

# Local Plan Guidelines

Local Workforce Development Board: (St. Louis County)

## STRATEGIC ELEMENTS

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

State the Board's vision for the Local Workforce Development Area (LWDA) and how this vision meets, interprets, and furthers the Governor's vision in the current WIOA Missouri Combined State Plan.

The St. Louis County Workforce Development Board's (WDB's) vision is an Integrated System of Workforce Innovation and Opportunity Act (WIOA) partners serving as the labor exchange of choice for high demand employers and skilled and/or unskilled job seekers. St. Louis County American Job Center is the premiere agency in St. Louis where Sector Strategies combined with Career Pathways aid in preparing St. Louis County Workforce Development clients for a 21<sup>st</sup> century workforce approach. Our Performance Based Outcome approach will focus on businesses within high growth and high demand Industry Sectors. By creating Sector Strategies and Career Pathways in a Local Area shared vision, we will develop a Diverse and Skilled Workforce that leads to Self-Sufficiency and supports a strong Local economy ready to pioneer Innovation in the 21<sup>st</sup> century. We will be committed to enhancing partnerships in providing services while ensuring high-quality Customer Service.

### 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.

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

- Overcoming Employment Barriers
- Maximizing Efficiency and Access to Services
- Developing Career Pathways
- Placing a strong Emphasis on Employment Retention
- Increasing Engagement with employers to meet their needs

- Using a Performance Based Outcome Approach to leverage Return on Investment (ROI)

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

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

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

### 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:

#### a. Career Pathways

The Local Area has identified the following industries to focus on for career pathways: Advanced Manufacturing; Health Care/Biosciences; Information Technology; Financial Services; and Transportation and Logistics. The St. Louis County WFDB has selected Information Technology as its initial focus area. The Board is working with one of the local school districts in St. Louis County to establish linkages on the frontend of the pathway. The Board is convening IT business representation to validate the skills needed and will be working with the American Job Center and local community colleges and approved training providers to fill training gaps. A similar process will be followed for each of the focus industries. We will also link individuals to training to further their career through the

Individual Training Accounts (ITA) offered in the Local Area. The Local Area will also continue to identify viable training institutions that can provide training to individuals across the continuum of their respective career pathway.

**b. Employer Engagement**

Employers are met through an array of methods. We network with existing or “in process” companies via emails, code calling, and various organizations. We also are actively in the field and some potential employers are approached because they have advertised a need for new hires in various positions. The engagement process is always followed up with phone calls, and emails, with the desire always being to arrange a future meeting. Once granted an opportunity to meet, we ascertain the needs of the employers in hopes of offering them resources and services that will be applicable to their personal needs.

**c. Business Needs Assessment**

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

**d. Alignment and Coordination of Core Program Services**

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

The goal of our core programs within the centers is to provide customers with the soft-skills and employment tools necessary to pursue education and employment. The strategy behind our core

programs mimic the career pathway design. Services are aligned in a manner with a “now, next, later” concept. We operate under this concept when customers are initially enrolled by the welcome team. They assess the customer’s current skills, work history and goals to plan which services they need to become self-sufficient. This assessment leads to either skills team services or jobs team services.

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

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

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

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

e. Coordination with Economic Development

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

Jobseekers are sought through the use of emails, phone calls, and when visiting any American Job Center. They are presented information about the various services and resources available to them. The Employment Transition Team is another source we use to market services and resources when providing contact information. Jobs.mo.gov is used regularly to inform job seekers of employment needs within the Local Area and what is necessary to apply. Lastly, workshops are provided to job seekers to enhance their chances of achieving employment or strengthen various skills. Business Service activities are done in conjunction and coordination with the Job center. These activities include, but are not limited to:

Examples: —

Screening of applicants

—  
Reviewing resumes

—  
Phone interviews

—  
Referral of Qualified Candidates

—  
Providing Office Space

—  
Post Open Position

—  
Skill Assessment of job seekers

—  
Labor Market Information Market

—  
Surveys

—  
Rapid Response to employment opportunities

—  
Recruitment Events

—  
Career Fairs Scheduling

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

We communicate daily and weekly to ensure that we minimize duplication by doing so we enhance productivity and to become more efficient when working with employers (utilizing the State Management Information System for verification).

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

- f. Outreach to Jobseekers and Businesses. (The LWDB should explain its outreach plan to attract WIOA eligible individuals. Please highlight any efforts to reach veterans, spouses of veterans, and displaced homemakers.)

St. Louis County Business Service Group works closely with local businesses and community by attending numerous employer and job seeker networking events, community outreach activities, and employer layoff sessions and collaborate with other metropolitan area employment and human resources work groups.

This is done to promote the resources and services that are offered by workforce development. In doing so, we receive numerous invitations from employers to visit their worksite to share information regarding workforce development and how we might best assist them.

Jobseekers are sought through the use of emails, phone calls, and customer visits to any Missouri Job Center. They are presented information about the various services and resources available to them in hopes of directing them to employment opportunities and/or training. Information for employment opportunities are also shared with local community organizations in order to cast the broadest net for outreach.

The Employment Transition Team is another source we use to market services and resources when providing contact information. Jobs.mo.gov is used regularly to inform jobseekers of employment needs within the region and what is necessary to apply. We also provide workshops to jobseekers to enhance their chances of achieving

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employment or strengthen various skills. Finally, we perform email blast to job seekers on behalf of employers within geographical areas to inform job seekers of employment opportunities and additional resources that are available for them. Jobs.mo.gov restricts access to new job postings to veterans for the first 24 hours. Then it opens to the general public.

g. Access—Improvements to Physical and Programmatic Accessibility

There are plans for the Job center to move to a location that would be more conducive to improved access due to transportation (transit services) not being able to pull on the lot at Northwest Crossings. St. Louis County Workforce Development has procured Language Link to translate information to non-English speaking clients.

Innovation and Improvement

The LWDA has implemented Language Link. This has improved the access to services for our Vietnamese, Spanish and Bosnian immigrant population which are a majority of our non-English speaking clients. As additional populations are identified, the LWDA will address their access to services as well. The LWDA is looking to explore options that are more conducive to American Job Center services.

h. Customer Service Training

Customer Service Training (CST) is a part of St. Louis County’s mandatory training courses. CST is offered once a quarter (4 times a year) and it is mandatory to all St. Louis County Workforce Development staff i.e., Classroom Occupational staff, OJT staff, Youth staff, MWA staff, OWD staff, Senior Management, and ALL vendor staff. The components incorporated in CST are:

- Customer Service Statistics
- Demonstrations of Effective Customer Service
- Customer Service for Co-Workers
- Customer Service for Clients
- Customer Service for Senior Management
- Customer Service Objectives

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

i. Assessment

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

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

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

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

j. Support Services

Goals and Strategies

Supportive Services will continue to be used to assist customers with work-related and training-related expenses. The Local Area will continue to leverage resources from existing partners such as Missouri Work Assistance program,



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Missouri FSD and community agencies. The LWDA will follow the local Supportive Service policy 13-2017. SEE ATTACHMENT 12

k. Outcome measures assessment, monitoring and management

The Director of Compliance will provide annual monitoring reports to the Board and CLEO regarding compliance with the terms and conditions of each contractual scope of work. In addition, the subcontractor and area performance review will be provided to both the Board and CLEO on an annual basis. The monitoring reports will also cover the adequacy of assessment, planning of activities/services, the coordination with One-Stop partners to meet the comprehensive needs of customers and customer outcomes. When problems are identified, prompt and appropriate corrective action will be taken.

## 5. Economic, Labor Market, and Workforce Analysis Source

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>

Trendsights Newsletter Missouri County Business Application Statistics Annual new business application statistics from the U.S. Census Bureau are now available at the county level for 2021. This data is based on federal EIN applications and provides an estimate of business growth in an area. In Missouri, St. Louis County had the newest applications in 2021 with 19,712, followed by Jackson (13,209), St. Louis City (7,781), St. Charles (4,545), and Greene (3,714) counties.

## 6. Economic 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.

**Personal Income**

The per capita personal income in St. Louis County was \$93,405 which was above the state average of \$57,818. In 2022, personal income for the US and Missouri increased 2.0 percent and 3.2 percent respectively when compared to 2021.

The statewide poverty rate of working age persons, or those 18-64 years, was 12.3 percent in 2022. In St. Louis County, the poverty rate (8.9%) was lower than the state average.

Name	2022 Per Capita Personal Income	Working Age (18-64) Population living below poverty level	
		Number	Percentage
Missouri	\$57,818	445,345	12.3%
St. Louis County	\$93,405	52,386	8.9%

Sources: *Per Capita Personal Income - U.S. Bureau of Economic Analysis, 2022*  
*Poverty Level - American Community Survey-5 Year data (2018-2022)*

- a. Number and percent of working age population determined to have a barrier to employment;

Barriers to employment can include homelessness, disability status, lower education levels, and limited proficiency with the English language. St. Louis County had a lower percentage of working age population (18-64 years old) with disabilities at 9.4 percent as compared to the state average of 12.3 percent. The percentage of the working age population with English as a second language in Missouri was 7.1 percent. St. Louis County had a higher percentage of the working age population with English as a second language at 11.1 percent.

In Missouri, 10.8 percent of the working age population did not have a high school diploma in 2022. St. Louis County had a lower percentage of the population without a high school diploma at 10.3 percent.

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 language other than English	% of Population 18-64 who speak language other than English
Missouri	6,154,422	3,697,543	60.1%	265,816	10.8%	449,967	12.3%	261,796	7.1%
St. Louis County	999,703	595,491	59.6%	62,321	10.3%	55,593	9.4%	66,327	11.1%

Source: *American Community Survey-5 Year data (2018-2022)*

- b. Unemployment rates for the last five years;

The unemployment rate in the St. Louis County is declining after peaking in 2020 due to the COVID-19 pandemic. The unemployment rate for 2022 was below the state average of 2.5 percent in St. Louis County.

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<b>Unemployment Rate by County - St. Louis County</b>					
<b>Year</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>US</b>	3.9%	3.7%	8.1%	5.3%	3.6%
<b>Missouri</b>	3.2%	3.2%	6.1%	4.1%	2.5%
<b>St. Louis County</b>	3.0%	3.0%	6.3%	4.2%	2.4%

Source: Local Area Unemployment Statistics, Not Seasonally Adjusted

- c. Major layoff events over the past three years and any anticipated layoffs; and

Major layoffs in the St. Louis Region in the last 3 years include but are not limited to:

1. FedEx Ground Package System Inc. (Earth City 5/02/2020)
2. Major Custom Assemblies, Inc. (Hazelwood 3/13/2020)
3. State Farm Mutual Automobile Insurance Company (Earth City 3/31/2021)
4. Automobile Club of Missouri (Hazelwood 2/5/2021)

This information was retrieved at: <https://jobs.mo.gov/warn/2020>. There are currently no anticipated layoffs.

- d. Any other factors that may affect local/Local Area 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 the economy is still recovering from the pandemic.

## 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**

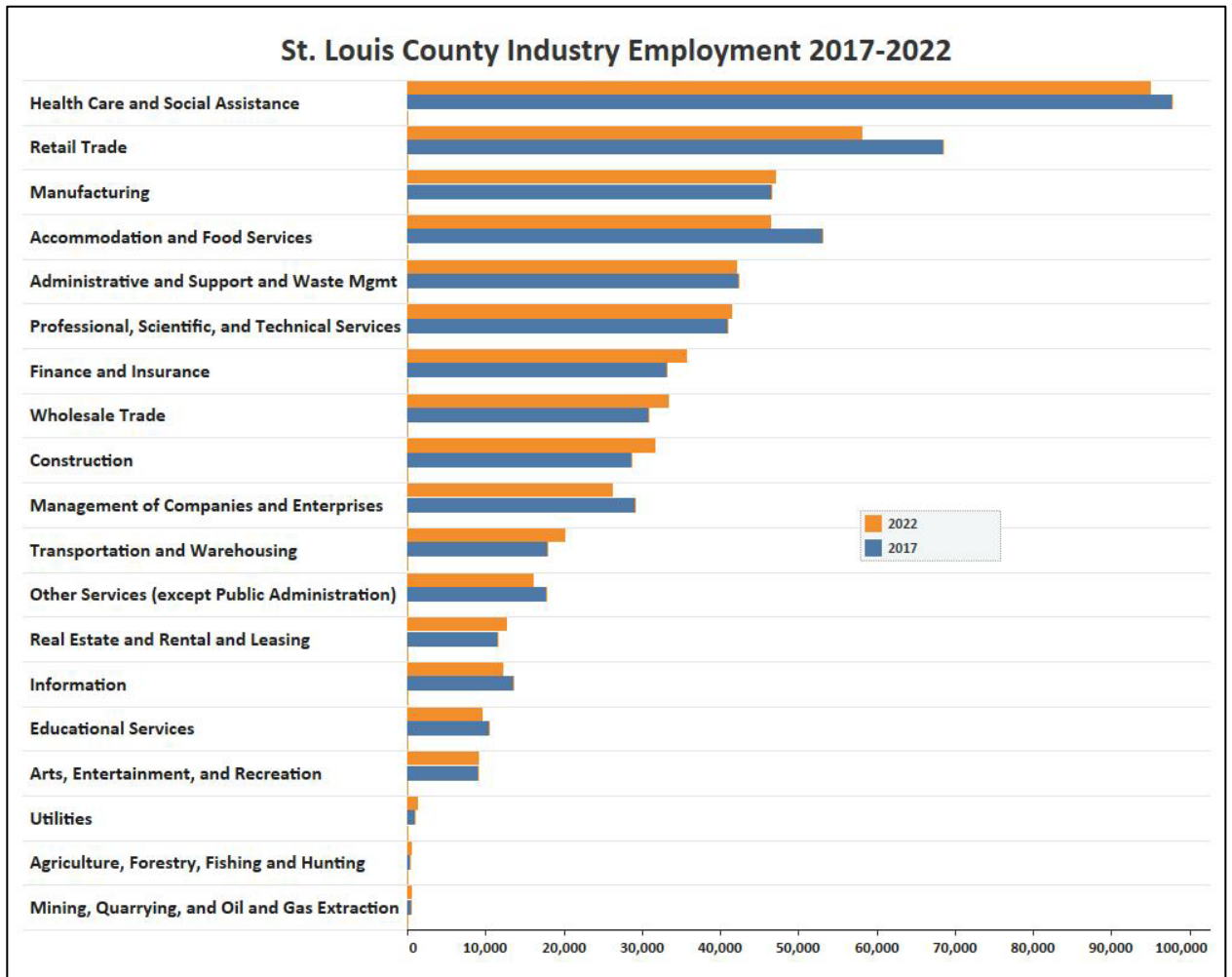
Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis of the employment needs of employers. Describe the knowledge, skills, and abilities required, including credentials and licenses.

