may improve the performance of programs.
- ▶ Customer surveys will determine if improvements can be made to the delivery of services.

The LWDB will continue to support and implement the unified system of measuring program performance, accountability, and customer service satisfaction among specific partners providing services.

## Local Administration

### 18. Chief Elected Official (CEO)

***Please identify the CEO. List the name, title, address, phone number and email address. Place it on a cover sheet in Attachment 5.***

See Attachment 5.

### 19. CEO Consortium Agreement and Bylaws

***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 CEO Consortium Agreement as Attachment 5 including any CEO Bylaws that are in effect.***

See Attachment 5. [See updated Attachment.](#)

***NOTE: (The CEO membership should be reviewed after each county and/or municipal election. If there are changes in the CEO membership, or leadership, a new CEO agreement will need to be signed and submitted to OWD by the first day of June following the election.) OWD must be notified with the contact information as soon as the CEO takes office.***

## 20. Local Workforce Development Board (LWDB) Membership

*Please list the LWDB members in Attachment 6. 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/OWD, higher education, economic development, TANF, Other) The LWDB Certification Form may be used. See OWD Issuance 10-2018 Local Workforce Development Board Membership Requirements and Recertification Procedures under the Workforce Innovation and Opportunity Act.*

### a. LWDB Standing Committees

List of all **standing committees** on a separate page in **Attachment 6**.

### b. LWDB Certification Letter (2019)

Include in **Attachment 6** a copy of the current LWDB certification letter

See Attachment 6. [See updated Attachment.](#)

## 21. LWDB Bylaws

*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 7 to the Plan.*

See Attachment 7. [See updated Attachment.](#)

## 22. Conflict of Interest Policy

*Include the Conflict of Interest Policy as Attachment 8 for Board members, staff, and contracted staff to follow. This should be the full COI policy that they sign, not just an attestation. See OWD Issuance 19-2016 Ethical Requirements for Chief Elected Officials and Local Workforce Development Boards.*

See Attachment 8. [See updated Attachment.](#)

## Local Planning & Fiscal Oversight

### 23. Local Fiscal Agent

*Identify the Local Fiscal Agent. Include contact information. Include the information as **Attachment 9**. See OWD Issuance 22-2015 Policy on Designation of a Local Fiscal Agent By the Chief Elected Official.*

See Attachment 9. [See updated Attachment.](#)

### 24. Competitive Procurement

*Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under Title I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include 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. Include the Financial Procurement Policy as **Attachment 10**.*

Jefferson/Franklin Consortium will follow general and administrative rules that apply to the use of Workforce Innovation and Opportunity Act (WIOA) Title I funds. Procurement Contracts will be conducted on a cost reimbursement basis.

#### Example of Request for Proposal Schedule

Date scheduled: Announcement to procure training services

Date scheduled: Pre-Bid Conference date

Date scheduled: Letter of intent and written questions due date

Date scheduled: Response to questions

Date scheduled: Proposal due

Date scheduled: Proposal evaluation

Date scheduled: Pre-Award conference with offerors within the

Competitive range Date scheduled: Youth Committee approval

Date scheduled: LWDB approval AWARD for July 1, (program year)

Approved Contractor begins Delivering Staff Services

Codes of Conduct and Conflict of interest issues will be followed. Outcome based system shall be applied to procurement. Procurement should meet a qualitative goal such as “moving unemployed customers into employment” and meet established local area performance measures.

See Attachment 10.

## **25. Duplicative Costs and Services**

### ***a. Eliminating Duplicative Administrative Costs***

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

The Jefferson/Franklin Region through local MOU's will work with local partners to provide comprehensive services to WIOA participants. Uniform Guidance 2 CFR 200 will be referenced in working toward eliminating any duplicative administrative costs to enable increased training investments.

Currently the One-Stop operator and service providers are jointly determined by a cost sharing review with partner agencies of all costs. Overhead, office supplies, postage, space, etc. Sharing cost for efficiency with partners will continue to be reviewed to eliminate all duplicative costs. This allows the Board to increase its training investments in participants and eliminates duplicative administrative costs. The Jefferson/Franklin Region continually reviews administrative functions to determine less administrative/overhead costs required.

### ***b. Eliminating Duplicative Services***

**Identify how the Board ensures that services are not duplicated.**

The One-Stop delivery system has reduced duplication of services through its integrated service delivery model which allows staff to deliver state funded services to adults and dislocated workers through Wagner-Peyser and the Workforce Innovation and Opportunity Act (WIOA).

The One-Stop delivery system has consolidated labor exchange and allowable WIOA services and team members utilize an integrated set of reportable services in MoJobs which provides smooth customer flow and an accountability process for enrolling customers. All team members work with the universal population of customers and access MoJobs to determine the services that have been provided and the next steps that are needed to engage the customer in accessing the product box.

The region's One-Stop Partner MOU promotes coordinated service delivery, integrated customer interviews between programs, and interagency communication to avoid duplication of services. These partnerships are necessary to provide job seekers with high-quality streamlined career services, training, and supportive services to become employed and to help businesses find skilled workers.

**26. Planning Budget Summaries (PBSs)**

Include the Planning Budget Summaries for Program Year 2020 and Fiscal Year 2021 in **Attachment 11** to the Plan. (Instruction for this planning item will be sent after the PY 2020 locally negotiated performance goals are finalized.)

See Attachment 11.  

**27. Complaint and Grievance Policy / EEO Policy**

*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. Include either a statement that the Board will follow the state policy or develop a local policy and include a copy as Attachment*

*12 to the Plan. (See the State of Missouri Non-discrimination Plan)*

*[https://jobs.mo.gov/sites/jobs/files/ndp\\_2019\\_summary\\_all\\_sections\\_and\\_elements\\_final\\_copy\\_with\\_bookmarks.pdf](https://jobs.mo.gov/sites/jobs/files/ndp_2019_summary_all_sections_and_elements_final_copy_with_bookmarks.pdf)*

See Attachment 12. [Updated policy effective after OWD on 12/2/21.](#)

**28. 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 local plan development process, including how input for the Local Plan*

*was obtained by all the partners involved in the MOU. Also, see Attachment 33 - Statement of Assurances.*

The LWDB has involved business, organized labor, local public officials, community-based organizations, WIOA service providers, and other stakeholders in the preparation of this PLAN through meetings and electronic interaction. A review of the completed PLAN has been shared with all stakeholders. A meeting [was](#) held February 2020 at Jefferson College and East Central College with University of Missouri to discuss the data collected that was included within the PLAN. All involved will be invited to this meeting.

2022 modification: Board members, Board staff, WIOA services providers, MOU partners, and other stakeholders attended various virtual meetings in January 2022 and March 2022 to discuss plan and MOU updates. Partners were kept informed via electronic interactions. Those partners not in attendance, were contacted electronically for updates, if any. The Board approved the updates in April 2022.

See Attachment 33.

## 29. Performance Negotiations

*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.*

WIOA ADULT	Local WDB Plan
Employment Rate Q-2	70.0%
Employment Rate Q-4	70.0%
Median Earnings	\$4,600
Credential Rate	56.0%
Measurable Skills Gain	N/A
<b>WIOA DISLOCATED WORKER</b>	
Employment Rate Q-2	70.0%
Employment Rate Q-4	70.0%
Median Earnings	\$5,450
Credential Rate	53.0%
Measurable Skills Gain	N/A
<b>WIOA YOUTH</b>	
Youth Placement Rate Q-2	72.0%

Youth Placement Rate Q-4	72.0%
Median Earnings	N/A
Credential Rate	67.0%
Measurable Skills Gain	N/A

### 30. Public Comment

***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. Provide an affidavit of proof of this public announcement for comment. See Attachment 33 - Statement of Assurances***

Jefferson/Franklin PLAN submission notification was made available for Public Comment including representatives of businesses and labor organizations through local meetings, website publication and newspapers. Proof of affidavit of public announcement attached as Attachment33 (A). The PLAN will receive a 14-30-day public comment period; comments and suggestions to be taken under advisement.

The two-year PLAN modification was made available for Public Comment through website publication in April 2022. No public comments were received.