### Current Industry Demand

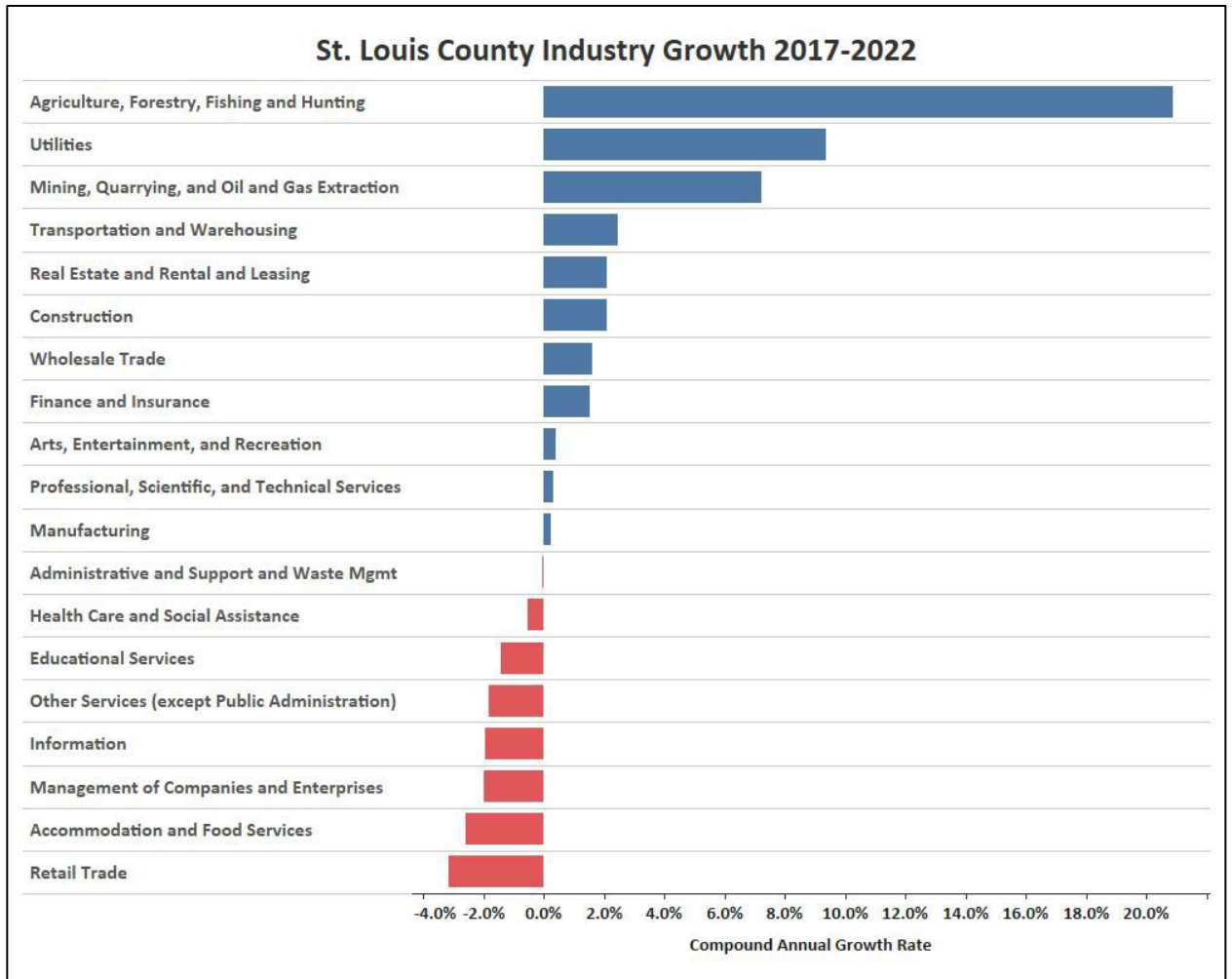
St. Louis County had a negative compound annual growth rate of -0.4 percent over the 5-year period from 2017 to 2022, with a -2.1 percent overall gain from 2017 to

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2022. However, several industry groups had a positive growth rate over the same time period. Those industries included *Agriculture, Forestry, Fishing and Hunting* (408 employment increase at 20.9% compound annual growth rate); *Utilities* (494 at 9.3%); and *Mining, Quarrying, and Oil and Gas Extraction* (180 at 7.2%).



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### 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 an above average concentration of that industry in the area.

In 2022, St. Louis County had six industries with LQs of 1.5 or higher, including *Management of Companies and Enterprises* (2.7); *Computing Infrastructure Providers, Data Processing* (2.0); *Insurance Carriers and Related Activities* (2.0); *Printing and Related Support Activities* (1.9); *Merchant Wholesalers, Durable Goods* (1.8); and *Rental and Leasing Services* (1.7).

2022 St. Louis County Location Quotients		
Industry	Employment	Location Quotient
Management of Companies and Enterprises	26,359	2.7
Computing Infrastructure Providers, Data Processing	3,753	2.0
Insurance Carriers and Related Activities	19,732	2.0
Printing and Related Support Activities	2,795	1.9
Merchant Wholesalers, Durable Goods	23,109	1.8
Rental and Leasing Services	3,511	1.7
Social Assistance	24,148	1.5
Chemical Manufacturing	5,163	1.5
Broadcasting and Content Providers	2,072	1.5
Securities, Commodity Contracts, and Other	5,772	1.4
Support Activities for Transportation	4,354	1.4
Telecommunications	3,641	1.4
Health and Personal Care Retailers	5,930	1.4
Wholesale Trade Agents and Brokers	2,762	1.4
Machinery Manufacturing	5,799	1.3

Source: Quarterly Census of Employment and Wages (QCEW), 2022 Annual Averages

### Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From November 2022 to October 2023, nearly 204,370 on-line job ads were placed for jobs located in the St. Louis County according to Lightcast™.

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 included *Retail Salespersons; Customer Service Representatives; Laborers and Freight, Stock, and Material Movers, Hand; Fast Food and Counter Workers; and Janitors and Cleaners, Except Maids and Housekeeping Cleaners.*

Occupations with the most job postings in the **Next** category were *Sales Representatives, Wholesale and Manufacturing; First-Line Supervisors of Retail Sales Workers; Licensed Practical and Licensed Vocational Nurses; Maintenance and Repair Workers, General; and Nursing Assistants.*

**Later** occupations with the highest number of job postings were *Registered Nurses; Software Developers; Computer Occupations, All Other; Medical and Health Services Managers; and Managers, All Other.*

Many of the occupations with the most job postings also have high numbers of

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projected openings through 2030. The occupations with high numbers of job postings and high numbers of projected annual openings are identified with the star.

Top Job Ads - St. Louis County		
SOC Code	Occupation Title	Online Job Postings
<b>NOW - Typically requires high school education or less and short-term training</b>		
41-2031	Retail Salespersons	4,977 ★
43-4051	Customer Service Representatives	3,598 ★
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,842 ★
35-3023	Fast Food and Counter Workers	2,790 ★
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,242 ★
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,071 ★
35-3031	Waiters and Waitresses	1,949 ★
37-2012	Maids and Housekeeping Cleaners	1,938 ★
33-9032	Security Guards	1,621 ★
53-7065	Stockers and Order Fillers	1,437 ★
<b>NEXT - Typically requires moderate/long-term training or experience or education beyond high school</b>		
41-4012	Sales Representatives, Wholesale and Manufacturing	4,452 ★
41-1011	First-Line Supervisors of Retail Sales Workers	3,912 ★
29-2061	Licensed Practical and Licensed Vocational Nurses	2,676
49-9071	Maintenance and Repair Workers, General	2,647 ★
31-1131	Nursing Assistants	2,342 ★
11-9051	Food Service Managers	2,255
53-3032	Heavy and Tractor-Trailer Truck Drivers	2,110 ★
31-9092	Medical Assistants	1,860 ★
29-2099	Health Technologists and Technicians, All Other	1,856
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,580 ★
<b>LATER - typically requires a bachelor's degree or higher</b>		
29-1141	Registered Nurses	14,703 ★
15-1252	Software Developers	4,948 ★
15-1299	Computer Occupations, All Other	3,007
11-9111	Medical and Health Services Managers	2,925 ★
11-9199	Managers, All Other	2,857
13-2011	Accountants and Auditors	2,032 ★
11-1021	General and Operations Managers	1,905 ★
13-1071	Human Resources Specialists	1,692 ★
11-2022	Sales Managers	1,606
11-3031	Financial Managers	1,534 ★

**Source:** Lightcast, job ads between Nov. 1, 2022 - Oct. 31, 2023

★ = Top Job Openings in Now, Next and Later, 2020-2030 Occupational Projections for St. Louis Region, MERIC

### Missouri Workforce 2023 Survey

From February 20, 2023, to April 17, 2023, over 2,800 Missouri companies with five or more employees were surveyed to gauge the state of the workforce from the employer's perspective. A total of 1,705 employers started the survey but did not respond to all questions, and 1,183 employers completed every question in the survey. Seventy-three percent employers responded over the phone and 27 percent completed the online version of the survey. Companies were asked 26 questions, some with multiple parts, about hiring trends, skill needs and shortages, workforce



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initiatives, recruitment strategies, and education and experience requirements.

Companies interviewed were randomly selected from a categorized list of Missouri businesses from the Data Axle employer database. The sample was selected to be representative of Missouri's industry sectors and workforce regions. Regional quotas were based on the region's share of employment relative to the state. Over half (51%) of employers surveyed had 11-49 employees. The industries selected for the survey were chosen to represent a composite picture of the state's industry mix with a statistically significant sample surveyed from each of the industry sector matching the approximate ratio of these industries across the state.

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, half (50%) said that *employment levels (total employment) remained the same as before* (47% in 2021, 57% in 2020, and 48% in 2019). In 2019, more employers reported increasing employment levels rather than decreasing (21% reporting a significant or slight decrease compared to 32% reporting a significant or slight increase). This flipped in 2020 and 2021, mostly due to the COVID-19 pandemic. In 2023, about 28 percent of surveyed employers reported *increased* employment levels, either slightly or significantly, while 22 percent reported *significant or slight decrease* in employment levels.

For the third year in a row, *hiring new full-time employees* remained the top method of expanding employment, with 75 percent of employers stating they would *hire new full-time employees*. Fifty-nine percent of employers reported they would *hire part-time employees*.

Employers were asked about the barriers they encountered in expanding employment. *Lack of applicants overall* was a new option for employers in the 2023 survey, and 66 percent of surveyed employers selected this option, making it the top barrier to expansion of employment. The next highest barriers were *shortage of applicants with knowledge or skills* and *economic conditions*, which have been the top cited barriers since the survey began in 2019. *Shortage of applicants with knowledge or skills* increased significantly from previous years, from 47 percent in 2019 and 2020, to 60 percent in 2021, and 65 percent in 2023. *Economic conditions* as a barrier to employment decreased from 37 percent in 2021 to 30 percent in 2023. Similarly, fewer employers encountered *government policies or regulations* as a barrier to expanding employment, dropping from 30 percent in 2021 to 13 percent in 2023.

Other significant barriers encountered in 2023 included *lack of childcare* and *transportation access*, with 21 percent of respondents reporting these as barriers to expanding employment.

The survey also asked employers to rate the importance of each barrier on a scale of one to five, with one being insignificant and five being critical. The highest weighted average response for any barrier cited this year was *lack of applicants overall*, getting an importance score of 4.05 out of 5. The next highest weighted response was *government policies or regulations* (3.88), followed by *shortage of applicants with knowledge or skills* (3.85). Although the share of employers choosing *government policies or regulations* as a barrier to employment expansion has decreased, for those that did encounter it, it was still a critical barrier. *Shortage of available training programs* dropped in importance from 3.98 in 2019 to 3.15 in 2023.

Companies employ workers in a variety of functional areas with different work



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responsibilities. *Patient Care* and *Skilled Trades* functional areas had the largest percentage of employers reporting shortages of skilled applicants at 65 percent each. Skill shortages in *Customer Service* have increased substantially, increasing from 25 percent in 2019 and 31 percent in 2020, to 47 percent in 2021, decreasing slightly to 45 percent in 2023.

To address the problem of skill shortages in the current workers, employers use several remedial measures, and *on-the-job-training* remains the most preferred method. Over 9 in 10 employers (91%) stated they used *on-the-job training* to assist current workers in addressing the need for new or increased skills. However, there is a significant decrease in applying these remedial measures in 2023 when compared to 2021, most significantly in *providing a flexible schedule to pursue outside continuing education* (67% in 2021 vs. 46% in 2023) and *in-house classroom training* (60% in 2021 vs. 41% in 2023).

Relatedly, employers were also asked if there was any change over the last two years in flexibility for hiring applicants with less than the advertised preferred level of qualifications in education, experience, and skill level. Most employers said they stayed about the same in flexibility for hiring applicants. The majority that changed became more flexible in their consideration of applicants. Twenty-three percent of employers were more flexible with education requirements, 31 percent were more flexible with experience level requirements, and 29 percent were more flexible on skill level requirements.

Since the COVID-19 pandemic, there has been an increased interest in understanding remote work. Prior to pandemic, (February 2020) about 15 percent employers were having some workers working remotely. Remote work peaked in 2020 during the height of the pandemic, with over half of employers (56%) stating they had some workers working remotely, either full or part-time. This dropped significantly to 20 percent in 2021 and has increased slightly to 25 percent in 2023. When asked if they expected the number of remote workers to change over time, the vast majority (92%) of employers said they expected it to stay the same. In the question about workforce initiatives considered in the coming year, 13 percent of employers indicated considering *remote work*.

Employers evaluated various business concerns for the future on a scale of one to five, with one being not concerned and five being very concerned. Employers were most concerned about *attracting or retaining talent*, with a weighted average of 3.7. Several concerns decreased in importance from 2021, including *lack of information for decision making* (2.92 in 2021 vs. 2.38 in 2023) and *supply chain disruptions* (3.61 in 2021 vs. 3.1 in 2023). *Cost of health insurance* was among the major concerns reported in the 2023 survey.

Although employers are optimistic about expanding employment, with 44 percent planning to *increase employment levels* over the next 12 months, they continue to struggle to find skilled applicants. Sixty-two percent of employers had positions that took over 30 days to fill. A *lack of overall applicants* and *shortage of applicants with knowledge or skills* were the top barriers to expanding employment, with the *shortage of applicants with knowledge or skills* at the highest reported level it has been since the first survey in 2019. The most important business concern for employers was *attracting and retaining talent*. To try and retain existing workers, employers have *increased wages* (86%), *offered a flexible work schedule* (64%), or *offered additional training* (52%). Responses to this survey reinforce the widely-held

experience of a tight labor market and difficulty finding workers.

**a. Emerging Demand Industry Sectors and Occupations**

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

**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-county area, and not 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 is through the ten-year period ending in 2030.

The top five industries by numeric employment change were *Food Services and Drinking Places; Professional, Scientific, and Technological Services; Administrative and Support Services; Ambulatory Health Care Services; and Hospitals.*

St. Louis Region Industry Projections 2020-2030					
NAICS	Industry	Employment		2020-2030 Change	
		2020	2030	Numeric	Percent
10	<b>Total All Industries</b>	<b>1,120,239</b>	<b>1,201,727</b>	<b>81,488</b>	<b>7.3%</b>
722	Food Services and Drinking Places	71,753	89,529	17,776	24.8%
541	Professional, Scientific, and Technical Services	64,921	72,429	7,508	11.6%
561	Administrative and Support Services	58,127	65,348	7,221	12.4%
621	Ambulatory Health Care Services	45,732	52,405	6,673	14.6%
622	Hospitals	67,779	74,144	6,365	9.4%
611	Educational Services	82,344	88,037	5,693	6.9%
238	Specialty Trade Contractors	33,339	37,133	3,794	11.4%
721	Accommodation, including Hotels and Motels	8,400	11,609	3,209	38.2%
423	Merchant Wholesalers, Durable Goods	29,798	32,231	2,433	8.2%
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	26,101	28,251	2,150	8.2%
711	Performing Arts, Spectator Sports, and Related Industries	2,484	4,477	1,993	80.2%
713	Amusement, Gambling, and Recreation Industries	9,115	10,966	1,851	20.3%
999	Local Government, Excluding Education and Hospitals	34,490	35,753	1,263	3.7%
488	Support Activities for Transportation	4,728	5,919	1,191	25.2%
424	Merchant Wholesalers, Nondurable Goods	14,012	14,946	934	6.7%

Source: MERIC 2020-2030 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

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

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 were *Home Health and Personal Care Aides; Fast Food and Counter Workers; and Waiters and Waitresses*. **Next** occupations with the highest numbers of projected growth openings were *Cooks, Restaurant; First-Line Supervisors of Food Preparation and Serving Workers; and Heavy and Tractor-Trailer Truck Drivers*. **Later** occupations with the most projected growth openings were *Software Developers and Software Quality Assurance Analysts and Testers; Registered Nurses; and General and Operations Managers*.

St. Louis Region Highest Growth Openings 2020-2030						
Occupation	Average Wage	Percent Growth	Exits	Annual Openings		Total
				Transfers	Growth	
<b>NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma</b>						
Home Health and Personal Care Aides	\$26,856	20.4%	2,339	2,069	<b>677</b>	5,085
Fast Food and Counter Workers	\$25,107	15.6%	2,386	2,602	<b>356</b>	5,344
Waiters and Waitresses	\$24,801	21.4%	1,345	2,188	<b>355</b>	3,888
Laborers and Freight, Stock, and Material Movers, Hand	\$36,784	10.4%	722	1,435	<b>162</b>	2,319
Bartenders	\$27,951	33.9%	212	566	<b>135</b>	913
Security Guards	\$36,130	17.6%	434	634	<b>132</b>	1,200
Construction Laborers	\$61,053	15.2%	263	600	<b>126</b>	989
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	\$31,619	19.5%	360	271	<b>97</b>	728
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$30,738	6.0%	1,012	1,136	<b>95</b>	2,243
Dining Room and Cafeteria Attendants and Bartender Helpers	\$24,234	29.0%	300	301	<b>88</b>	689
<b>NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training</b>						
Cooks, Restaurant	\$27,958	51.7%	758	1,102	<b>528</b>	2,388
First-Line Supervisors of Food Preparation and Serving Workers	\$36,708	23.3%	320	730	<b>150</b>	1,200
Heavy and Tractor-Trailer Truck Drivers	\$52,480	8.5%	554	917	<b>111</b>	1,582
Fitness Trainers and Aerobics Instructors	\$38,039	30.1%	242	392	<b>108</b>	742
Computer User Support Specialists	\$56,153	12.4%	126	355	<b>78</b>	559
Carpenters	\$65,036	7.8%	293	627	<b>76</b>	996
Insurance Sales Agents	\$72,547	11.4%	220	369	<b>71</b>	660
Sales Representatives, Wholesale and Manufacturing, Except Technical and	\$81,848	7.6%	281	643	<b>70</b>	994
Maintenance and Repair Workers, General	\$47,236	6.5%	390	646	<b>70</b>	1,106
Medical Secretaries	\$38,591	9.9%	366	402	<b>68</b>	836
<b>LATER - Typically requires a bachelor's degree or higher</b>						
Software Developers and Software Quality Assurance Analysts and Testers	\$100,718	18.3%	390	825	<b>282</b>	1,497
Registered Nurses	\$68,561	8.6%	906	854	<b>281</b>	2,041
General and Operations Managers	\$115,316	10.0%	496	1,538	<b>235</b>	2,269
Market Research Analysts and Marketing Specialists	\$72,247	22.1%	147	454	<b>124</b>	725
Nurse Practitioners	\$105,878	47.4%	65	97	<b>119</b>	281
Medical and Health Services Managers	\$113,250	30.4%	108	219	<b>114</b>	441
Management Analysts	\$92,817	13.1%	237	425	<b>91</b>	753
Financial Managers	\$153,478	18.7%	101	248	<b>84</b>	433
Accountants and Auditors	\$77,123	6.5%	370	787	<b>84</b>	1,241
Secondary School Teachers, Except Special and Career/Technical Education	\$52,173	6.4%	268	410	<b>62</b>	740

Source: MERIC 2020-2030 Long-Term Occupational Projections

## b. Employers' Employment Needs

Identify the job skills necessary to obtain current and projected

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

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.

### 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. Lightcast™ is a data tool that spiders to over several thousand 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.

The 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 the following 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 - St. Louis County			
Industry	Specialized Skills	Qualifications	Software and Programming
Health Care & Social Assistance	Nursing	Registered Nurse (RN)	Chatbot
	Data Entry	Basic Life Support (BLS) Certification	Epic EMR
	Machinery	Licensed Practical Nurse (LPN)	Standard Template Library (STL)
	Ability To Distinguish Colors	Cardiopulmonary Resuscitation (CPR) Certification	AMT Asset Management Software
Accommodation & Food Services	Nursing Care	Valid Driver's License	SQL (Programming Language)
	Restaurant Operation	Valid Driver's License	Property Management Systems
	Food Safety And Sanitation	ServSafe Certification	Spreadsheets
	Food Services	Food Handler's Card	Standard Template Library (STL)
	Housekeeping	Cardiopulmonary Resuscitation (CPR) Certification	MicroStation (CAD Design Software)
	Cash Handling	Food Safety Certification	Operating Systems
Professional, Scientific & Technical Services	Project Management	Valid Driver's License	SQL (Programming Language)
	Computer Science	Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	Python (Programming Language)
	Accounting	Security Clearance	Java (Programming Language)
	Marketing	Master of Business Administration (MBA)	Amazon Web Services
Finance & Insurance	Agile Methodology	Project Management Professional Certification	Application Programming Interface (API)
	Financial Services	FINRA Series 7 (General Securities Representative)	SQL (Programming Language)
	Finance	Valid Driver's License	Salesforce
	Accounting	Master of Business Administration (MBA)	Python (Programming Language)
	Marketing	Certified Public Accountant	Java (Programming Language)
Construction	Auditing	Chartered Financial Analyst	JIRA
	Project Management	Valid Driver's License	AutoCAD
	Construction	Master of Business Administration (MBA)	Autodesk Revit
	Subcontracting	Commercial Driver's License (CDL)	Operating Systems
	Accounting	Professional Engineer (PE) License	SQL (Programming Language)
Wholesale Trade	Construction Management	10-Hour OSHA General Industry Card	Spreadsheets
	Warehousing	Valid Driver's License	SAP Applications
	Marketing	Commercial Driver's License (CDL)	Salesforce
	Selling Techniques	Master Of Business Administration (MBA)	SQL (Programming Language)
	Merchandising	Forklift Certification	Power BI
Information	Forklift Truck	Automotive Service Excellence (ASE) Certification	Microsoft Azure
	Computer Science	Valid Driver's License	SQL (Programming Language)
	Marketing	Cisco Certified Network Associate	Operating Systems
	Telecommunications	Certified Information Systems Security Professional	Python (Programming Language)
	Project Management	Certified Information System Auditor (CISA)	Salesforce
	Selling Techniques	Security Clearance	Java (Programming Language)

Source: Lightcast, online job ads between Nov. 1, 2022 - Oct. 31, 2023

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

## 8. Workforce Analysis

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

### a. Employment and Unemployment Analysis

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

### b. Labor Market Trends

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

### c. Education and Skills Levels of the Workforce Analysis

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

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

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

### d. Skills Gaps

Describe apparent “skills gaps” in the local area. How are the “skills gaps” determined?

### a. Employment and Unemployment Analysis

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

#### Population Data

The U.S. Census Bureau estimates that Missouri’s population grew to over 6.15 million in 2022, up by 0.2 percent from the previous year. St. Louis County had a negative population growth rate over the last year, decreasing by 2,200 residents from 2021 to 2022.

St. Louis County Population Change by County				
NAME	1 Year Change 2021-2022		5 Year Change 2017-2022	
	Number	Percentage	Number	Percentage
Missouri	12,888	0.2%	79,122	1.3%
St. Louis County	(2,279)	-0.2%	164	0.0%

Source: U.S. Census Bureau, Population Annual Estimates

#### Demographics

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

In 2022, overall, for Missouri, 25.0 percent of the population was under the age of 20 years. In 2022, St. Louis County (21.0%) had the lower percentage of its population under the age of 20 years than the state average. The percentage of the population 55 and up in St. Louis County was lower than the state average of 30.6 percent.

The Missouri statewide average is 49.4 percent male and 50.6 percent female. St. Louis County had a higher percent of female population (51.4%).

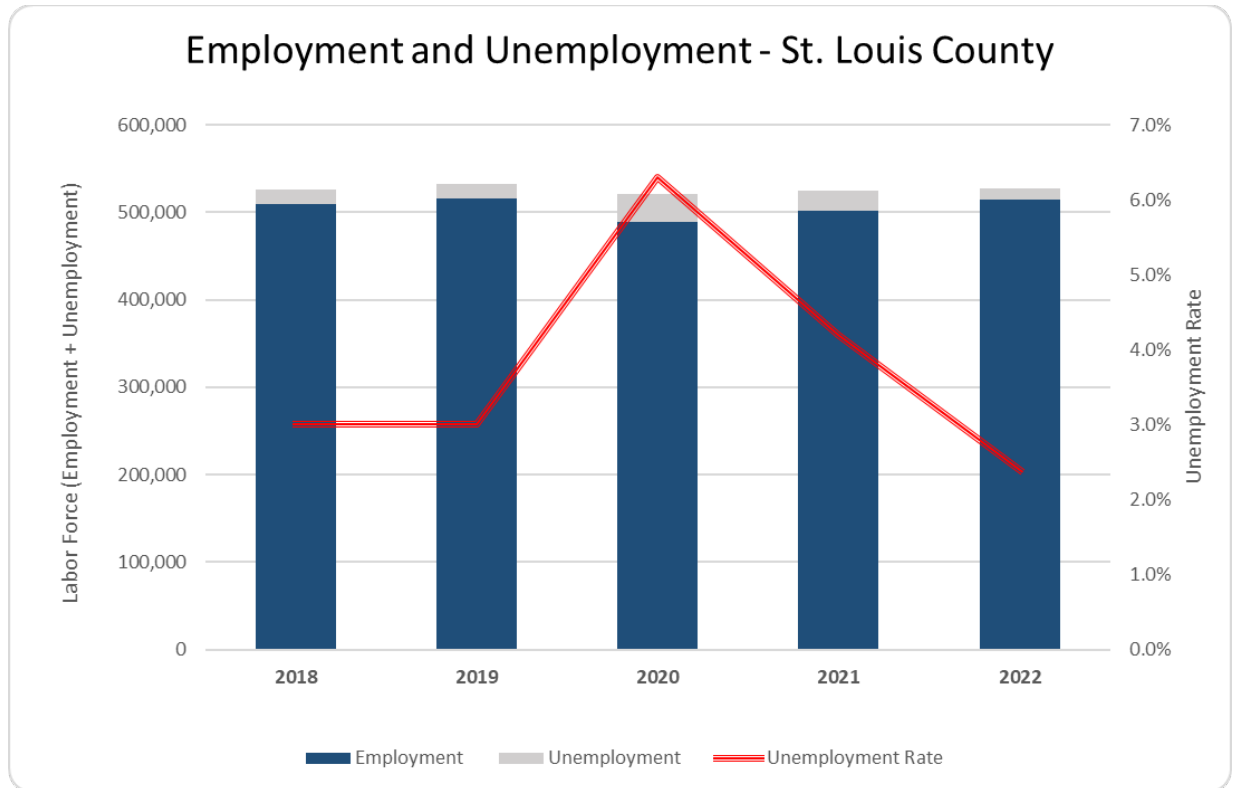
Racial minorities in St. Louis County were higher than the statewide average. Hispanics or Latinos accounted for 4.6 percent of the population in the state. St. Louis County had a lower Hispanic or Latino population percentage, at 4.3 percent.

County	Population						Gender		Race/Ethnicity								
	Total	Under 20	20 to 24	25 to 34	35 to 54	55+	Female	Male	White	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pacific Islander	Some other race	One Race	Two or more races	Hispanic or Latino
Missouri	6,154,422	25.0%	6.7%	13.2%	24.4%	30.6%	50.6%	49.4%	79.4%	11.3%	2.1%	0.3%	0.1%	1.5%	94.6%	5.4%	4.6%
St. Louis County	298,018	21.0%	6.6%	19.9%	25.2%	27.3%	51.4%	48.6%	46.3%	43.9%	3.5%	0.2%	0.1%	1.4%	95.3%	4.7%	4.3%

Source: American Community Survey-5 Year data (2018-2022)

### Employment and Unemployment

The number of St. Louis County residents in the labor force has remained around half a million from 2018 to 2022. The unemployment rate for the county jumped to 6.3 percent in 2020 because of the COVID-19 pandemic. However, 2021 and 2022 data show continuation of recovery with the unemployment rate decreasing to 4.2 percent and 2.4 percent respectively.



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 2022, Missouri’s labor force participation rate was 62.5 percent. In comparison, the rate for the St. Louis County was at 64.8 percent.

Civilian Labor Force Participation Rate by County			
Region	Population 16 years and over	Civilian Population 16 years and over (In labor force)	Labor Force Participation Rate (Civilian)
Missouri	4,940,395	3,087,517	62.5%
St. Louis Region	1,644,795	1,083,121	65.9%
St. Louis County	806,710	522,421	64.8%

Source: American Community Survey-5 Year data (2018-2022)

### b. Labor Market Trends

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

#### In-Demand Occupations

Industry and occupational projections are made for the entire St. Louis Region and



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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 regions in the state 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 2030 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 were *Fast Food and Counter Workers* (5,344); *Home Health and Personal Care Aides* (5,085); *Waiters and Waitresses* (3,888); *Retail Salesperson* (3,863); and *Cashiers* (3,068). 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 were *Cooks, Restaurant* (2,388); *Secretaries and Administrative Assistants, Except Legal, Medical, and Executive* (1,647); *Heavy and Tractor-Trailer Truck Drivers* (1,582); *Nursing Assistants* (1,547); and *Bookkeeping, Accounting, and Auditing Clerks* (1,214).

**Later** occupations with the highest number of annual openings were *General and*



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*Operations Managers (2,269); Registered Nurses (2,041); Software Developers and Software Quality Assurance Analysts and Testers (1,497); Accountants and Auditors (1,241); and Project Management Specialists and Business Operations Specialists, All Other (958).*

Many high demand occupations correspond directly with certain industry sectors, such as *Health Care, Educational Services, and Retail*. Other high demand occupations, such as *Secretaries and Administrative Assistants and General and Operations Managers* are found in many different industry sectors.

St. Louis Region Occupational Projections 2020-2030							
Occupation	2020 Employment	2030 Employment	Exits	Transfers	Annual Openings Growth	Total	Average Wage
<b>NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma</b>							
Fast Food and Counter Workers	22,825	26,389	2,386	2,602	356	<b>5,344</b>	\$25,107
Home Health and Personal Care Aides	33,152	39,921	2,339	2,069	677	<b>5,085</b>	\$26,856
Waiters and Waitresses	16,546	20,094	1,345	2,188	355	<b>3,888</b>	\$24,801
Retail Salespersons	28,734	28,041	1,587	2,345	-69	<b>3,863</b>	\$32,945
Cashiers	19,311	17,087	1,548	1,742	-222	<b>3,068</b>	\$25,601
<b>NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training</b>							
Cooks, Restaurant	10,232	15,517	758	1,102	528	<b>2,388</b>	\$27,958
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	17,460	16,051	852	936	-141	<b>1,647</b>	\$40,195
Heavy and Tractor-Trailer Truck Drivers	12,972	14,080	554	917	111	<b>1,582</b>	\$52,480
Nursing Assistants	11,993	12,618	788	697	62	<b>1,547</b>	\$27,153
Bookkeeping, Accounting, and Auditing Clerks	11,573	11,214	668	582	-36	<b>1,214</b>	\$44,226
<b>LATER - Typically requires a bachelor's degree or higher</b>							
General and Operations Managers	23,638	25,990	496	1,538	235	<b>2,269</b>	\$115,316
Registered Nurses	32,535	35,347	906	854	281	<b>2,041</b>	\$68,561
Software Developers and Software Quality Assurance Analysts and Testers	15,411	18,227	390	825	282	<b>1,497</b>	\$100,718
Accountants and Auditors	12,873	13,709	370	787	84	<b>1,241</b>	\$77,123
Project Management Specialists and Business Operations Specialists, All Other	12,183	12,756	289	612	57	<b>958</b>	\$83,690

Flame icon indicates occupations with high numbers of job ads between Nov. 1, 2022 - Oct. 31, 2023  
**Sources:** MERIC Long-Term Occupational Projections 2020-2030 and Lightcast, online job ads