### 31. Assurances

***Complete and sign the “Statement of Assurances Certification” form located in this guidance and include this as Attachment 33 to the Plan.***

See Attachment 33. [See updated Attachment.](#)

## POLICIES

### Local Policies and Requirements

### 32. Supportive Services Policy

***Please include the Board’s policy for Supportive Services as Attachment 13 to enable individuals to participate in Title I activities. This policy must address the requirements in **OWD Issuance 13-2017 Statewide Supportive Services Policy**.***

See Attachment 13. [See updated Attachment.](#)



### 33. Adult - Priority of Service

***Please include the Board's policy for Adult Priority of Service as Attachment 14. Describe the process by which any priority will be applied by the One-Stop Operator as stated under WIOA sections 133(b)(2) or (b)(3). The LWDB should explain its Adult Priority of Service to provide WIOA career services for jobseekers who are not low-income.***

In the event of WIOA funding limitations, the Jefferson/Franklin Region gives priority of Adult employment and training activities to veteran who are recipients of public assistance and low-income veterans. Next, in the priority are other non-veterans who are recipients of public assistance and low-income non-veterans.

In the event that funding is available and Adult customer's income exceeds certain defined thresholds, the local policy will be followed.

See Attachment 14. [Updated July 2021 \(Plan modification #2\).](#)

### 34. Adult / Dislocated Worker - 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. Please include the Training Expenditure Rates and Criteria Policy for Adults and Dislocated Workers as Attachment 15.***

See Attachment 15.

### 35. Youth – Eligibility

***Please provide the Youth Barriers Eligibility Policy (OSY ISY additional assistance barrier) as Attachment 16.***

Jefferson/Franklin shall follow the Youth Program Eligibility and Documentation Technical Assistance Guide and the approved additional assistance barriers.

### 36. Youth - Out of School Youth (OSY)

***Describe the Board's strategy for addressing Out-of-School Youth (OSY). WIOA section 129(a)(1)(B)(VIII) establishes that an eligibility criteria for Out-of-School Youth 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.***

Economically disadvantaged OSY who are the recipient of a secondary school diploma or its recognized equivalent and is not basic skills deficient or an English language learner may qualify for services using the criterion of "Is an individual who requires additional assistance to enter or complete an educational program or to secure and hold employment", one of the following conditions must be met:

1. Verification obtained from a professional source (doctor, teacher, vocational



evaluator, etc.) stating that the youth requires additional assistance either related to education or employment, or

2. Documentation which verifies that the youth:

- a) Has a poor work history (been fired from 1 or more jobs within the last six months, OR has a history of sporadic employment, such as “has held 3 or more jobs within the last 12 months, and is no longer employed, or
- b) Has been actively seeking employment for the last 2 months but remains unemployed.

**37. Youth- In School Youth (ISY)**

***Describe the Board’s strategy for addressing In-School Youth (ISY). WIOA section 129(a)(1)(C)(VII) establishes that an eligibility criteria for In-School Youth 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.***

Economically disadvantaged ISY who are basic skills deficient or an English language learner may qualify for services using the criterion of “Is an individual who requires additional assistance to enter or complete an educational program or to secure and hold employment”, one of the following conditions must be met:

- 1. Verification obtained from a professional source (doctor, teacher, vocational evaluator, etc.) stating that the youth requires additional assistance either related to education or employment, or
- 2. Documentation which verifies that the youth:
  - a) Has a poor work history (been fired from 1 or more jobs within the last six months, OR has a history of sporadic employment, such as “has held 3 or more jobs within the last 12 months, and is no longer employed, or
  - b) Has been actively seeking employment for the last 2 months but remains unemployed.

**38. Youth- 14 Data Elements**

***Describe how the region will provide the 14 data elements including: roles, responsibilities, how the system works, and what the system looks like when put into practice in the region. Also, list any organizations/entities that have an agreement with the region to provide one or more youth services.***

The region has a competitive bid/procurement process for the selection of service providers for youth programs under Title I of the Workforce Innovation and Opportunity Act as detailed in Attachment 10 – Financial Procurement Policy. MERS Goodwill is the youth service provider for the Jefferson/Franklin Region. Evaluation of program activities/services and performance outcomes are reviewed quarterly by the LWDB and

staff to the LWDB for compliance with the contractual scope of work.

The role and responsibility for providing youth services is delivered by MERS Goodwill. Youth Program design emphasizes services in career exploration and guidance, support for education and credential attainment, occupational skills training opportunities in in-demand industries, and entering employment along a career path. Strategies include preparation for post-secondary educational opportunities, linkages between academic and occupational learning, work readiness/preparation for employment, and connections to intermediary organizations that provide strong linkages to the job market and employers.

How the system works: A youth applicant will participate in pre-enrollment activities such as initial assessment to determine if the WIOA youth services are suitable for the individual. The determination is made to enroll youth into the WIOA program when the youth's need for employment and training services match the WIOA services available.

An out-of-school youth (OSY) applicant is determined eligible for WIOA when not attending school at the time of enrollment and meeting one of the following conditions: School dropout, within age of compulsory school attendance, recipient of secondary school diploma, who is low-income and basic skills deficient or an English language learner, subject to the juvenile or adult justice system, homeless, runaway, in foster care or has aged out of the foster care system, pregnant or parenting, an individual with a disability or a low-income youth who needs additional assistance to enter or complete an educational program or to secure or hold employment.

An in-school youth (ISY) applicant is eligible based on low-income and documentation of at least one of the following: Basic skills deficient, English language learner, offender, homeless, runaway, in foster care or has aged out of the foster care system, pregnant or parenting disabled or needs additional assistance to enter or complete an educational program or to secure or hold employment.

Every youth completes an objective assessment to evaluate the basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs and developmental needs of the participant. The objective assessment identifies the career pathway for the youth participant. The objective assessment results are used to develop a corresponding individual service strategy (ISS).

The ISS is a plan to meet the Youth's specific training and employment goals. The youth participant works with the youth service provider staff to identify the short-term and long-term employment goals, achievement objectives, including educational goals and appropriate services for the participant. The ISS will address all youth needs and barriers that were identified during the completion of the objective assessment. The ISS is regularly reviewed and updated as appropriate when the youth participant's educational and career goals have changed or have been achieved. During ISS review, case managers

document the youth's progress, activities completed, and any other accomplishments.

After the completion of the program, the youth shall receive follow-up services for not less than 12 months. The purpose of follow-up services will be to provide support and guidance to assist youth in retaining employment and educational achievements, advancement opportunities, and personal development.

Year-round case management services are provided to out-of-school youth or in-school 14-24 years of age by utilizing the fourteen program elements of the WIOA Youth program. To increase a youth's employability skills, the fourteen elements are grouped around four major themes presented in the Department of Labor's Youth Program Guidance. Other than with the sub-recipient and as may become needed to meet the 14 data elements, MOUs are maintained with other entities to provide and share information as needed.

### **Improving Educational Achievement**

- ***Tutoring, Study Skills Training, Instruction, and Dropout Prevention activities that lead to completion of a high school diploma or recognized equivalent***

We work with partner agencies that offer individualized instruction, literacy development and tutoring. Partners include Project Success at Jefferson College, Academic Support Lab at Jefferson College, local high school administrators as well as counselors to identify those at risk for drop-out – and assist with options instead of dropping out. (Missouri Options, Alternative High School, Adult Education/Literacy)

- ***Alternative Secondary School and Dropout Recovery Services assist youth who have struggled in traditional secondary education or who have dropped out of school***

Our partnership with local Alternative Secondary Schools assists with identifying youth in need of WIOA services and offer WorkKeys Testing to youth.

### **Preparing for and Succeeding in Employment**

- ***Paid and Unpaid Work Experience is a structured learning experience in a workplace and provides opportunities for career exploration and skill development***

We currently have a work experience program set up in not for profit/non-profit work sites that offer work-based learning experiences with onsite mentoring by professional staff. Participants develop work skills and behaviors to assist with success in competitive employment.

- ***Occupational Skills Training is an organized program of study that provides specific skills and leads to proficiency in an occupational field***

Youth are assisted with identifying in-demand occupational goals and needed credentials to obtain those goals. Youth are assisted with completing applications, financial aid awards, scholarships, and comparing training providers and programs that best fit youth needs.

- **Education Offered Concurrently with Workforce Preparation is an integrated education and training model combining workforce preparation, basic academic skills, and occupational skills**

Training programs are identified at the local community colleges that offer credential-based training along with adult education and literacy. We work with youth in need of the high school equivalency and assist them in enrolling in training program that may be concurrent with adult education and literacy classes.

- **Leadership Development Opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors**

We partner with the Jefferson/Franklin Community Action Corp in their “Step Up to Leadership” classes and recruit/refer youth to actively participate in their community.

- **Supportive Services enable an individual to participate in WIOA activities**

Costs associated with obtaining high school equivalency are paid for youth. In addition, and as needed, uniforms, transportation and other training-related or work-related costs are paid.

### **Providing Adequate Support in Completing Learning and Employment Goals**

- **Adult Mentoring is a formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement**

MERS Goodwill will develop community-based mentors that can support youth with their goals.

- **Follow-up Services are provided following program exit to help ensure youth succeed in employment or education**

We provide youth with job referrals, resume assistance, help in researching post-secondary training options, financial aid, and scholarships available.

- **Comprehensive Guidance and Counseling provides individualized**

***counseling to participants, including drug/alcohol and mental health counseling***

We refer youth to agencies that provide comprehensive mental healthcare. Including: Comtrex, BJC Behavioral Health, Youth-in-Need, etc.

- ***Financial Literacy Education provides youth with the knowledge and skills they need to achieve long-term financial stability***

Youth are assisted in opening checking/savings account; and are referred to bank agencies that provide workshops on financial literacy education.

- ***Entrepreneurial Skills Training provides the basics of starting and operating a small business and develops entrepreneurial skills***

Youth are referred to agencies that offer entrepreneurial skills workshops and help in researching post-secondary training programs emphasizing on entrepreneurship.

- ***Services that Provide Labor Market Information offer employment and labor market information about in-demand industry sectors or occupations***

We work with youth to use online tools such as MERIC, ONET Online to review labor market with participant. Tools are also included include MYNEXTMOVE to determine in-demand occupations that relate to the participant's interests.

**Developing the Potential of Youth as Citizens and Leaders**

- ***Postsecondary Preparation and Transition Activities help youth prepare for and transition to postsecondary education and training***

Youth are assisted with identifying in-demand occupational goals and needed credentials to obtain those goals. They are also involved in completing applications, financial aid awards, scholarships, and comparing training providers and programs that best fit youth needs.

The Jefferson/Franklin region values the partnerships with core programs and local agencies to leverage resources and opportunities to serve the region's "most in need" youth. The WIOA youth program encourages youth age eighteen and older to register with the job center (Wagner Peyser) for access to valuable services to provide support in completing education and occupational goals. Adult Education & Literacy programs serve the out of school youth participants to improve educational achievement in basic skills and earning a high school equivalency. WIOA provides AEL students with support in developing a career pathway to post-secondary education (Perkins Career & Technical Education) or employment that leads to opportunities for advancement. Out of School youth are provided opportunities to enter Job Corps to learn occupational skills and prepare for succeeding in employment. WIOA youth programs work in cooperation with the job center to provide job search assistance, labor

market information, and career guidance. Supportive services are coordinated through referrals to partners such as TANF, Community Action (HUD, utility assistance) as well as other community-based organizations including services for Veteran's or individuals with disabilities. WIOA youth programs partner with Vocational Rehabilitation to assist in school youth with transitioning to post-secondary education or on the job training programs and employment. A memorandum of understanding (MOU) has been signed between the Jefferson/Franklin Consortium Workforce Development Board and the One-Stop Partners of the One-Stop delivery system in recognition of the importance of agency linkage, coordination, and cooperation in effectively providing services through an integrated system to better serve youth in need of services.

### 39. Youth- Incentive Payment Policy

**Describe the LWDA's youth incentive payment policy. Youth incentives must be tied to recognition of achievement related to work experiences, training, or education. Please include the Youth Incentive Payment Policy as Attachment 17.**

Incentives are a way to encourage workforce participant's involvement or to reward participants for achieving specific elements indicated in the participant's employment plan. An incentive is a payment to an eligible WIOA Youth registrant for the successful participation and achievement of expected outcomes as defined in the Individual Service Strategy (ISS). Such achievements must be documented electronically and in the participant's file as the basis for an incentive payment.

Incentive payments may be awarded for the following goal accomplishments or activities:

- Attainment of a Degree or Certificate;
- Skill Gains

See Attachment 17.

### 40. Veterans – Priority of Service

**Describe how veteran's priority, as required by Public Law 107-288, will be incorporated into all programs. Please include the Veterans Priority of Service Policy as Attachment 18. See OWD Issuance 10-2016 Priority of Service for Veterans and Eligible Spouses.**

In the event of WIOA funding limitations, the Jefferson/Franklin Region gives priority of Adult employment and training activities to veterans who are recipients of public assistance and low-income veterans. Next, in the priority are other non-veterans who are recipients of public assistance and low-income non-veterans.

See Attachment 18. Updated July 2021 (Plan modification #2).

### 41. Basic Skills Assessment (Testing) Policy

**Describe the basic skills assessments for the LWDA. Include the Basic Skills Assessments (Testing) Policy as Attachment 19. See OWD Issuance 14-2016 Determining Basic Skills Deficiencies for Workforce Innovation and Opportunity Act Applicants/Participants.**

See Attachment 19. See updated policy (Attachment19).

#### **42. Individual Training Accounts (ITAs)**

***Include a description of how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local WDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided. Identify the funding limit for ITAs. Please include the Individual Training Account (ITA) Policy as Attachment 20. Also include the Eligibility Policy for Individualized Career Services in Attachment 20.***

See Attachment 20. [See updated policy \(Attachment 20\).](#)

#### **43. 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 to assist in the provision of these services. Include the Accessibility Policy for Persons with Disabilities as Attachment 21. See OWD Issuance 12-2017 Minimum Standards for Assistive Technologies in Missouri Job Centers.***

The LWDB will ensure the full array of One-Stop services is available and fully accessible to all individuals with disabilities. Centers provide physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities.

See Attachment 21. [Updated policy effective after OWD approval on 12/2/2021.](#)

#### **44. Limited English Proficiency (LEP) – 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 to assist in the provision of these services. Include the Accessibility Policy for Persons with Limited English Proficiency as Attachment 22. See OWD Issuance 06-2014 Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy***

Limited English Proficiency (LEP) individuals will be advised of available, competent, confidential language interpretation services and be provided written materials translated into languages other than English as needed. Language Interpretation/Translation Services are available in the Arnold and Washington Job Centers through the CTS Language Link. This service provides telephone language interpretation services. Workforce system staff utilizes the “Point to your Language” card to identify the LEP individual’s language and obtain the appropriate interpreter services.

See Attachment 22.

#### **45. Co-enrollment**

***Describe how the Board promotes integration of services through co-enrollment processes. Please include your Integration of Services Policy (Co-enrollment Policy) as Attachment 23. See OWD Issuance 03-2019 Co- enrollment and Provision of Services by***



### **Workforce Staff Policy.**

See Attachment 23.

#### **46. 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). Please include the Adult Education and Literacy Policy (AEL Policy) as Attachment 24. See OWDissuance 26-2015 Adult Education Classes to Prepare Workforce Customers to Achieve a High School Equivalency***

The LWDB works closely with the AEL programs in Jefferson and Franklin Counties to coordinate workforce development activities. The AEL Director from Franklin County has been appointed to the LWDB Board and the AEL Director from Jefferson County is invited to attend and participate in the quarterly LWDB meetings.

LWDBs are asked to review the AEL DESE Title II applications (as required by WIOA). AEL has used the LWDB Plan to identify integrated education and training opportunities, WIOA youth and adult participation goals and guidance, and other service provider needs such as Vocational Rehabilitation and Veterans employment services.

After review of the Jefferson College and East Central College AEL Plans as relates to alignment with local Jefferson/Franklin Consortium WIOA plan, the LWDB recommended adoption of the plans/proposals with implementation date of July 1, 2020.

See Attachment 24.