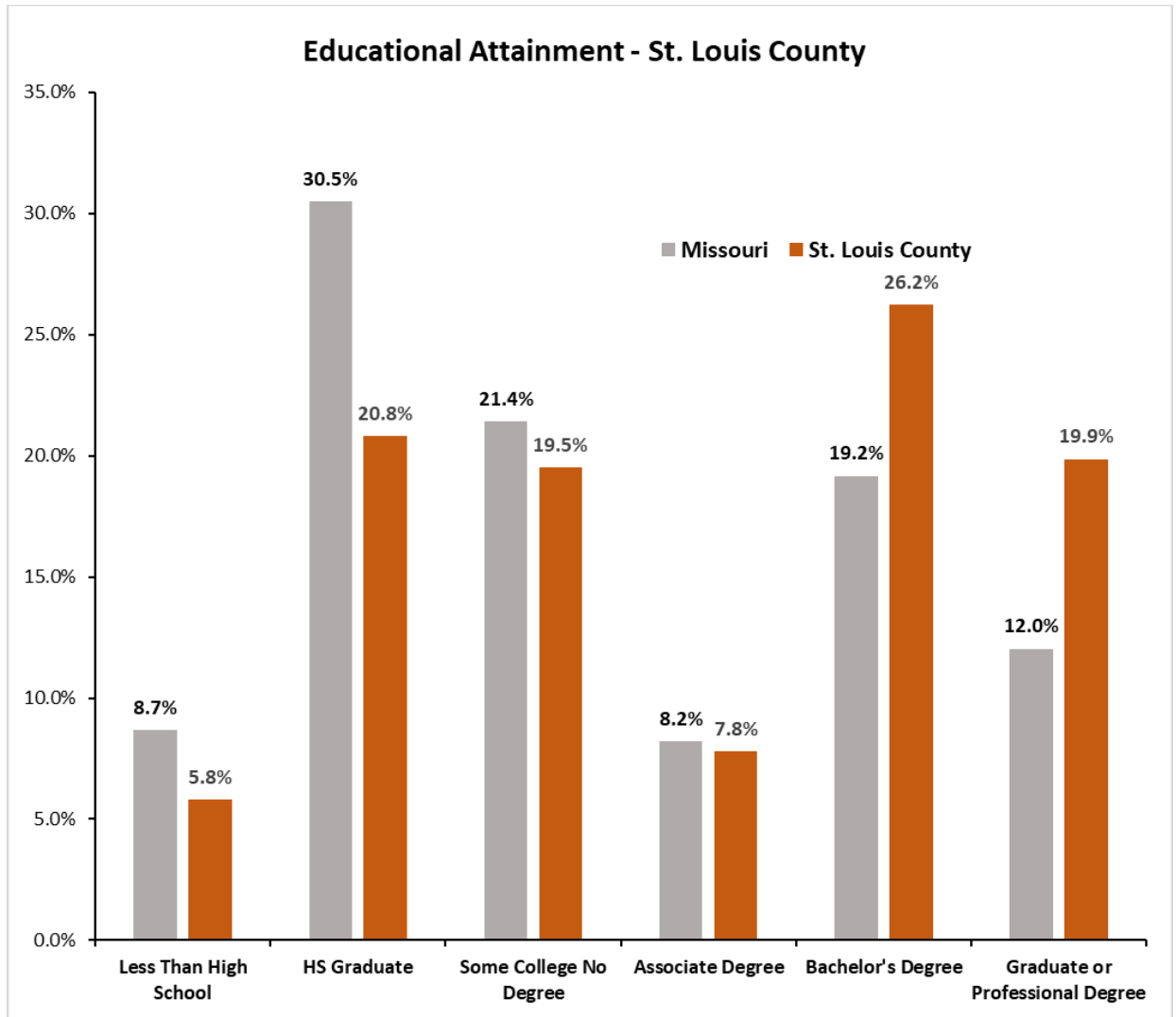
### c. Education and Skills Levels of the Workforce Analysis

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

#### Educational Attainment

Educational attainment is a measure of the highest level of education obtained by individuals aged 25 and up, or the population generally in the workforce. Ninety-two percent of Missouri’s population age 25 and over was a high school graduate or higher in 2022. About 19 percent held a bachelor’s degree and 12 percent held a graduate or professional degree.

The St. Louis County had a higher percentage than the state average of people whose highest educational attainment was bachelor’s degree or higher. Missouri had a higher percentage of people whose highest educational attainment was an associate degree, some college no degree, or high school or less.



Source: American Community Survey-5 Year data (2018-2022)

### Occupational Projections

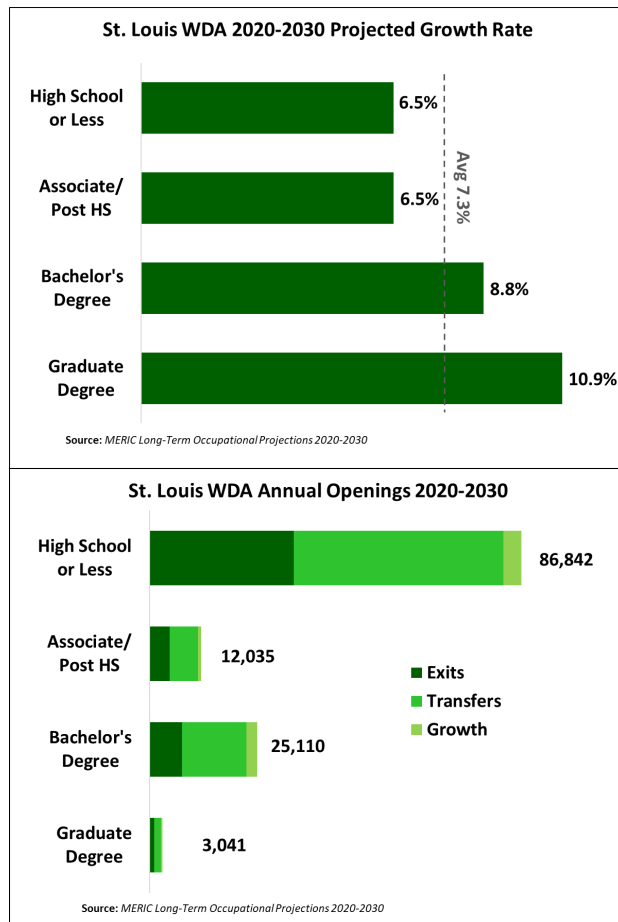
Occupational projections are made for the entire St. Louis Region and include the counties of Franklin, Jefferson, St. Charles, St. Louis City, and St. Louis County. Since the economies and workforce are interrelated for this geography, projections are made for the five-county region, and not for the 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 2030.

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 (10.9%), followed by occupations requiring a bachelor's degree (8.8%).

Long-term projections also present data on expected job openings for each occupation through 2030. 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

Describe apparent 'skill gaps' in the local area. How were the "skills gaps" determined?

#### Missouri Workforce 2023 Survey

The Missouri Employer Survey has been conducted four times since 2019. Some questions have remained consistent each year, and others have changed to reflect current issues impacting the state's employers. Methodologies were held as consistent as possible from year-to-year. Comparisons to previous years are made throughout the report where applicable, but each survey indicates a snapshot in time. It can be used to infer changing trends in the labor market and employer sentiment but was not designed as a stringent time series analysis.

Missouri has more than 230,000 payroll employers who provide jobs to over 2.8 million people. Understanding the current hiring trends and challenges faced by the state's employers is essential not only in providing targeted resources and services to help these employers but also in supporting the state's economic and workforce development. Keeping these objectives in view, over 2,800 Missouri companies with five or more employees were surveyed from February 20, 2023, to April 17, 2023. This helped gauge

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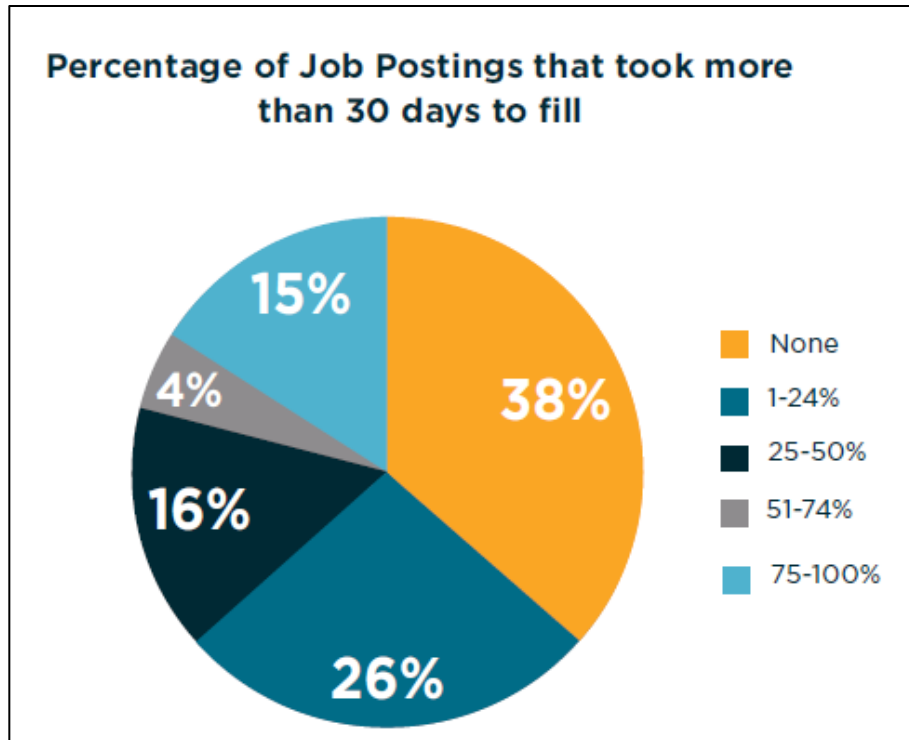
the state of the workforce from the employer's perspective, with 1,183 employers completing the survey. Throughout the report, data in the graphs may not add to 100 percent due to rounding or the ability to select more than one response.

A few takeaways from this survey include:

- Employer's main concerns are hiring and retaining top talent.
- Sixty-two percent of employers had job postings that took more than 30 days to fill.
- The top barrier to expanding employment is a shortage of applicants with knowledge or skills, which has increased significantly from previous years (47% in 2019 and 2020, 60% in 2021, and 65% in 2023).
- Most employees work in person vs. working remotely.
- The top strategy used to retain existing workers is offering increased wages.
- Eighty-nine percent of surveyed employers have increased wages at an average of 11 percent in the last 12 months.

Difficulty hiring quality employees was a constant theme throughout the survey. Sixty-two percent of employers reported they had some positions that took over 30 days to fill and 38 percent reported to have their vacant positions filled in less than 30 days.

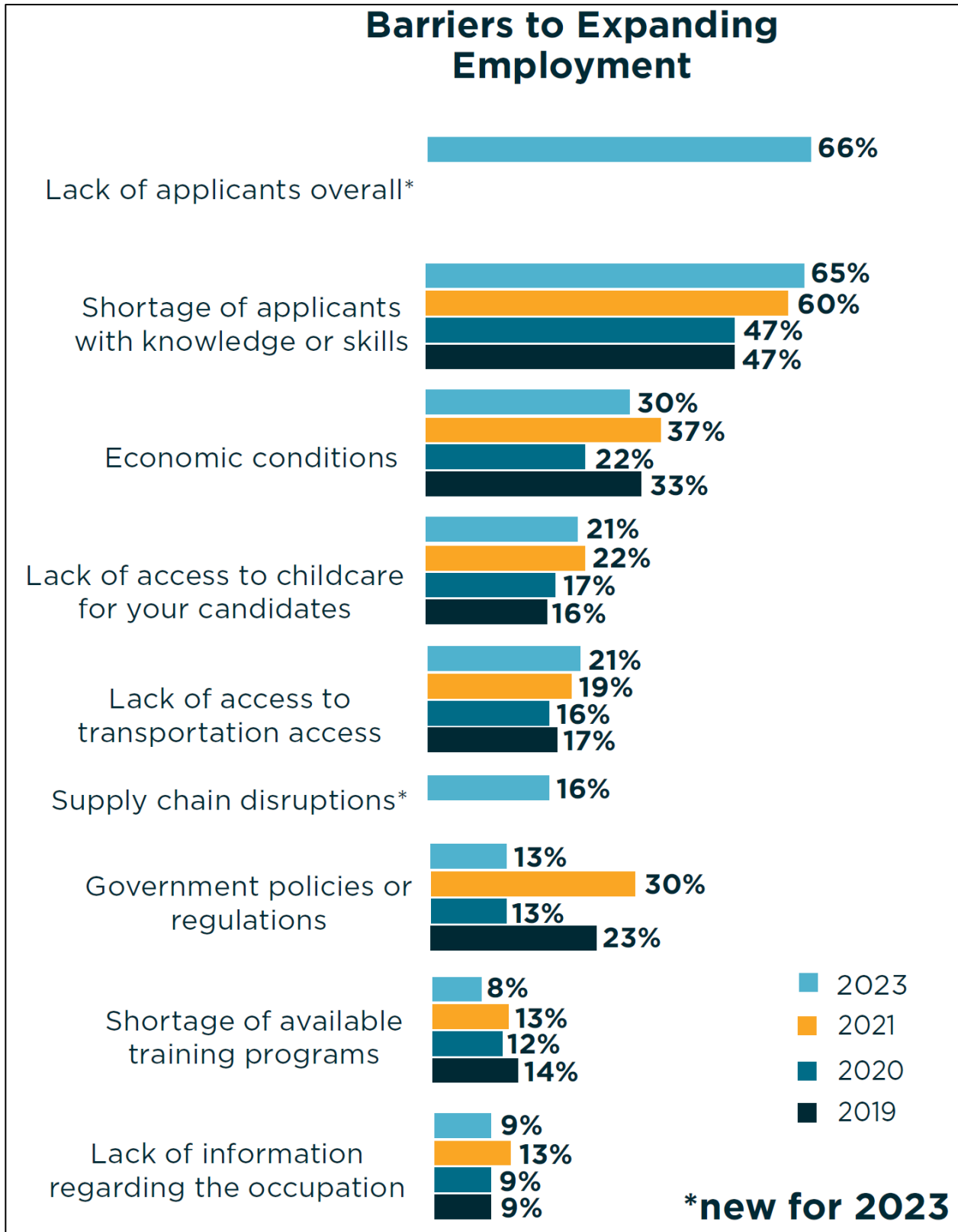
Fifteen percent reported 75-100 percent of their vacant positions took over 30 days to fill. Jobs that were the hardest to fill were in *healthcare*; particularly *nursing* occupations; *sales*; and *food service*.



Employers were asked about the barriers they encountered in expanding employment. *Lack of applicants overall* was a new option for employers in the 2023 survey, and 66 percent of surveyed employers selected this option, making it the top barrier to expansion of employment. The next highest barriers were *shortage of applicants with knowledge or skills* and *economic conditions*, which have been the top cited barriers since the survey began in 2019. *Shortage of applicants with knowledge or skills* increased significantly from previous years, from 47 percent in 2019 and 2020, to 60 percent in 2021, and 65 percent in 2023. *Economic conditions* as a barrier to employment decreased from 37 percent in 2021 to 30 percent in 2023. Similarly, fewer employers encountered *government policies or regulations* as a barrier to expanding employment, dropping from 30 percent in 2021 to 13 percent in 2023.

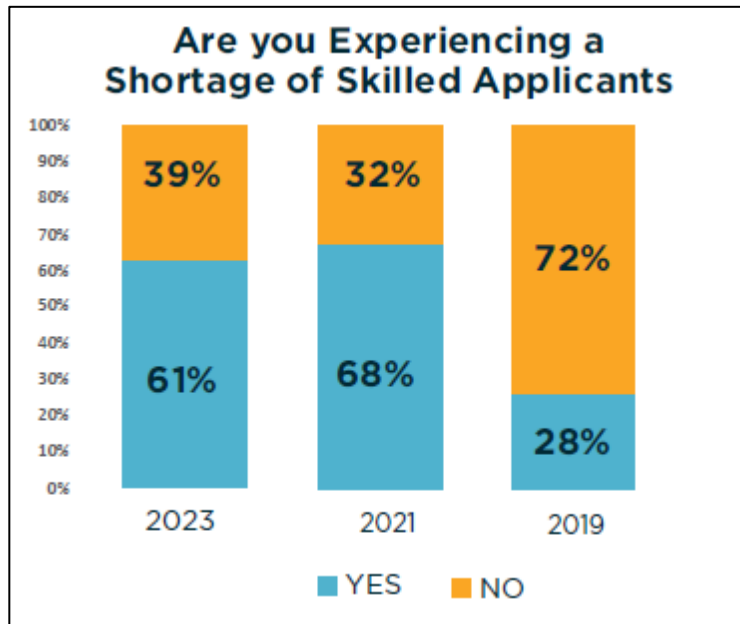
Other significant barriers encountered in 2023 included *lack of childcare* and *transportation access*, with 21 percent of respondents reporting these as barriers to expanding employment.

The survey also asked employers to rate the importance of each barrier on a scale of one to five, with one being insignificant and five being critical. The highest weighted average response for any barrier cited this year was *lack of applicants overall*, getting an importance score of 4.05 out of 5. The next highest weighted response was *government policies or regulations* (3.88), followed by *shortage of applicants with knowledge or skills* (3.85). Although the share of employers choosing *government policies or regulations* as a barrier to employment expansion has decreased, for those that did encounter it, it was still a critical barrier. *Shortage of available training programs* dropped in importance from 3.98 in 2019 to 3.15 in 2023.