#### **47. Title IV: Vocational Rehabilitation / Rehabilitation 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. If the Board has a subcommittee, please describe it and the partnership activities with VR & RSB. Please include the VR/RSB Coordination Policy as Attachment 25.***

The board coordinates workforce development activities with both Vocational Rehabilitation (VR) and Rehabilitation Services for the Blind (RSB). VR is co-located in all Job Centers in the Local area, which allows for collaboration among staff and convenience for customers. When appropriate, customers are co-enrolled into both WIOA and VR/RSB programs and offered all appropriate available services from the respective programs.

VR/RSB, MERS Goodwill (Franklin County), and Next Step for Life (Jefferson County) continue to be a resource for job center customers with disabilities to provide adequate preparation and reasonable accommodation to enable individuals to achieve their maximum potential in the home, community, educational settings and in employment.



Transition Services are available to assist in providing all individuals with disabilities the opportunity for improved workforce services.

A staff member of the local Vocational Rehabilitation office maintains regular hours at the Job Center whose purpose is to meet with participants of Vocational Rehabilitation and with job seekers referred from the Job Center for enrollment.

VR is represented on the LWDB and participates in Board meetings. VR staff are invited and encouraged to attend weekly Job Center staff meetings during which all Job Center services are reviewed.

See Attachment 25.

#### **48. Registered Apprenticeship / ETPS**

***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. Describe the strategy the LWDA will use for addressing the apprenticeship program and monitoring progress. See OWD Issuance 21-2017 Statewide On-the-Job Training Policy and Guidelines. Please include the Youth Apprenticeships Policy as Attachment 26.***

The Board will, along with US DOL Office of Apprenticeship, Education Partners/Training Providers and Employers, align its resources and make all allowable program services available for apprenticeship participants, sponsors, and employers. These services shall include work-based learning, on-the-job training (in accordance with ~~OWD Issuance 21-2017~~ the State's most recent On-the-Job Training Policy), training funds and supportive services as well incumbent worker training when appropriate. The Board will coordinate with all training providers approved within the State ETPS system including registered apprenticeship programs.

See Attachment 26. [Updated policy \(see Attachment 26\).](#)

#### **49. Eligible Training Provider System (ETPS)**

***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. Include the local workforce development board policy on selecting training providers from the State approved list for use by the local board; and include Eligible Training Provider List (ETPL) Policy Attachment 27. See OWD Issuance 11-2018 Local Eligible Training Provider Selection Policy.***

The LWDB will insure all of the following requirements are met before approving the provider for local funds:

- The program is listed on the Missouri ETPS
- Training-related performance of past graduates will be evaluated for entered employment, retention and wage performance rates. This requires the training provider to collect and report job placement data on its graduates. After the establishment of data collection and reporting systems, training provider performance will impact eligibility for WIOA financial support.
- Staff will check local in-house logs to see if individuals with similar training/credentials are coming into the Job Center due to their inability to earn a living wage with that training or credential (To insure we are not paying to train individuals for occupations that do not move them out of poverty)
- Local WIOA staff will keep data of the number of participants starting each program versus the number of participants completing the program. If there is less than a 60% completion rate, the program will not be approved at the local level.
- Staff will compare the cost to complete the program to insure it does not exceed 200% of the amount of completing the equivalent program at other local training providers on the State ETPS within a reasonable distance.

If the above criteria are met, the WDB Staff will reach out to the training provider to verify contact information and explain the vendor packet required to receive WIOA tuition payments from Jefferson/Franklin Counties.

See Attachment 27.

## 50. Follow-up Policy

***Follow-Up Career Services must be available to all Adult program and Dislocated Worker program participants for as long as 12 months after the first day of unsubsidized employment. Provide a description of the local strategy for follow-up services. See OWD Issuance 31-2017 Workforce Innovation and Opportunity Act Follow-Up Career Services.***

Follow-up Career Services are available to all Adult program and Dislocated Worker program participants for 12 months after the first day of unsubsidized employment upon request. Follow-up Career Services are provided to ensure the participant is able to retain employment, to obtain wage increases, and to advance in a career. Case managers will explain the availability and conditions of follow-up services during orientation to the program.

Upon request of Follow-Up Career Services, case managers will provide or coordinate the following services:

- Career planning and counseling;
- Assistance with work-related problems;

- Peer support groups;
- Referrals; and
- Information regarding educational opportunities.

WIOA Follow-Up Career Services will be documented in the statewide electronic case-management system by posting the appropriate activity or service and entering an accompanying Case Note.

## PROGRAM ELEMENTS

### Service Delivery

#### 51. One-Stop Service Delivery

***Describe how the LWDA is assisting customers in making informed choices based on quality workforce information and accessing quality training providers. Provide a list of one-stop partner products and services available at each Missouri Job Center.***

The local WIOA system is customer-focused to help customers access the tools they need to make informed choices and accessing quality training providers. Customers who are interested in a career change or skills upgrade training are offered a variety of assessment tools to assist in determining the appropriate training. Career exploration and financial aid workshops are provided through the Missouri Job Centers. Online resources are available for customers to access additional assessment tools and labor market information such as Missouri Connections, KeyTrain, and ONET. The Missouri Economic Research and Information Center (MERIC) offers assessment and career exploration to match customers with Missouri-specific occupational and educational information. Other resources for career and occupational information are offered through the Bureau of Labor Statistics and the U.S. Department of Labor's Career One-Stop.

### Adult and Dislocated Workers

#### 52. Title I - Employment and Training Products and Services

***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 (Key Train, WorkKeys /National Career Readiness Certificate [NCRC], Talify, etc.) and jobseeker products (such as Résumé Builder, etc.), to engage customers and assist with their re-employment efforts.***

Eligible adults and dislocated workers are able to use Individual Training Accounts at

qualified educational institutions. Through the Training Provider Search Tool on [www.jobs.mo.gov](http://www.jobs.mo.gov), customers may comparatively evaluate costs, location, and performance of individual programs offered by education providers. The advice and guidance available through the one-stop system provide the assistance customers need in making informed choices when choosing a training provider.

Job Center Staff members will utilize the region's services to assist customers with quality workforce information and accessing quality training providers. Team members will utilize a variety of products as appropriate from Education and Training, Occupational Information, Training Assistance and Providers, and Financial Assistance to allow customers the opportunity to make a customer centered informed choice in choosing a training provider.

Following is a list of the services consistently offered through the Arnold and Washington Job Centers:

- [WIOA Adult, Dislocated Workers, and Youth Programs](#) provides services to assist with obtaining/retaining employment, and provides training opportunities that allow individuals to obtain higher wages.
- [Basic and Individualized services offered by WIOA Title I and the Wagner-Peyser Programs](#). All individual enrolled into WP receive resume assistance which prepares them for applying for job openings. Staff assisted resume help is available upon request.
- Veterans Programs Services
- Trade Adjustment Assistance
- [On-the-Job Training Programs](#) allows individuals to find obtain employment they might otherwise not be qualified for by off-setting initial employment expenses related to training for the employer.
- [Financial Assistance for Post-Secondary Programs \(WIOA eligible\)](#) is available to reduce financial burden.
- [National Career Readiness Certificate \(NCRC\)](#) scores are used by area employers to assess candidates. NCRC WorkKeys are used by individuals to assess skills and aptitudes.
- [Workshops \(Individual & Groups\)](#) are used to skill individuals up in order to obtain new employment.
- [Assessments such as My Next Move, Talify, various aptitude assessments, and approved standardized BSD assessments](#) may be used to provide targeted case-management services that promote successful participant outcomes.
- [Referrals to partner programs/services](#) are also used to promote a holistic approach to improve success rates.

### **53. Unemployment Insurance Claimant Services (UI)**

***Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly***

***basis between the Office of Workforce Development and partner staff. Describe the strategies and services that will be used in the local area to strengthen linkages between the one-stop delivery system and unemployment insurance programs. Provide a description of how Unemployment Insurance.***

The Office of Workforce Development assists unemployment insurance (UI) claimants with Worker Profile Reemployment Services in the Arnold and Washington Job Centers. The Division of Employment Security notifies the UI profile customer that they are required to report to the Job Center. UI claimants complete the career services registration and receive a profile orientation, assessment and the reemployment services

appropriate to the claimant's needs. An employment plan is developed with a Job Center staff member and the customer is referred to the Employment Team, Staff or partner staff to receive the services needed to become re-employed. The Wagner Peyser Reemployment services include staff assisted job search, workshops, assessment, resume development assistance, National Career Readiness Certificate (NCRC) and labor market information through the Product Box. Individuals may be enrolled in the WIOA Adult, Youth or Dislocated Worker program for individualized career services and/or training services to upgrade skills, attain credentials and develop a career pathway. UI claimants needing a high school equivalency or basic skills remediation may be referred for Adult Education & Literacy services. Individuals may be referred and connected with Career and Technical education or veteran's programs to enhance service delivery. Supportive service needs will be addressed through referrals to partners such as TANF, Jefferson Franklin Community Action (HUD, utility assistance, etc.) or senior community services.

#### **54. On-the-Job Training (OJT)**

***Describe the Board's on-going strategies for promoting and increasing the number of participants in work-based learning and On-the-Job Training (OJT). Provide a summary of the results.***

The Jefferson/Franklin region's Business Services Team works collaboratively to promote training and hiring incentives such as On-the-Job Training (OJT) to employers and job seekers. Team members engage employers to identify skills and the current and future hiring needs that will allow individuals to engage in productive work. The business team informs small and medium-sized businesses about industry and occupational trends, wages, and the enhancements to their business such as cutting waste, help with training employees, reducing turnover and increasing profits. Real time labor market information is used to acquire workforce information such as job openings and employment projections data to identify employer partners and guide job seekers. Marketing efforts are accomplished on a daily basis through face-to-face meetings with employers, chamber of commerce meetings, civic organizations, mailings, press releases and networking with One-Stop partner agencies. Job seekers are informed of employment and training opportunities during career services enrollment/orientation and through contact with One-Stop partners who provide training and employment support. The MoJobs system is utilized as a common database to record employer and job seeker contacts and the services provided allowing efficiency of marketing and recruitment efforts of the team and avoiding duplication of outreach efforts.

#### **55. Credential Attainment / WorkKeys Assessment**

***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 LWDB continually strives to increase the number of credentials, degrees, and certificate attainment by all Job Center customers. WIOA Adult, Dislocated Worker, Youth, National Emergency Grant (NEG) and Trade Adjustment Assistance (TAA) programs offer participants the opportunity to earn a certificate through vocational and technical education, community colleges, proprietary schools, and all other institutions of higher education. These educational institutions offer short-term training to include stackable credentials and/or degrees with an emphasis in industry-recognized credentials. Job center staff educate customers on labor market needs to guide job seekers to training opportunities that will lead to the attainment of marketable credentials in the labor market area.

Jefferson College and East Central College offer short term occupational skill certifications in Welding, Machining Technology, and Industrial Engineering Technology. These programs accelerate learning to shorten classroom time and allow individuals to develop opportunities for work-based learning and paid internships. The college's training programs offer short term industry certification which enhances completion rates by partnering with employers and other community entities.

Pre-apprenticeship and registered apprenticeship work-based training programs provide credentials in industry identified occupational skill sets. The apprentice earns a "completion of registered apprenticeship" certificate, an industry issued, nationally recognized credential that validates proficiency in an occupation. The region will continue to expand apprenticeship training opportunities for youth completing high school and for women to enter non-traditional careers.

The Arnold and Washington Job Centers have established co-enrollment processes with Adult Education and Literacy (AEL) programs to assist customers with preparation for the HISET/high school equivalency. The AEL classes are offered on-site through Jefferson College and East Central College or through MOlearns online study program. AEL program services have been a strong partner of the job center and their programs are marketed to customers allowing individuals to obtain their HISET credential.

Job Center team members are knowledgeable of the Work Keys assessment and the benefits it provides to both job seekers and employers. Job Center team members will promote the National Career Readiness Certificate (NCRC) as a tool to assist customers in skill improvement and skill attainment. Referral mechanisms are in place for staff to refer customers for Work Keys testing and NCRC attainment.

The Work Ready Community initiative in Jefferson and Franklin counties continues to

increase the number of credentials obtained as the goals for NCRC attainment are being met in all of the customer categories. The Business Services team educates employers during outreach activities of the benefits of hiring individuals with the NCRC. The Business Services team works in collaboration with the skills and jobs teams which will assist in increasing the number of customers who will receive the NCRC.

#### 56. ETT Services / Layoff Aversion

***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 OWD Issuance 07-2015 Statewide Employment Transition Team Policy. Include as Attachment 28 the DW Employment Transition Team Policy.***

See Attachment 28. [See updated Attachment.](#)

## Youth

#### 57. Youth Standing Committee Requirements

***WIOA allows for a Youth Standing Committee 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 Youth Standing 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 and §681.120.***

The Jefferson/Franklin Region Youth Committee under the authority of the LWDB play a lead role in guiding youth policy as required under the Workforce Innovation and Opportunity Act. Members are appointed to the Youth Committee by the LWDB with input and consultation of the local elected official(s). Youth Committee members have a special interest or expertise relating to programs for youth. The standing Youth Committee include: Members of the LWDB representing business and education, local juvenile justice agency, community-based organizations/public housing authority, parent(s) of eligible WIOA youth, former youth participant(s), Adult Education and Literacy, Vocational Rehabilitation, Temporary Assistance for Needy Families representation.

The Youth Committee planned meetings are held bi-annually with other meetings called as necessary. The core agenda items direct how WIOA youth services are to be delivered within the region to ensure the fourteen elements are a part of the planned services. The Youth Committee provides input for the development of the local plan and members are



notified of the review and comment period prior to the submission to the Office of Workforce Development.

The members of the Youth Committee are involved in the procurement of youth service providers and concur with eligible WIOA youth providers approved by the WDB. Conducting oversight of youth providers, youth activities and youth service providers will continue to be a major role for the Youth Committee in the Jefferson/Franklin Region. Meetings consist of multiple reporting mechanisms by WIOA youth providers, community youth agencies and core program partner staff to keep the Youth Committee members informed of all youth activities that are occurring within the region and assist in the direction of helping in-school and out-of-school youth prepare meaningful career pathways for successful entry into the workforce.

#### **58. YSC Composition / Services / Procurement of Providers / Meeting Schedule & Agenda items**

***a. Describe the composition of the Youth Standing Committee (if designated) and its participation in the design of Youth services in the LWDA***

The standing Youth Committee include: Members of the LWDB representing business and education, local juvenile justice agency, community-based organizations/public housing authority, parent(s) of eligible WIOA youth, former youth participant(s), Adult Education and Literacy, Vocational Rehabilitation, Temporary Assistance for Needy Families representation.

The members of the Youth Committee are involved in the procurement of youth service providers and concur with eligible WIOA youth providers approved by the LWDB. Conducting oversight of youth providers, youth activities and youth service providers will continue to be a major role for the Youth Committee in the Jefferson/Franklin Region. Meetings consist of multiple reporting mechanisms by WIOA youth providers, community youth agencies and core program partner staff to keep the Youth Committee members informed of all youth activities that are occurring within the region and assist in the direction of helping in-school and out-of-school youth prepare meaningful career pathways for successful entry into the workforce.

***b. Describe the development of the Plan relating to Youth services***

The Youth Committee provides input for the development of the local plan and members are notified of the review and comment period prior to the submission to the Office of Workforce Development.

***Provide an explanation of the YSC 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***

***c. activities and the procurement of Youth service providers. See OWD Issuance 16-2014 WIOA Standing Youth Committees Requirements.***

The region has a competitive bid/procurement process for the selection of service providers for youth programs under Title I of the Workforce Innovation and Opportunity Act as detailed in Attachment 12. MERS Goodwill is the youth service provider for the Jefferson/Franklin Region. Evaluation of program activities/services and performance outcomes are reviewed quarterly by the LWDB and staff to the LWDB for compliance with the contractual scope of work.

Youth Program design emphasizes services in career exploration and guidance, support for education and credential attainment, occupational skills training opportunities in in-demand industries, and entering employment along a career path. Strategies include preparation for post-secondary educational opportunities, linkages between academic and occupational learning, work readiness/preparation for employment, and connections to intermediary organizations that provide strong linkages to the job market and employers.

A youth applicant will participate in pre-enrollment activities such as initial assessment to determine if the WIOA youth services are suitable for the individual. The determination is made to enroll youth into the WIOA program when the youth's need for employment and training services match the WIOA services available.