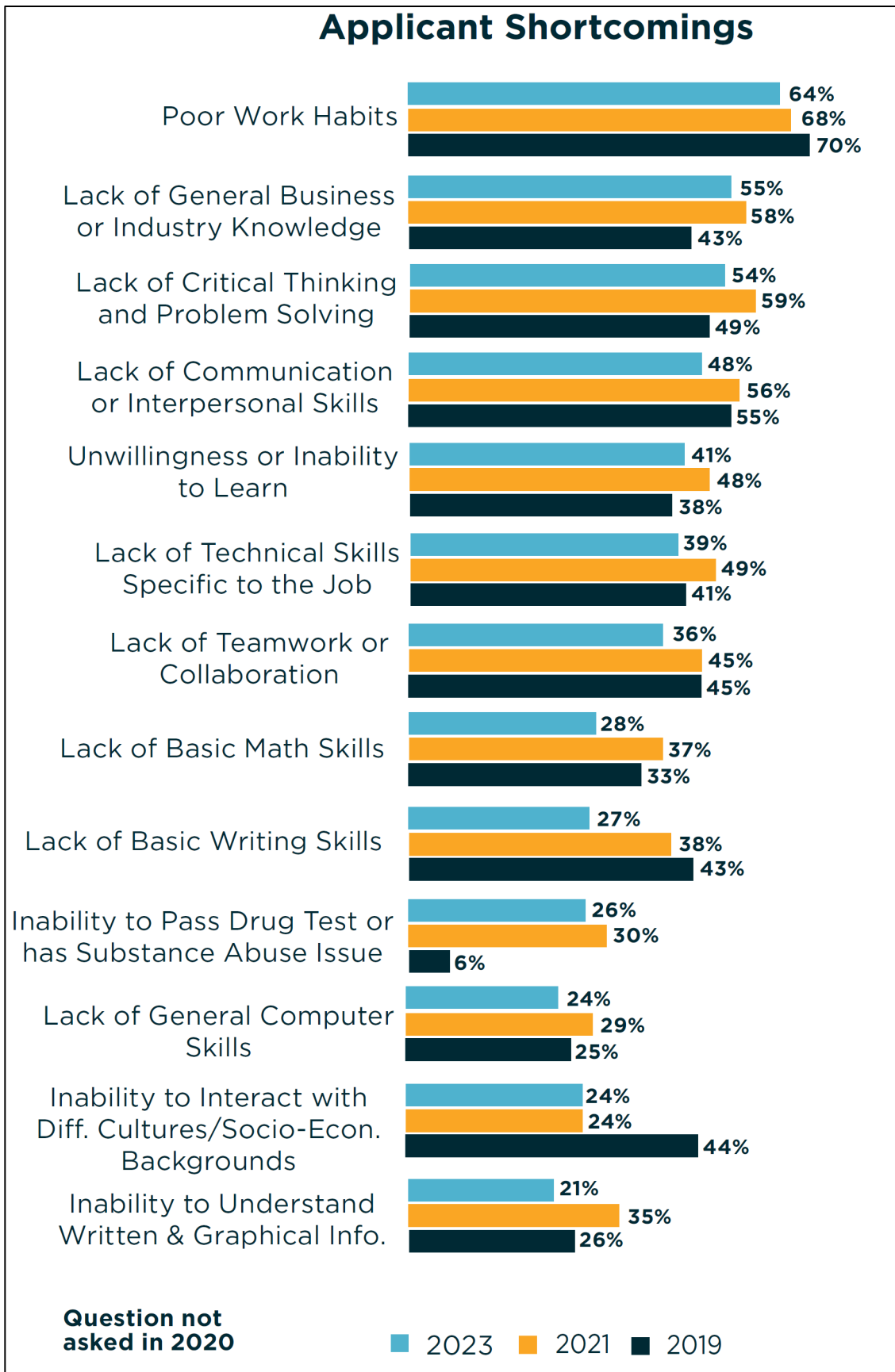
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Sixty-one percent of employers stated they were experiencing a *shortage of skilled applicants*. This is slightly lower than the 68 percent reported in 2021 and much higher than the 28 percent cited in 2019.



Employers were asked about possible shortcomings of applicants. As in previous years, *poor work habits* is the most frequently cited shortcoming at 64 percent (68% in 2021 and 70% in 2019). Other top shortcomings include *lack of general business or industry knowledge* (55% in 2023, 58% in 2021, and 43% in 2019) and *lack of critical thinking and problem solving* (54% in 2023, 59% in 2021, and 49% in 2019).

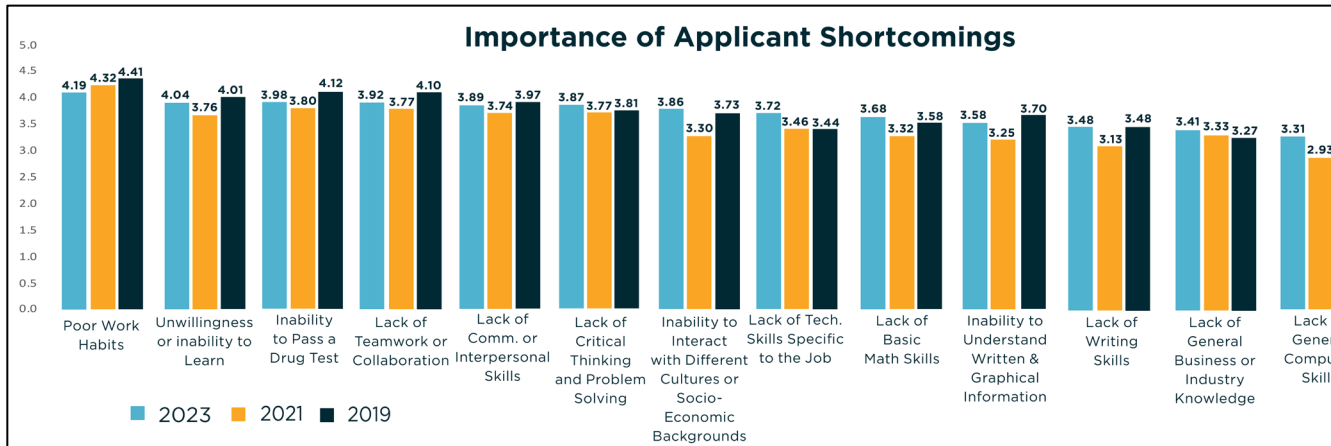
Since 2019, large changes have occurred in two less frequently mentioned shortcomings – *inability to interact effectively with people of different cultures and socio-economic backgrounds* and *inability to pass a drug test or having a substance abuse issue*. In 2019, 44 percent of employers cited applicant’s *inability to interact effectively with people of different cultures and socio-economic backgrounds* as a shortcoming. This dropped to 24 percent in 2021 and 2023. *Inability to pass drug test or has substance abuse issue* increased from 6 percent in 2019 to 30 percent in 2021 and 26 percent in 2023.



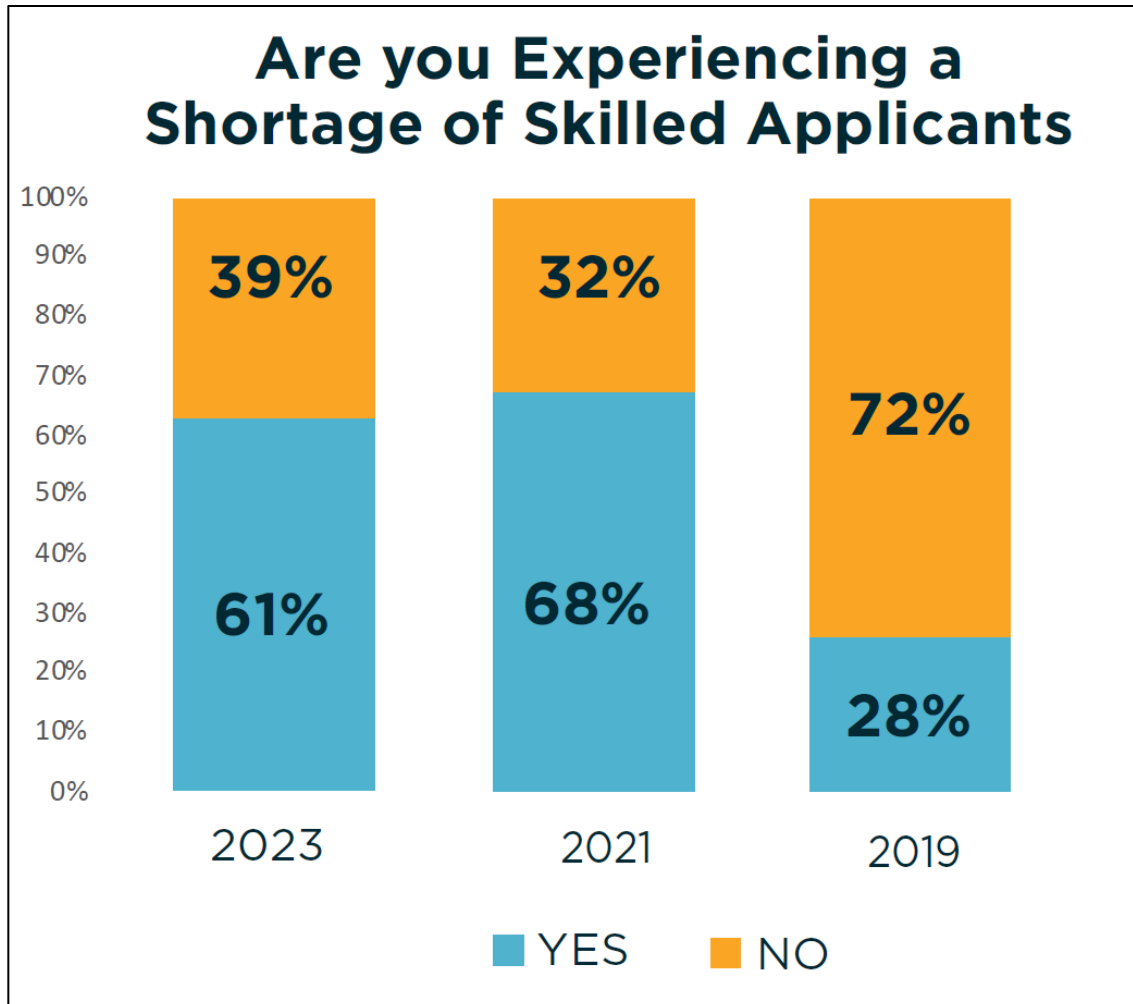


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Employers were also asked to rate importance of each shortcoming on a scale of one to five, with one being insignificant and five being critical. *Poor work habits* was the most cited shortcoming and also ranked as the most important, with an average importance score of 4.19 out of 5.0. *Poor work habits* was also ranked the highest shortcoming in 2019 and 2021. Other high-ranking shortcomings are *unwillingness or inability to learn* (4.04) and *inability to pass a drug test* (3.98).



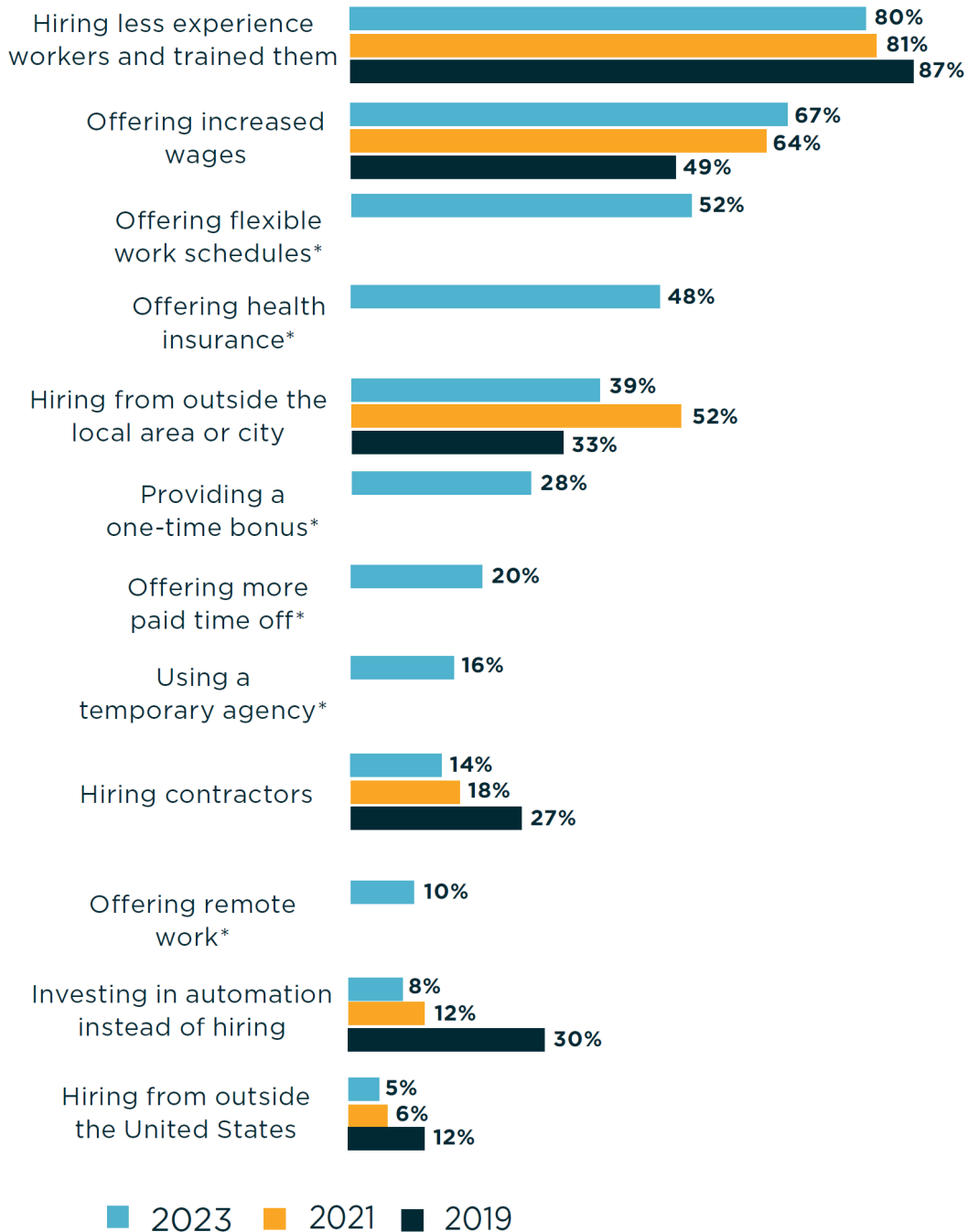
Sixty-one percent of employers stated they were experiencing a *shortage of skilled applicants*. This is slightly lower than the 68 percent reported in 2021 and much higher than the 28 percent cited in 2019.



Employers take a variety of measures to address these shortages. Following the trend of previous years when this question was asked from the employers, 80 percent of the respondents reported *hiring less experienced workers and train them* as a measure to address skill shortages in the applicants (81% in 2021 and 87% in 2019). Other popular remedial measures were *offering increased wages* (67%) and *offering flexible work schedules* (52%). *Offering increased wages* rose as a remedial measure from 49 percent of respondents in 2019 to 64 percent in 2020 and 67 percent in 2023. Some less widely used measures, such as *investing in automation instead of hiring*, *hiring from outside the United States*, and *hiring contractors*, have decreased over the last four years.

*Investing in automation instead of hiring* decreased from 30 percent in 2019 to 8 percent in 2023, *hiring from outside the United States* decreased from 12 percent in 2019 to 5 percent in 2023, and *hiring contractors* went from 27 percent in 2019 to 14 percent in 2023. Other remedial measures to alleviate the shortage of skilled applicants that were included in the 2023 survey were *offering flexible work schedules* (52%), *offering health insurance* (48%), *providing a one-time bonus* (28%), *offering more paid time off* (20%), *using a temporary agency* (16%), and *offering remote work* (10%).

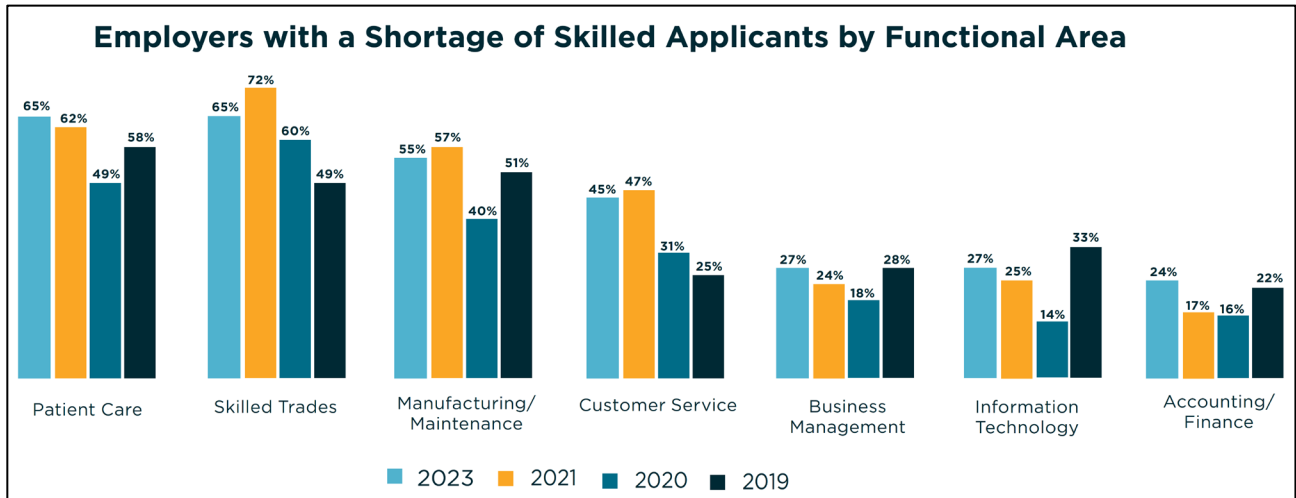
## Measures Taken to Address the Shortage of Skilled Applicants



**\*new for 2023**  
**Note: Question not asked in 2020**

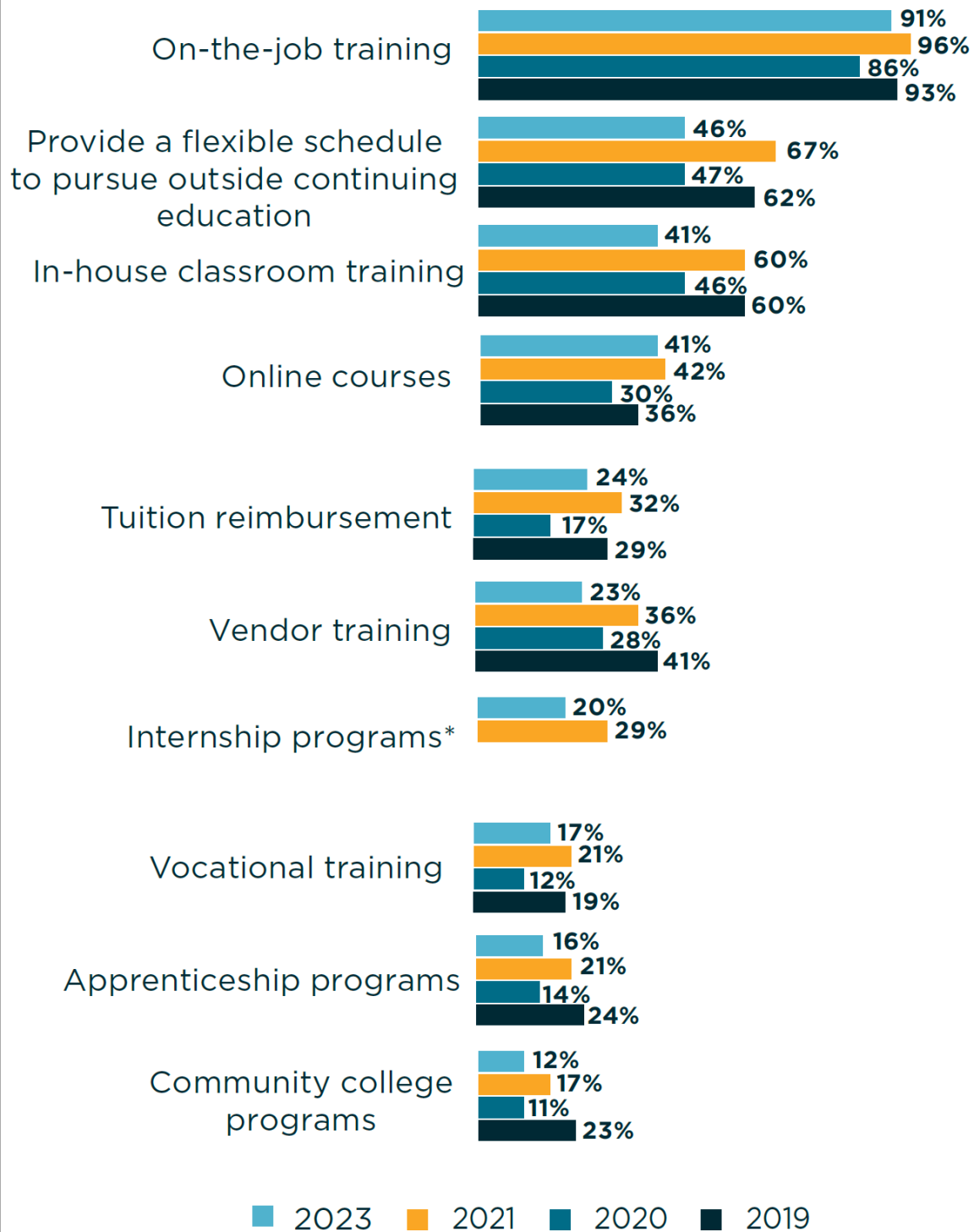
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Companies employ workers in a variety of functional areas with different work responsibilities. *Patient Care* and *Skilled Trades* functional areas had the largest percentage of employers reporting shortages of skilled applicants at 65 percent each. Skill shortages in *Customer Service* have increased substantially, increasing from 25 percent in 2019 and 31 percent in 2020, to 47 percent in 2021, decreasing slightly to 45 percent in 2023.



To address the problem of skill shortages in the current workers, employers use several remedial measures, and *on-the-job-training* remains the most preferred method. Over 9 in 10 employers (91%) stated they used *on-the-job training* to assist current workers in addressing the need for new or increased skills. However, there is a significant decrease in applying these remedial measures in 2023 when compared to 2021, most significantly in *providing a flexible schedule to pursue outside continuing education* (67% in 2021 vs. 46% in 2023) and *in-house classroom training* (60% in 2021 vs. 41% in 2023).

## Methods to Assist Workers for New or Increased Skills



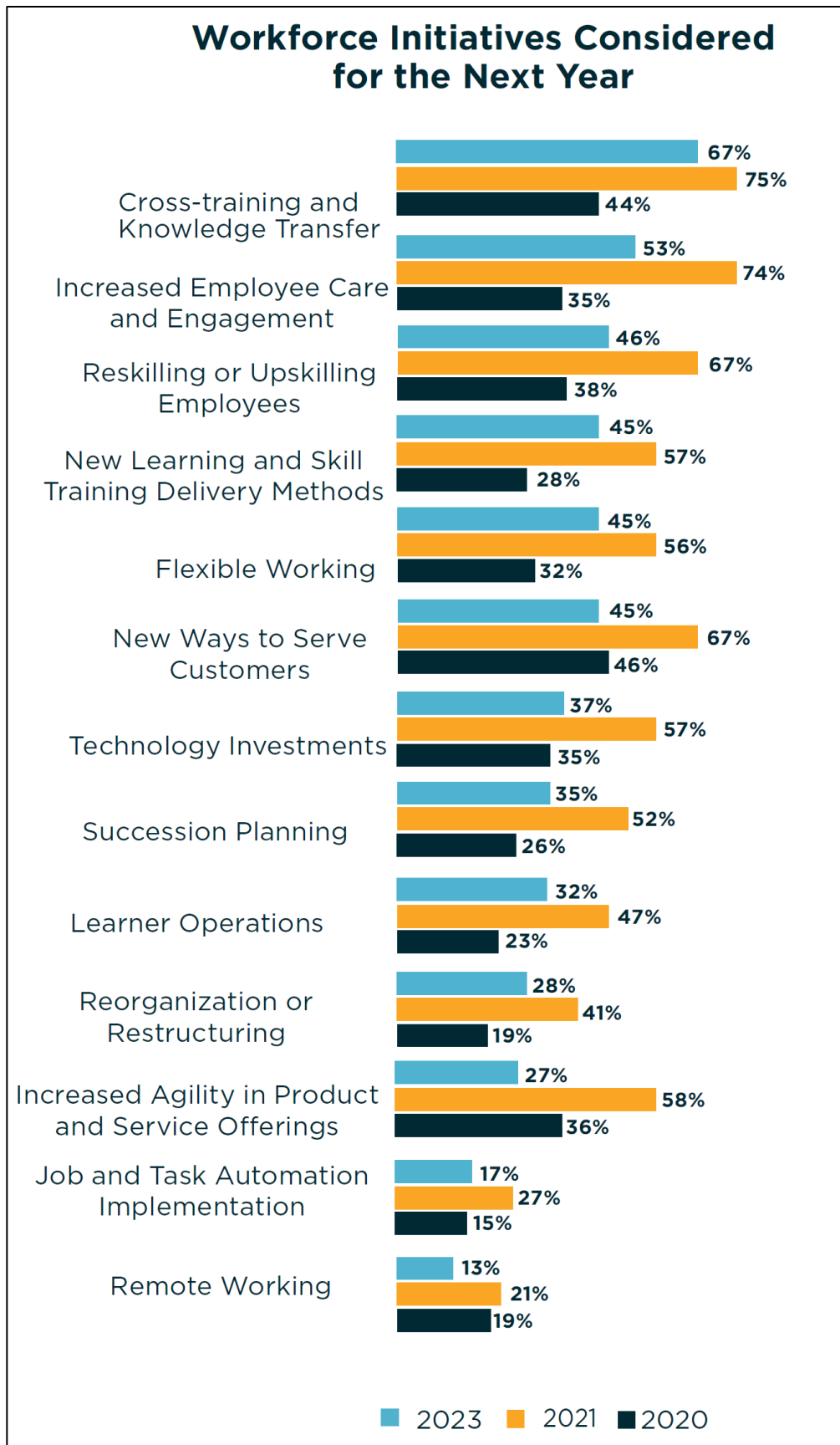
**\*new in 2021**

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As the economy evolves, customer and workforce needs change. Now more than ever businesses have to adapt to attract and retain quality employees, as well as serve customer's changing needs. Employers were asked which workforce initiatives they were considering for the next year.

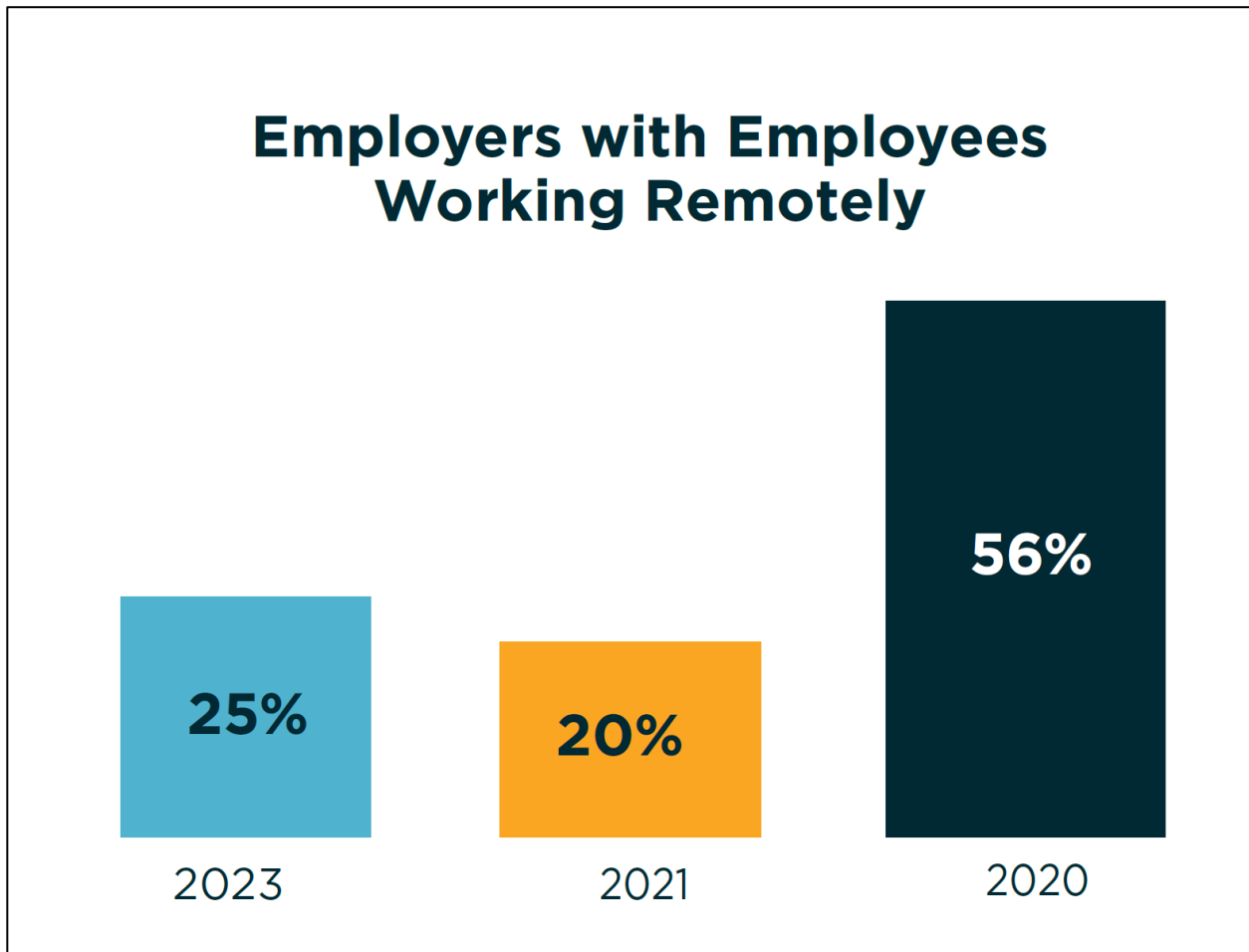
Employer's likelihood to consider a variety of initiatives has changed significantly over the last three years. From 2020 to 2021, a large number of employers were considering these workforce initiatives. However, from 2021 to 2023, responses were lower for almost all initiatives. The *remote working* option decreased significantly from 21 percent in 2021 to 13 percent in 2023, indicating a return to physical/centralized workspaces.

The top workforce initiative considered for the next year by employers was *cross-training and knowledge transfer* (67%), followed by *increased employee care and engagement* (53%) and *reskilling or upskilling employees to new ways of working* (46%).