An out-of-school youth (OSY) applicant is determined eligible for WIOA when not attending school at the time of enrollment and meeting one of the following conditions: School dropout, within age of compulsory school attendance, recipient of secondary school diploma, who is low-income and basic skills deficient or an English language learner, subject to the juvenile or adult justice system, homeless, runaway, in foster care or has aged out of the foster care system, pregnant or parenting, an individual with a disability or a low-income youth who needs additional assistance to enter or complete an educational program or to secure or hold employment.

An in-school youth (ISY) applicant is eligible based on low income and documentation of at least one of the following: Basic skills deficient, English language learner, offender, homeless, runaway, in foster care or has aged out of the foster care system, pregnant or parenting disabled or needs additional assistance to enter or complete an educational program or to secure or hold employment.

Every youth completes an objective assessment to evaluate the basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs and developmental needs of the participant. The objective assessment identifies the

career pathway for the youth participant. The objective assessment results are used to develop a corresponding individual service strategy (ISS).

The ISS is a plan to meet the youth's specific training and employment goals. The youth participant works with the youth service provider staff to identify the short-term and long-term employment goals, achievement objectives, including educational goals and appropriate services for the participant. The ISS will address all youth needs and barriers that were identified during the completion of the objective assessment. The ISS is regularly reviewed and updated as appropriate when the youth participant's educational and career goals have changed or have been achieved. During ISS review, case managers document the youth's progress, activities completed, and any other accomplishments.

After the completion of participation, the youth shall receive follow-up services for not less than 12 months. The purpose of follow-up services will be to provide support and guidance to assist youth in retaining employment and educational achievements, advancement opportunities, and personal development.

Year-round case management services are provided to out-of-school youth or in-school 14-24 years of age by utilizing the fourteen program elements of the WIOA Youth program. To increase a youth's employability skills, the fourteen elements are grouped around four major themes presented in the Department of Labor's Youth Program Guidance.

- d. 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 core agenda items direct how WIOA youth services are to be delivered within the region to ensure the fourteen elements are a part of the planned services. The Youth Committee planned meetings are held bi-annually with other meetings called as necessary. Meetings are held in April and September.

## **59. Youth Activities**

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

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

The 14 WIOA Youth Service Program elements are implemented by LWDB Service Providers. Activities associated with the elements are developed and reviewed by the Service Provider, LWDB and the Youth Committee to validate that all are available and utilized within the Region.

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

***serving Youth within a comprehensive Youth development approach;***

Fourteen program elements:

The region has a competitive bid/procurement process for the selection of service providers for youth programs under Title I of the Workforce Innovation and Opportunity Act as detailed in Attachment 10 – Financial Procurement Policy. MERS Goodwill is the youth service provider for the Jefferson/Franklin Region. Year-round services are provided through work experience and/or Summer Youth Programs. Evaluation of program activities/services and performance outcomes are reviewed quarterly by the LWDB and staff to the LWDB for compliance with the contractual scope of work.

MERS Goodwill provides the 14 Elements as required. Services meet DOL's themes for the emphasis on serving youth in a comprehensive approach. Youth Program design emphasizes services in career exploration and guidance, support for education and credential attainment, occupational skills training opportunities in in-demand industries, and entering employment along a career path. Strategies include preparation for post-secondary educational opportunities, linkages between academic and occupational learning, work readiness/preparation for employment, and connections to intermediary organizations that provide strong linkages to the job market and employers.

A youth applicant will participate in pre-enrollment activities such as initial assessment to determine if the WIOA youth services are suitable for the individual. The determination is made to enroll youth into the WIOA program when the youth's need for employment and training services match the WIOA services available.

An out-of-school youth (OSY) applicant is determined eligible for WIOA when not attending school at the time of enrollment and meeting one of the following conditions: School dropout, within age of compulsory school attendance, recipient of secondary school diploma, who is low-income and basic skills deficient or an English language learner, subject to the juvenile or adult justice system, homeless, runaway, in foster care or has aged out of the foster care system, pregnant or parenting, an individual with a disability or a low-income youth who needs additional assistance to enter or complete an educational program or to secure or hold employment.

An in-school youth (ISY) applicant is eligible based on low income and documentation of at least one of the following: Basic skills deficient, English language learner, offender, homeless, runaway, in foster care or has aged out of the foster care system, pregnant or parenting disabled or needs additional assistance to enter or complete an educational program or to secure or hold employment.

Every youth completes an objective assessment to evaluate the basic skills, occupational

skills, prior work experience, employability, interests, aptitudes, supportive service needs and developmental needs of the participant. The objective assessment identifies the career pathway for the youth participant. The objective assessment results are used to develop a corresponding individual service strategy (ISS).

The ISS is a plan to meet the Youth's specific training and employment goals. The youth participant works with the youth service provider staff to identify the short-term and long-term employment goals, achievement objectives, including educational goals and appropriate services for the participant. The ISS will address all youth needs and barriers that were identified during the completion of the objective assessment. The ISS is regularly reviewed and updated as appropriate when the youth participant's educational and career goals have changed or have been achieved. During ISS review, case managers document the youth's progress, activities completed, and any other accomplishments.

After the completion of participation, the youth shall receive follow-up services for not less than 12 months. The purpose of follow-up services will be to provide support and guidance to assist youth in retaining employment and educational achievements, advancement opportunities, and personal development.

Year-round case management services are provided to out-of-school youth or in-school 14-24 year of age by utilizing the fourteen program elements of the WIOA Youth program. To increase a youth's employability skills, the fourteen elements are grouped around four major themes presented in the Department of Labor's Youth Program Guidance.

### **Improving Educational Achievement**

- ***Tutoring, Study Skills Training, Instruction, and Dropout Prevention activities that lead to completion of a highschool diploma or recognized equivalent***

We work with partner agencies that offer individualized instruction, literacy development and tutoring. Partners include Project Success at Jefferson College, Academic Support Lab at Jefferson College, local high school administrators as well as counselors to identify those at risk for drop-out – and assist with options instead of dropping out. (Missouri Options, Alternative High School, Adult Education/Literacy)

- ***Alternative Secondary School and Dropout Recovery Services assist youth who have struggled in traditional secondary education or who have dropped out of school***

Our partnership with local Alternative Secondary Schools assist with identifying youth in need of WIOA services, and offer WorkKeys Testing to youth.

### **Preparing for and Succeeding in Employment**

- ***Paid and Unpaid Work Experience is a structured learning experience in a***

*workplace and provides opportunities for career exploration and skill development*

We currently have work a experience program set up in not for profit/non-profit work sites that offer work-based learning experiences with onsite mentoring by professional staff. Participants develop work skills and behaviors to assist with success in competitive employment.

- **Occupational Skills Training is an organized program of study that provides specific skills and leads to proficiency in an occupational field**

Youth are assisted with identifying in-demand occupational goals and needed credentials to obtain those goals. Youth are assisted with completing applications, financial aid awards, scholarships, and comparing training providers and programs that best fit youth needs.

- **Education Offered Concurrently with Workforce Preparation is an integrated education and training model combining workforce preparation, basic academic skills, and occupational skills**

Training programs are identified at the local community colleges that offer credential-based training along with adult education and literacy. We work with youth in need of the high school equivalency and assist them in enrolling in training program that may be concurrent with adult education and literacy classes.

- **Leadership Development Opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors**

We partner with the Jefferson/Franklin Community Action Corp in their “Step Up to Leadership” classes and recruit/refer youth to actively participate in their community.

### **Providing Adequate Support in Completing Learning and Employment Goals**

- **Supportive Services enable an individual to participate in WIOA activities**

Costs associated with obtaining high school equivalency are paid for youth. In addition, and as needed, uniforms, transportation and other training-related or work-related costs are paid.

- **Adult Mentoring is a formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement**

MERS Goodwill will develop community-based mentors that can support youth with their

goals.

- **Follow-up Services are provided following program exit to help ensure youth succeed in employment or education**

We provide youth with job referrals, resume assistance, help in researching post-secondary training options, financial aid, and scholarships available.

- **Comprehensive Guidance and Counseling provides individualized counseling to participants, including drug/alcohol and mental health counseling**

We refer youth to agencies that provide comprehensive mental health care. Including: Comtrex, BJC Behavioral Health, Youth-In-Need, etc.