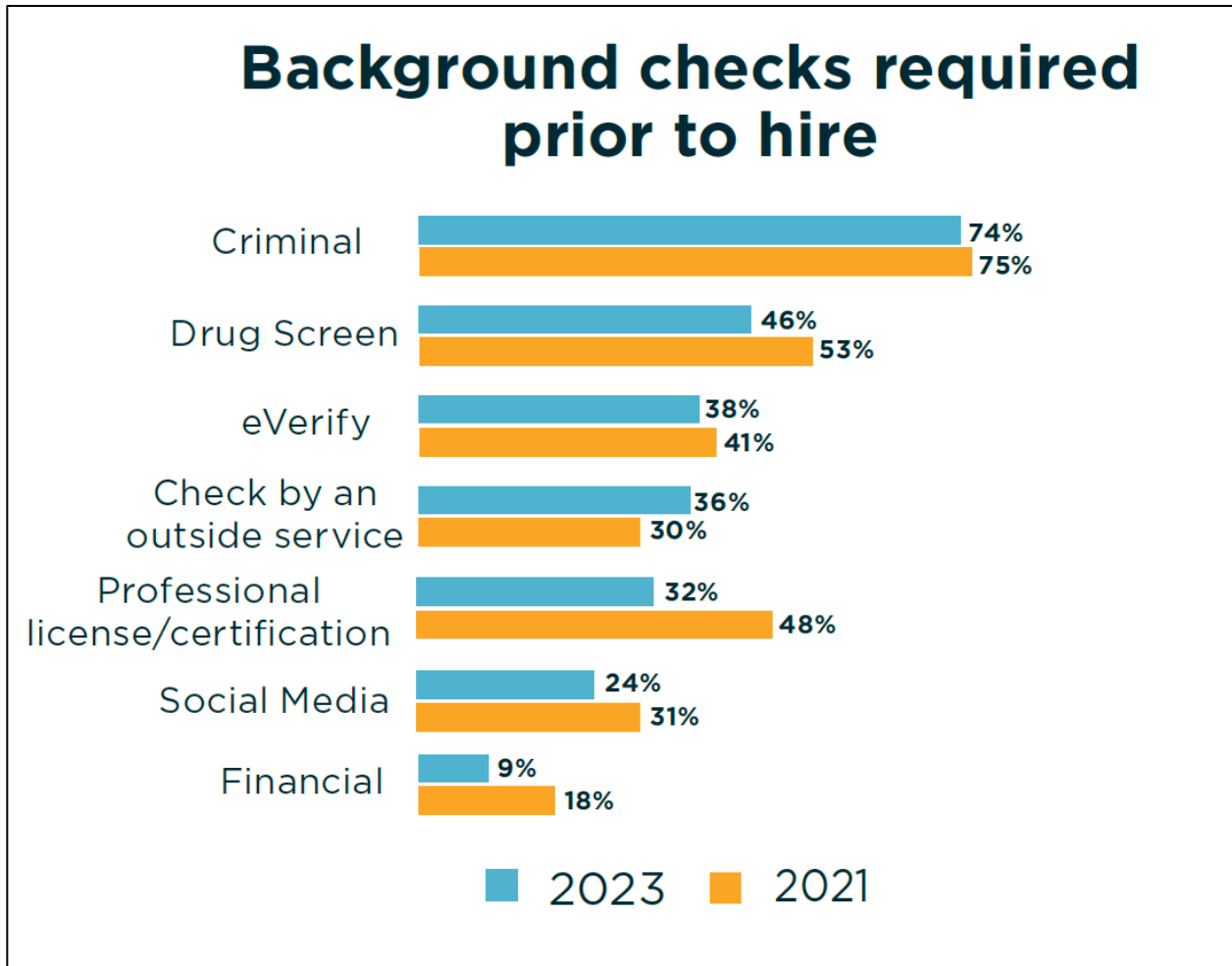
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Since the COVID-19 pandemic, there has been an increased interest in understanding remote work. Prior to pandemic, (February 2020) about 15 percent employers were having some workers working remotely. Remote work peaked in 2020 during the height of the pandemic, with over half of employers (56%) stating they had some workers working remotely, either full or part-time. This dropped significantly to 20 percent in 2021 and has increased slightly to 25 percent in 2023. When asked if they expected the number of remote workers to change over time, the vast majority (92%) of employers said they expected it to stay the same. In the question about workforce initiatives considered in the coming year, 13 percent of employers indicated considering *remote work*.

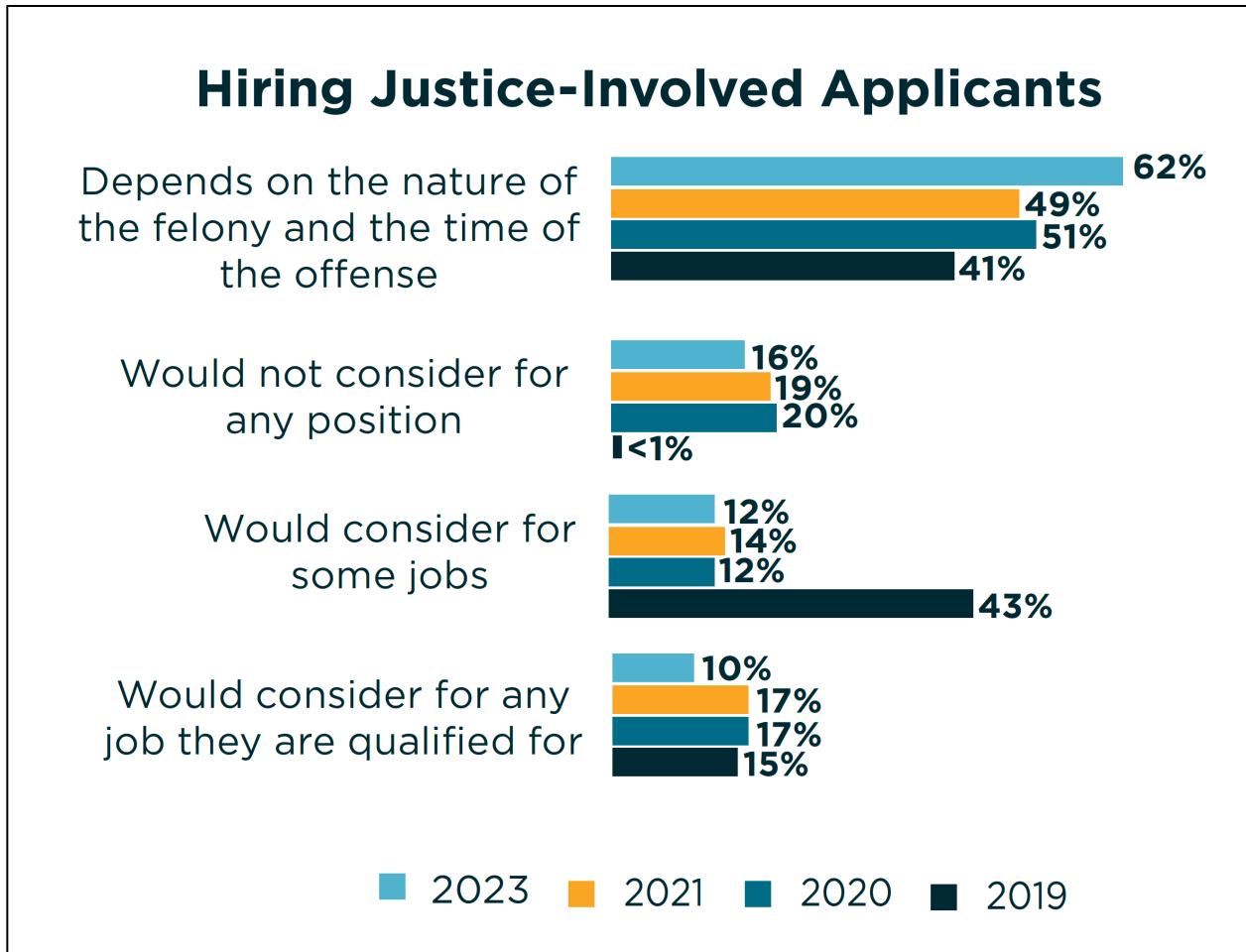


Employers may perform a variety of screening processes before hiring an employee. *Criminal checks* were the most common types of background checks conducted prior to hiring, with 74 percent of Missouri employers reporting they perform one. *Drug screens* were next at 46 percent. In 2023, background screenings involving *professional license or certification, social media, drug screen, and financial checks* decreased significantly from 2021.

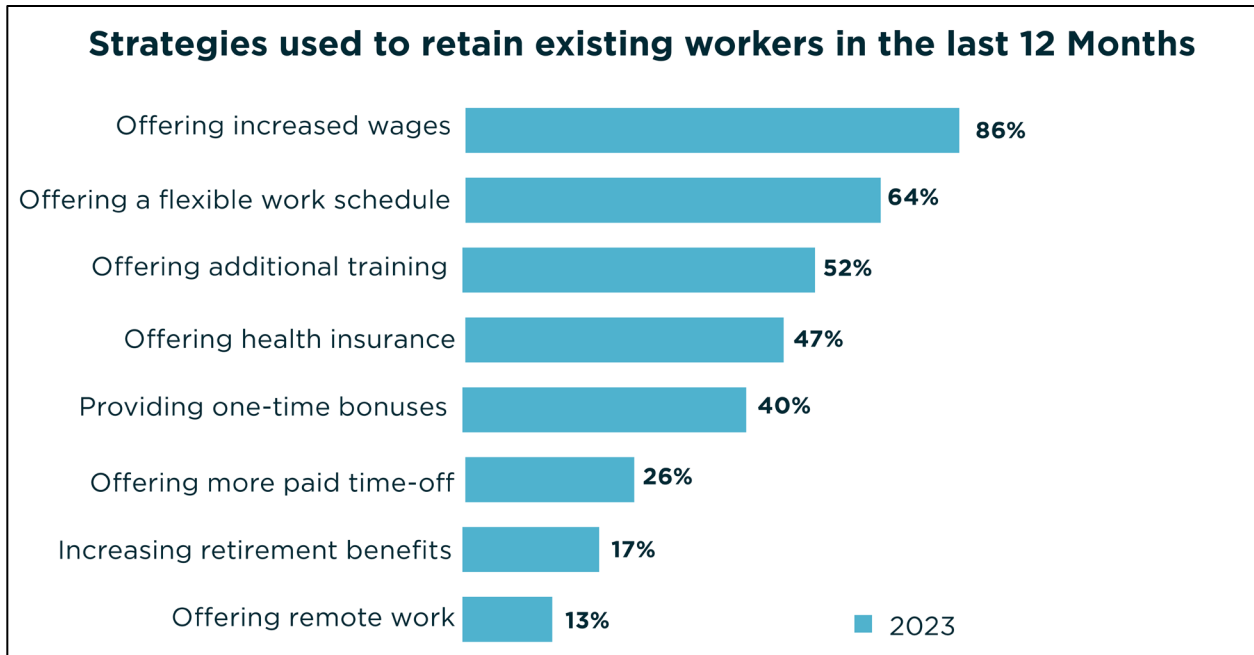




In 2019, less than one percent of Missouri employers *would not consider* hiring an applicant convicted of a felony offense who had completed his or her sentence and/or probation. This increased to 20 percent in 2020, was at 19 percent in 2021 and decreased slightly to 16 percent in 2023. Most employers (62%) reported it would *depend on the nature of the felony and time of the offense*, a significant increase from previous surveys. Employers responding they would *consider for any job they are qualified for* decreased from 17 percent in 2020 and 2021 to 10 percent in 2023.



The top strategies used by employers in the last 12 months to retain existing workers included *offering increased wages* (86%), *offering a flexible work schedule* (64%), and *offering additional training* (52%). *Remote work* was listed as a strategy by only 13 percent of employers. When asked, “Have you increased wages in the last 12 months,” 89 percent of employers said yes. Of the employers who increased wages, the average increase was 11 percent.



## 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<sup>3</sup>.

### a. The Strengths and Weaknesses of Workforce Development Activities

Provide an analysis of the strengths and weaknesses of the workforce development services and activities identified above.

### 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.

In the St. Louis County Local Area, the Workforce Development Board, its' staff and subcontractors, have been monitoring the changing employment needs of America's businesses and their workers for over thirty years. The Local Elected Officials, the Workforce Development Board of St. Louis County Missouri, and our core partners recognize that in order to foster continuous improvement we must work together to ensure the local workforce system is in sync with the needs of our businesses, job seekers, and

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workers. With an unemployment rate as low as 3.2% the demographics of the available applicant pool presents challenges.

Utilizing focus groups, surveys, one-on-one interviews with job seekers and employers as well as the Missouri Economic Research Information Center (MERIC), Talify, and tools such as Burning Glass Technologies, it is possible to recognize issues to be considered and addressed:

- An aging workforce – with imminent retirement of the “baby boom” generation, a shortage of specialized labor could result. Focus on “skilling up” incumbent workers as well as opening more entry points into joining a sustainable talent pipeline for youth, adults, veterans, and individuals with disabilities is important to the economic growth of the Local Area and the state.

- Attention to common skills – research shows common skills listed in job advertisements as desirable by employers are communication, organization, writing skills, business fundamentals, customer service and problem solving top the list.

- An overwhelming lack of “soft skills” – a problem repeatedly noted by many area businesses involves less than acceptable performance as relates to punctuality, attendance, listening skills, attitude, initiative, and personal appearance. These issues will require the attention of all partners to facilitate improvements.

- Attention to basic skills – while many of these skills are thought to be acquired in primary and secondary school and enhanced through post-secondary and workforce training opportunities, skills gap analysis suggests this is still an area of concern. A solid foundation in reading, writing, applied math, logic flows, and information gathering, etc. must be developed to prepare for occupation-specific training to follow. Training and education will need to be provided through multiple approaches tailored to learning styles and personal circumstances

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such as age, disability, need for flexible hours of instruction, affordability, prior work history, and accessibility issues.

- Specific occupational skills – skills that keep pace with industry trends and the changing needs of business through diplomas, certificates and degrees. Stackable industry-recognized credentials may be made available through on-the-job training; apprenticeships; and short term courses and specialized training provided by community colleges and four-year universities. Impacting the cultural and systemic changes will take efforts by community partners, businesses, and WIOA Title I, Title II, and Title IV providers.

**a. 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.

The St. Louis County Local Area has one full-service American Job Centers and several other affiliate site locations. The full-service center at The Crossings at Northwest provides substantial square footage that more than meets the needs of the workforce and employers. The Crossings at Northwest location affords our Local Area the opportunity to host small, mid-size and large recruitment events. There have been several recruitment events at The Crossings at Northwest that were attended by over 800 customers each time. The Crossings at Northwest location also has three large conference rooms and one smaller room that allow the Local Area to facilitate workshops, host programmatic and WIOA partner information sessions, perform testing and other related activities. Our affiliate site location at Seven Hills offers State of Missouri UI assistance and reporting, as well as, referrals to all WIOA services.

With regards to capacity, local entities have the capacity to address all the education and skill needs of the workforce and the employment needs of

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employers in the LWDA. The Local Area also has eligible training providers who have training programs targeting high-growth and high-demand occupations. Those training programs include Occupational Skills Training, Apprenticeships, Incumbent Worker Training, and Pre-Apprenticeship programs.

St. Louis County identifies its challenges and use a results driven approach during implementation. Key among these is partnerships. St. Louis County strongly agrees with the implementation of workforce development and educational systems. Merging the Department of Higher Education and Workforce Development (DHEWD) has aided in combatting some of the aforementioned concerns.

## 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.

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

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both small and large scale recruitment fairs. Priority of service will focus on individuals with barriers with an emphasis on veterans, youth, seniors, ex-offenders, and low- income individuals.

As the most populated county in Missouri, as well as the population and economic center of the St. Louis metropolitan region, St. Louis County plays a crucial role in the state and region’s vitality. The Missouri Economic Research and Information Center (MERIC) list the per capita personal income in St. Louis County was \$93,405 which was above the state average of \$57,818. In 2022, personal income for the US and Missouri increased 2.0 percent and 3.2 percent respectively when compared to 2021. The statewide poverty rate of working age persons, or those 18-64 years, was 12.3 percent in 2022. In St. Louis County, the poverty rate (8.9%) was lower than the state average.

A positive economic impact has been the National Geo-Spatial-Intelligence Agency and its move to Missouri. Although, the National Geo-Spatial-Intelligence Agency is currently located in St. Louis City, there are St. Louis County residents and businesses that have been greatly impacted by this opportunity.

#### Other Major Employers and Training/Education Institutions

in St. Louis Missouri:

##### Employers

- BJC HealthCare
- Walmart
- Washington University: Currently St. Louis County Apprenticeship and Incumbent Worker partner
- SSM Health
- Mercy
- Boeing
- Scott Air Force Base
- Schnucks

##### Training/Education Institutions

- Washington University: Currently St. Louis County Apprenticeship and Incumbent Worker partner

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- Saint Louis University
- University of Missouri St. Louis
- Maryville University of St. Louis
- St. Louis Community College

### Major Communities and School Districts

1. Ferguson-Florissant
2. Hazelwood
3. Jennings
4. Normandy
5. Pattonville
6. Ritneour
7. Riverview Gardens

### **11. Local Facility and Information**

- 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.
- 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.
- 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.

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<sup>3</sup> Mandatory One-Stop partners: Each LWDA must have one comprehensive One-Stop Center that provides access to physical services of the core programs and other required partners. In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs are required to provide access through the One-Stops: Temporary Assistance for Needy Families (TANF), Career and Technical Education (Perkins Act), Community Services Block Grant, Indian and Native American programs, Housing and Urban Development (HUD) Employment and Training programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Trade Adjustment Assistance programs, Unemployment Insurance, Re-entry Programs, and YouthBuild.



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- d. If your LWDA has any other additional service sites and the LWDA refers to them as anything other than comprehensive, affiliate or specialized centers, please list the service sites by the title your LWDA uses and describe the services provided in **Attachment 1**. Also, list the one-stop partners providing services at those locations.

See Attachment 1

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

### a. Memorandums of Understanding (MOU)

Include in **Attachment 2** 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 that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDA

### b. Cost Sharing Agreement/Infrastructure Funding Agreement (IFA)

Include as part of the MOU in **Attachment 2** 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/or the amount of space (sq. footage) utilized by the partner.