- **Financial Literacy Education provides youth with the knowledge and skills they need to achieve long-term financial stability**

Youth are assisted in opening checking/savings account; and are referred to bank agencies that provide workshops on financial literacy education.

- **Entrepreneurial Skills Training provides the basics of starting and operating a small business and develops entrepreneurial skills**

Youth are referred to agencies that offer entrepreneurial skills workshops and help in researching post-secondary training programs emphasizing on entrepreneurship.

- **Services that Provide Labor Market Information offer employment and labor market information about in-demand industry sectors or occupations**

We work with youth to use online tools such as MERIC, ONET Online to review labor market with participant. Tools are also included include MYNEXTMOVE to - determine in-demand occupations that relate to the participant's interests.

### **Developing the Potential of Youth as Citizens and Leaders**

- **Postsecondary Preparation and Transition Activities help youth prepare for and transition to postsecondary education and training**

Youth are assisted with identifying in-demand occupational goals and needed credentials to obtain those goals. They are also involved in completing applications, financial aid awards, scholarships, and comparing training providers and programs that best fit youth needs.

Identified training programs at the local community colleges that offer credential-based training along with adult education and literacy. Work with youth that are in



need of high school equivalency and assist them in enrolling in training program that is concurrent with adult education and literacy classes.

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

Workshops, activities, and meetings are conducted year-round. Outreach to schools, and other locations youth frequent, are intensified as summer draws closer to promote WIOA youth services to in and out of school youth year-round. For the past few years case managers have also had the privilege of promoting the Summer Jobs programs, offering summer employment opportunities for eligible youth, both in and out-of-school. Summer Jobs provides short-term employment in a field the youth has expressed interest in, to provide the youth with work experience and soft skills. This has been a successful partnership with our local employers and has given much needed summer employment opportunities to rural youth.

**d. *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.)***

A youth applicant will participate in pre-enrollment activities such as initial assessment to determine if the WIOA youth services are suitable for the individual. The determination is made to enroll youth into the WIOA program when the youth's need for employment and training services match the WIOA services available.

Every youth completes an objective assessment to evaluate the basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs and developmental needs of the participant. The objective assessment identifies the career pathway for the youth participant. The objective assessment results are used to develop a corresponding individual service strategy (ISS).

The ISS is a plan to meet the Youth's specific training and employment goals. The youth participant works with the youth service provider staff to identify the short-term and long-term employment goals, achievement objectives, including educational goals and appropriate services for the participant. The ISS will address all youth needs and barriers that were identified during the completion of the objective assessment. The ISS is regularly reviewed and updated as appropriate when the youth participant's educational and career goals have changed or have been achieved. During ISS review, case managers document the youth's progress, activities completed, and any other accomplishments.

After the completion of participation, the youth shall receive follow-up services for not less than 12 months. The purpose of follow-up services will be to provide support and guidance to assist youth in retaining employment and educational achievements, advancement opportunities, and personal development.

Year-round case-management services are provided to out-of-school youth or in-school 14-24

years of age by utilizing the fourteen program elements of the WIOA Youth program. To increase a youth's employability skills, the fourteen elements are grouped around four major themes presented in the Department of Labor's Youth Program Guidance.

- e. The procedures for serving Youth that are most in need (homeless, disabled, offenders, etc.);***

The Jefferson/Franklin Region partners with many local agencies and addresses at-risk youth (most in need) through referrals. WIOA services are provided to youth who are homeless, disabled, juvenile or adult justice system offenders, pregnant and or parenting. For services not approved through WIOA youth are referred to appropriate partner agencies.

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

The Jefferson/Franklin Region partners with many local agencies and addresses at-risk youth (most in need) through referrals. WIOA services are provided to approved youth who are subject to the juvenile or adult justice system, homeless youth, pregnant or parenting youth. For services not approved through WIOA youth are referred to appropriate partner agencies.

#### **60. Innovative Service-Delivery Projects for OSY**

***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.***

We use all available allowable services of the Workforce System, Partner Agencies, Education Providers, Employers and other training programs to provide comprehensive services and advance successful outcomes for out of school youth.

Additional details can be found in the Memorandum of Understanding between partners, WIOA Regulations, and collective regulatory guidance regarding WIOA programming.

Board is directly involved in funding and managing the delivery of youth services and plans to continue supporting youth services.

## **Agricultural Employment Services (AES)**

#### **61. Migrant and Seasonal Farmworkers / 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.***

Jefferson/Franklin Region through a local MOU will cooperate with UMOS and the State Agricultural Employment Service office as appropriate to provide employment and training services to this population.

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 LWDA agrees to cooperate with UMOS and the State Agricultural Employment Services office to provide employment and training services to this population.
- ▶ Any information or program flyers obtained through UMOS will be shared with staff and copies will be available in the Jefferson/Franklin career centers for customers.

## **Business Services**

### **62. Employer Engagement**

***Describe the strategies and services that will be used in the LWDA facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.***

The Business Services Team will engage local businesses by attending local chamber meetings, economic development meetings and various industry-related meetings/events. In addition, the LWDB participates in community college business and industry meetings throughout the year.

Services to be offered include but are not limited to:

- ▶ National Career Readiness Certificate (NCRC)
- ▶ On-the-Job Training
- ▶ Employment Transition (Business Services Team)
- ▶ Business Consulting
- ▶ Job Matching
- ▶ Apprenticeships
- ▶ Work Opportunity Tax Credits (WOTC)
- ▶ Incumbent Worker Training

### 63. Services to Meet the Workforce Needs of Employers

***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 needs of area employers. Explain the collaboration with Missouri Job Center Jobs Teams to facilitate recruitment and meet business demand.***

Partnerships with K-12, community colleges/career and technical education, adult education and literacy, and Missouri job centers support the alignment of customers and a bridge from secondary and post-secondary education to raise skill levels, credential attainment, employment and career advancement. Working relationships with community-based organizations reach populations that are currently underrepresented and may have barriers to employment that require adequate support services. Title I WIOA Youth Adult and Dislocated worker programs outreach to diverse populations and assess skills needs and skill gaps to explore opportunities in sector industries. The use of labor market information indicating number and types of available jobs, future demand, job characteristics, training and skills requirements assist customers in making informed career and training decisions that result in pathways that result in a job.

Sector strategies allow the region to build a talent pipeline, address skill shortages and create meaningful career pathways for a range of workers in advanced manufacturing.

The Jefferson/Franklin region collaborates and aligns resources of all partners; advanced manufacturing employers, workforce development, economic development, education, labor, and community organizations to focus on workforce needs and align education and training resources, program and services around shared goals to build talent pipelines. Jefferson College and East Central College have workforce development centers for business and industry and have mechanisms in place to solicit ongoing feedback from industry partners, not just during periodic meetings and surveys. The community colleges hold community events to convene a network of large and small employers within the advanced manufacturing sector. Industry partners help define the necessary skills, competencies and commit resources to support education by providing internships and hiring qualified students who complete programs.

Unions and industry associations have advice on curriculum and program design and utilize the community colleges for the education components needed for pre-apprenticeship or apprenticeship programs. The Jefferson/Franklin region is certified as WorkReady Communities with manufacturing companies endorsing the initiative for building and maintaining a skilled workforce. Jefferson and Franklin counties have economic development organizations and chambers with established working relationships with the local board, workforce development and education. These entities

have a common focus, but defined roles in order to serve industry and workers and to jointly address regional growth strategies, including education and training issues.

#### **64. Economic Development**

***Describe how the Board will better coordinate workforce development programs with economic development including how the LWDB will promote entrepreneurial skills training and microenterprise services.***

Economic Development is represented on the Workforce Development Board. Our respective services are made available to employers and job seekers. The WDB will promote services delivered by economic agencies including entrepreneurial skills training and microenterprise services.

#### **65. Sector Strategy Initiative / Career Pathways**

***Describe the Board's sector-strategy initiative. Describe how the Board will be collaborating and aligning resources of all partners, public and private, toward developing a talent pipeline, and how that alignment will create meaningful career pathways for workers possessing skill levels serving important regional industries. Indicate 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 and career pathways.***

The LWDB will collaborate and align resources of all partners, public and private, toward developing a talent pipeline, and how that alignment will create meaningful career pathways for workers possessing skill levels serving important regional industries. 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.

The LWDB works closely with Jefferson College, East Central College, and Four Rivers CareerCenter to develop sector-strategies and career pathways. Data obtained from employers drives post-secondary education and training needs. These strategies are sustained through frequent employer input and are critical to offering current and future employer needs. LWDBs are required to align their public workforce, education, and social and human services systems. At the same time, the LWDBs continue to take steps to incorporate career pathways approaches into a wide range of program investments, evaluation and research activities, and technical assistance efforts.

Career pathways can offer an efficient and customer-centered approach to training and education by connecting the necessary adult basic education, occupational training, postsecondary education, career and academic advising, and supportive services for students to prepare for, obtain, and progress in a career. WIOA defines a career pathway as “a combination of rigorous and high-quality education, training, and other services that:

(A) aligns with the skill needs of industries in the economy of the State or regional economy involved;

- (B) prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including registered apprenticeships;
- (C) includes counseling to support an individual in achieving the individual's education and career goals;
- (D) includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- (E) organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- (F) enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- (G) helps an individual enter or advance within a specific occupation or occupational cluster.”[Section 3(7) of WIOA]

#### **66. Business Services Plan**

***Boards shall maintain a Business Services Plan, outlining team members, including WIOA core and combined 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. The plan should explain how the services provided by business service staff will be recorded in the client case management system for the calculation of two types of Effectiveness in Serving Employers Measure. (1-number of businesses served and 2- market penetration of businesses in the area). Include the Business Services Plan as Attachment 29.***

See Attachment 29. [See updated attachment.](#)

## **Innovative Service Delivery Strategies**

#### **67. Missouri Re-entry Process /Ex-offender Initiative**

***Describe how the LWDB 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 Missouri Career Centers in Arnold and Washington support the Missouri Re-Entry Process (MRP) ex-offender initiative. Job Center staff assists the customer with completing the WIOA career services registration which includes a complete jobs.mo.gov registration, initial assessment, orientation, and labor market information. Customers may be referred to the Staff to discuss training opportunities that may be beneficial for

upgrading skills and re-entering the labor market. Employment team members review potential barriers to employment and assist in developing a plan to overcome identified barriers. Referrals and linkages to partner programs, services and sources of assistance within the community are also provided. The Work Opportunity Tax Credit (WOTC) program and the federal bonding program provide incentives to assist customers in getting hired. Job Center staff encourages ex-offenders to be engaged with the job center and to continue using the services throughout their job search efforts. During employer outreach the business team members will explain the benefits of hiring ex-offenders and the incentives available. Team members may also help businesses hire with confidence when providing assistance with job matching, counseling and outreach.

The Missouri Veterans Reentry Program (MOVPR) assists veterans facing legal issues to prevent or shorten the length of incarceration and will provide the skills and knowledge needed to transition a veteran who is incarcerated back into the workforce. The DVOP representatives from the Arnold and Washington job centers provide employment services to veterans who are unemployed and underemployed and conduct outreach at the Department of Corrections facility to provide regular workshops, case-management services and transition services to Veterans who are within six months of their release date through the MOVPR program.

#### **68. Work-based Learning / Transitional Jobs**

***Describe the Board's innovative strategies for promoting and increasing enrollments in the work-based learning programs, such as Registered Apprenticeship, On-the-Job Training (OJT), Work Experience, Internships, Incumbent Worker Training, Transitional Jobs, and Customized Training. Include processes to target and encourage employer participation.***

These programs are promoted to local employers by Job Center staff in the Arnold and Washington career centers and the region's business team members. Employers are encouraged to participate in the program and receive pre-screened eligible trainees at no cost and have the option to hire a good candidate at the end of the training period. Outreach strategies include targeting employers in high growth industries and determining specific labor needs in advance of making an employer contact. Business team members market these programs through face-to-face contacts, meetings with employers, chamber of commerce groups, civic organizations, emails, press releases and networking with One-Stop partner agencies. Program representatives provide assistance with the required paperwork to minimize the employer's time spent in the process. Staff help connect eligible participants with these opportunities. Additionally, Unemployment Insurance recipients are served by team members; they are informed of program benefits of acquiring additional occupational skills, including job-specific work experience and an opportunity to become hired as a full-time employee.



**69. Certified Work Ready Communities Initiative (CWRC)**

***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.***

Both Jefferson and Franklin counties have been certified as WorkReady Communities. The Jefferson/Franklin LWDB supports the designation of this initiative and strives to involve LWDB members to participate in maintaining certification status in each county. Franklin county has reached the additional goals to maintain its designation as a CWRC for another twoyears and Jefferson County is currently working toward the goal requirements for maintaining the county's designation. Jefferson College and East Central College are the leaders in providing the National Career Readiness Certificate (NCRC) within the region and maintaining this designation involves significant dedication from the community and workforce system partners. The Job Centers and community colleges have an established process for allowing all workforce system customers every opportunity to attain the NCRC. With a long history of success working collaboratively, the Job Centers and community colleges have obtained the goal of being certified as WorkReady Communities and in turn provides a documented skilled workforce to existing, new and expanding businesses who support the NCRC and WorkReady communities.

The WorkReady Communities certification empowers Jefferson and Franklin counties with actionable data and specific workforce goals that drive economic growth. This initiative fostersinnovation by bringing together local businesses, local chambers and economic development, local workforce development, local boards of education, local county commissioners and mayors, and local community colleges. It is supported by state governors, state chambers, statetechnical/community colleges systems, state commerce or economic development agency, state workforce agency, and K-12 education system.

**70. Trade Adjustment Assistance**

***Describe the Board's strategies for ensuring customers are aware of the Trade Adjustment Assistance (TAA) program and are co-enrolled into both WIOA Dislocated Worker and TAA, except in extenuating circumstances? (Integration of Services or Co-enrollment Policy should be Attachment 23)***

See Attachment 23.

**71. Missouri Community Colleges**

***Describe how the Board will coordinate with the local community colleges. Please describe in depth the referral process of participants between the Community Colleges and Job Centers. Please include the MOU (cooperative agreement) between the Board and Community Colleges if your LWDA has any as Attachment 30 to the Plan.***

See Attachment 30.

## 72. Incumbent Worker Policy

*If the LWDB has an Incumbent Worker Policy, please include it as Attachment 31. If not, please include a statement that the LWDB does not have an Incumbent Worker Policy.*

See Attachment 31.

## Strategies for Faith-based and Community-based Organizations

### 73. Faith-based Strategies

*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*

Through our partnership network, faith-based organizations are involved in meeting periodically in Jefferson and Franklin Counties. Each organization in attendance presents an informational presentation which includes the services offered, access to service locations, eligibility criteria, and funding levels/donations. Active partners in the one-stop delivery system also serve on a number of local committees and board of directors, allowing further participation to address gaps in services and reducing duplication of services within the region.

*(2) expand the access of faith-based and community-based organizations' customers to the services offered by the One-Stops in the LWDA.*

WIOA Title I funding may be used to employ or train participants in religious activities thru indirect financial assistance. Participants will be given the opportunity to make an informed customer choice among training providers. Outreach and campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce development system are provided by active One-Stop partners through their interaction with these groups.

## REGIONAL PLANS

### Regional Planning Guidance

### 74. Regional Plans

*Missouri has designated 14 Local Workforce Development Areas (LWDAs). In accordance with WIOA sec. 106(c)(2), each of the LWDAs establish a Plan; however, collaboration must exist among the Kansas City and St. Louis Economic Regions for the creation of*

**Regional Plans 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. This establishes two Boards within the Kansas City Region that must contribute to a Regional Economic Plan 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 Regional Economic Plan that is identically shared by all Boards in each economic region.**

**Include the Regional Plan as Attachment 32. Copies of Local Plans from other LWDAs in the region are not required for your Local Plan. Please submit the combined portion of the Regional Plan with signatures of the CEOs, Chairs and LWDB Directors.**

**NOTE:**

**Following approval of the Local Plan and Regional Plan, plans will be required to be posted on the LWDB website. Any updates or plan modifications will be required to be posted by the LWDB after approval.**

**Please keep a current Local Plan and Regional Plan, if applicable, available on your website at all times.**

[See updated Attachment 32 for updated Regional Plan information.](#)