See Attachment 2

## Integration of One-Stop Service Delivery

## 13. Local Workforce Development System

Describe the workforce development system in the LWDA.

- a. Describe how the Local WDB will coordinate workforce investment activities carried out in the local area with rapid response activities.
- b. 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.
  - a. Describe how the Local WDB will coordinate workforce investment activities carried out in the local area with rapid response activities.

St. Louis County Business Services works closely with neighboring business chambers by becoming active members in order to promote the resources and services that are offered under workforce development. We also attend numerous networking events and meetings when invited by employers that request information regarding workforce development. We periodically perform email blasts to employers within geographic areas to inform them of resources that are available for them. In

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response, we are sometimes invited to visit and present information. In addition, employers are always welcome to visit us at one of our many locations.

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

Promotion to Jobseekers and Businesses

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

**Examples:**

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

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

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

- b. 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.

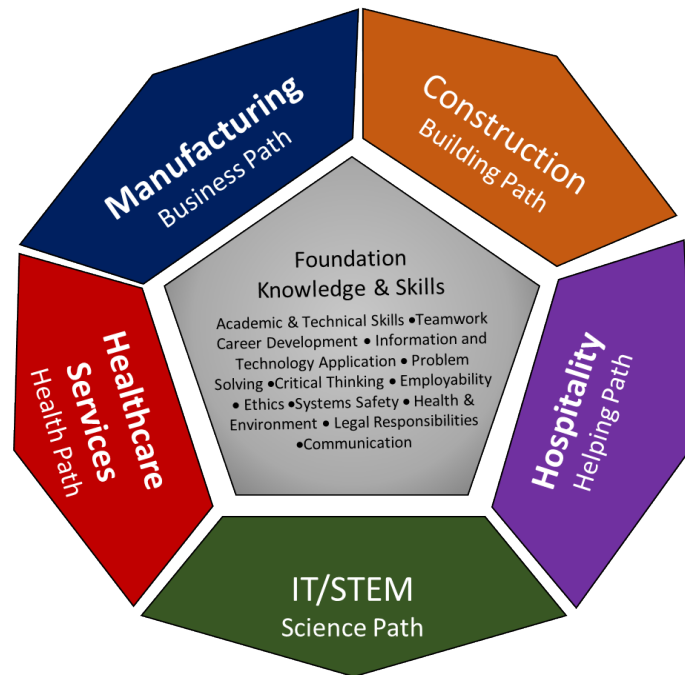
The LWDA is aware that OWD uses a detailed process to approve training providers listed under the Eligible Training Provider System. As a result, the LWDA uses the Eligible Training Provider System to determine which training providers are qualified, vetted and eligible to receive a St. Louis County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

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

In essence, the resources available in our Products & Services Box that assist customers in making informed choices are the ETPS system, labor market data, employment websites (i.e. jobs.mo.gov,

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Burning Glass), training provider websites/handouts/pamphlets, job center workshops, career pathways and O\*NET.



As funds have decreased but the demand to be innovative has increased the LWDA has continued to provide a full array of employment and training services to Adult and Dislocated Worker customers. Our centers continue to offer assessments; onsite workshops; WorkKeys remediation; recruitment/hiring events, career remediation; training opportunities; testing, labor market data and employment security services programs. However, under WIOA, the LWDA has begun to collaborate with our partners to assist with the provision of services. This allows us to leverage each partners' assets and use it to assist our common customers with their training and employment goals. Financial literacy education is an example of how the LWDA leverages resources. When customers express an interest in these topics, the LWDA makes a referral to its partner agencies. This allows us to meet the customers' needs and helps our partner agency increase their impact on the community.

#### 14. 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 current OWD Issuance and the State of Missouri Non-discrimination Plan)

##### Customer Service - Equal Opportunity Policy under WIOA

St. Louis County Workforce Development Board is responsible for implementing a process for handling complaints that allege one or more of the bases (types) of discrimination prescribed under Section 188 of WIOA. Anyone participating in any of the programs or activities offered by the St. Louis County Missouri Job Center and its partners, is protected from discrimination on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

Retaliation against, or intimidation of, anyone who takes any of the following actions related to nondiscrimination or equal opportunity is prohibited:

- Filing a discrimination complaint
- Opposing a practice that is made illegal by civil rights law
- Giving information to, testifying at, or taking part in any other way in, an investigation, a compliance review, a hearing, or any other type of civil rights-related activity.

Requirements for all complaints. Regardless of where they are filed, all complaints must be filed in writing, and must include the following information:

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1. The name of and contact information for the complainant
2. The name of and contact information for the recipient that committed the alleged discriminatory act(s)
3. A description of the alleged discriminatory act(s) in sufficient detail to allow a reader to understand what act(s) occurred, when the act(s) occurred, and what the alleged basis of(reason for) the discrimination is (e.g., race, age, national origin)
4. The signature of the complainant, or the signature of the complainant's authorized representative (if any)

For Equal Opportunity Questions or to file a Complaint with the local WIOA EO Officer, Contact:

Angela Erby  
EO Officer/Workforce Development Manager St. Louis  
County Workforce Development 500 Northwest Plaza,  
Suite 800  
St. Ann, MO 64073  
Phone: 314-615-4433  
Email: [Aerby@stlouisco.com](mailto:Aerby@stlouisco.com)

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

- Against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief; or
- against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I - financially assisted program or activity.

The Federal financial recipient providing services must not discriminate against customers in any of the following areas:

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

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

Recipients of federal financial assistance must take reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.

#### ***What to Do If You Believe You Have Experienced Discrimination***

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

Danielle Smith

DHEWD State WIOA Equal Opportunity Officer  
Missouri Department of Higher Education and Workforce Development  
Office of Workforce Development  
PO Box 1087  
Jefferson City, MO 65102-1087  
[Danielle.smith@dhewd.mo.gov](mailto:Danielle.smith@dhewd.mo.gov)

Or

The Director, Civil Rights Center (CRC)  
US Department of Labor  
200 Constitution Ave., NW Room N-4123  
Washington, DC 20210  
Voice: (202) 693-6502 | TTY: (202) 693-6515 | Fax: (202) 693-6505

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above).

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

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

St. Louis County Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY/TDD users can call (800) 735-2966 or dial 7-1-1 for Relay Missouri.

## 15. 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 continue to use the Eligible Training Provider System required by the Office of Workforce Development. The Board's Compliance Unit will also continue to do 100% Eligibility Reviews on Core enrollments to ensure that clients and employers are maximizing the use of the resources the Job Center has to offer.

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



This document accompanies OWD Issuance 04-2023 and is part of that guidance.

The Board will continue to use the current processes and procedures that have been put in place by the Compliance Unit in St. Louis County. St. Louis County WFD tracks retention rates for its training providers and also employment data after training completion. The Board will also continue to follow Federal, State, and Local Guidance and Issuances to ensure the Region is in Compliance.

## Local Administration

### 16. 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 3**.

See Attachment 3

### 17. 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 3 including any CEO Bylaws** that are in effect.

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.

See Attachment 3

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

Please list the **LWDB members in Attachment 4**. 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 current OWD Issuance 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 4**.

#### b. LWDB Certification Letter (most recent)

Include in **Attachment 4** a copy of the current **LWDB certification letter**

See Attachment 4

### 19. 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

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

Board's current by-laws and the completed attestation form (copy is included in this guidance) as **Attachment 5** to the Plan.

See Attachment 3

## Local Planning & Fiscal Oversight

### 20. Local Fiscal Agent

Identify the **Local Fiscal Agent**. Include contact information. Include the information as **Attachment 6**. See current OWD Issuance Policy on Designation of a Local Fiscal Agent by the Chief Elected Official.

See Attachment 6

### 21. 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 9**.

See Attachment 9

### 22. 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.

#### b. Eliminating Duplicative Services

Identify how the Board ensures that services are not duplicated.

See Attachment 100

### 23. Planning Budget Summaries (PBSs)

Include the Planning Budget Summaries for the upcoming Program Year and Fiscal Year in **Attachment 7** to the Plan. (Instruction for this planning item will be sent after the locally negotiated performance goals are finalized.)

See Attachment 7

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

#### **24. 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 10** to the Plan. (See the [State of Missouri Non-discrimination Plan.](#))

See Attachment 10

#### **25. 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 57 - Statement of Assurances.**

**Attachment 57**

#### **26. 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.

**Attachment 60**

#### **27. 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 57 - Statement of Assurances**

**Attachment 57**

#### **28. Assurances**

Complete and sign the **“Statement of Assurances Certification” form** located in this guidance and include this as **Attachment 57** to the Plan.

**Attachment 57**

## PROGRAM ELEMENTS

### Service Delivery

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

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

St. Louis County WFD will also work with all required partners to ensure that data sharing and integration continues to happen. During the One Stop Partners Infrastructure meetings data sharing is done and will continue to happen on a regular basis. St. Louis County currently shares data and resources with all required partners.

See Attachment 1

### Adult and Dislocated Workers

#### 30. 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

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

Certificate [NCRC], Talify, etc.) and jobseeker products (such as Résumé Builder, etc.), to engage customers and assist with their re-employment efforts.

See Attachment 1

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

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 claimants will be provided reemployment services. Include how Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly basis between the Office of Workforce Development and partner staff.

Unemployment programs in the State of Missouri are designed to assess and randomly refer selected claimants to services that will assist them to become reemployed prior to exhausting their U. I. benefits. State of Missouri UI programs will identify claimants who are not available or actively seeking full time work and prevent erroneous payments to them, as well as improve efforts to detect fraud. With the COVID-19 crisis Unemployment Insurance Claims are at a high rate and St. Louis County will be incorporating all State of Missouri UI programs to assist with the crisis that has crippled the Dislocated Worker community. The RESEA program is still active in Missouri and the process can be viewed below.

The RESEA program involves the following agencies

- The Department of Labor and Industrial Relations (DOLIR)
- Division of Employment Security
- Department of Higher Education and Workforce Development
- Office of Workforce Development
- St. Louis County Workforce Development Board
- St. Louis County Northwest Crossing Job Center
- St. Louis County Florissant Job Center

The system will select and schedule individuals for RESEA once they have entered pay status. Individuals will report for RESEA services during the following the following week. The criteria for RESEA selection are as follows:

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

- Individuals determined to be most likely to exhaust benefits under the methods established
- Transitioning veterans receiving Unemployment Compensation for Ex-Service member (UCX);
- Individual must be in pay status during the 3<sup>rd</sup> week;
- Individuals do not have a Division Approved recall date;
- Individuals are not members of a union that has a hiring/referral hall;
- Individuals are not receiving reduced benefits due to his/her employer participating in a Shared Work plan;
- Individuals are not in Approved Training under WIOA Title I, Dislocated Worker, TAA or Training Approved by the  
  
Division Director.

Reemployment Services and Eligibility Assessment (RESEA) services are provided by all staff assigned to St. Louis County Northwest Crossing Job Center. U.I. claimant receiving Unemployment Insurance benefits are provided appointments to meet with Job Center staff to receive the following services:

- Orientation to Missouri Job Center services;
- Assessment of individual skills;
- Develop an Individual Employment Plan;
- Labor Market Information;
- Job Referrals
- Review of job search activities and career information.

### **32. 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 LWDA Board continues to promote such work-based programs. Collectively we have successfully placed more than 100 individuals in the both the CNA and MA Programs over the last 24 months to which

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

all have received certification. The board encourages us to regularly have informational sessions regarding work base learning opportunities as well as the promotion of work-based learning opportunities during job fairs.

### **33. 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.

St. Louis County currently offers Workkeys testing to all individuals who come to the Job Center. We also offer special sessions for employers who are interested in having the assessment done before possible hiring opportunities. We offer Workkeys remediation in separate sessions to ensure that clients are able to raise their scores when the score is insufficient to enter the training program that they desire.

### **34. ETT Services / Layoff Aversion**

Describe how the Board coordinates with the OWD's Community Development Team 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, and how layoff aversion strategies are coordinated. **See current OWD Issuance Statewide Employment Transition Team Policy. Include as Attachment 29 the DW Employment Transition Team Policy.**

See Attachment 29

## Youth

**35. 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 Youth Standing Committee composition consists of the following:

- Educational Liaison, for Saint Louis County Executive
- Special School District
- Saint Louis County Youth Program
- Ritenour Adult Education and Literacy
- Infinite Scholars
- Parkway-Rockwood – Adult Education and Literacy
- Vocational Rehabilitation
- CAASTLC
- STLCC – Florissant Valley
- University City – Adult Education and Literacy
- Saint Louis Youth Build
- University City Adult Education and Literacy
- Board Chair – Jason Archer

## **36. 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
- b. Describe the development of the Plan relating to Youth services
- c. 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 activities and the procurement of Youth service providers. **See current OWD Issuance WIOA Standing Youth Committees Requirements.**



This document accompanies OWD Issuance 04-2023 and is part of that 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 St. Louis County LWDA Board elected to continue the operation of its Youth Council. The Board looks to have committee membership that mirrors the former membership requirements, as possible.

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

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

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

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

- a. Describe the development of the Plan relating to Youth services

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

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

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

- b. 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 activities and the procurement of Youth service providers. [See OWD Issuance 16-2014 WIOA Standing Youth Committees Requirements.](#)

The YSC currently is not involved in the Procurement process in St. Louis County Government. The St. Louis County Workforce Development Board follows St. Louis County Government's procurement procedures. The 14 elements are a part of the service delivery model used by St. Louis County WFDB. Oversight to ensure the 14 elements are being properly used is conducted by the St. Louis County WFDB Compliance Unit.

- c. 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 Youth Standing Committee meetings are held at The Missouri Job Center- Northwest Crossing. The committee meets quarterly on Wednesdays at 11 am until 1 pm. The core agenda items that the committee members have worked on are to become familiar with each other's organizations and to determine which youth community organizations exist as well as understanding their services. It is also designed to streamline and braid services to ensure that the youth in St. Louis County have an array of products and services to assist them with their career goals.

### 37. 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 ISY and OSY programs ensures the 14 elements are provided by evaluating each one and building their service delivery strategy around the elements and how they can be effectively applied in the LWDA with the youth population. By offering a detailed assessment i.e., Talify, ONET Profiler, etc., case managers are able to identify the youth strengths and weaknesses. These assessments are used to complete an Objective Assessment with the Youth which is then addressed on the youth's Individual Service Strategy. Each component identified as a need on the youth's OA is identified on the ISS and a plan is made to assist the youth with overcoming these barriers. Each of the 14 elements is incorporated to ensure the youth is maximizing the Job Centers products and services.

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

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

- Alternative secondary school offerings or dropout recovery services

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

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

- Paid and unpaid work experiences with an academic and occupational education component  
Work experiences are identified with profit and non-profit companies that will provide work experience to address the student's academic and occupational educational interest. In addition, participating employers are encouraged to assist with grooming the youth for the workforce.
- Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations.

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

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

Leadership Development activities are held monthly with students. Activities are designed to address issues that affect students' academic performance as well as their personal lives. Strategies, guidance and resources are provided at each session.

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

- Supportive services

The LWDA has a supportive service policy that allows for up to \$1,000 of supportive services per calendar year. In the event, the need is not allowable under OWD's Supportive Service Policy or the LWDA's policy, youth will be referred to the applicable community social service agency.

- Adult mentoring

The adult mentoring program is uniquely designed as an introductory course to give under-represented adults opportunities to enter into STEM industry sectors. Developed to engage and inspire individuals to pursue STEM sector careers, courses integrate technical, academic and hands-on skills training. The mentoring program focuses on career mapping/planning, soft skills development and advancement support while meeting employers' demand for entry-level workers in STEM occupations. Participants receive "mentoring" from staff members responsible for the successful implementation of program.

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

Follow up is offered to each student following the completion of the program in accordance with CFR 681.580. Students are contacted via US mail, phone, email, Instagram, Face book and Twitter. Students are provided with the needed resources such as basic needs which includes; food, utility/rental assistance and clothing. Additional follow up services also include postsecondary education information, employment leads and occupational training information.

- Comprehensive guidance and counseling, including drug and alcohol abuse counseling

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

Comprehensive guidance and counseling is an ongoing service. Certified counselors are invited to Leadership Development Sessions to provide counseling on alcohol and drug abuse. Referrals are also provided to Behavioral Health Response.

- Integrated education and training for a specific occupation or cluster

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

- Financial literacy education

Financial Literacy is addressed through financial literacy workshops and referrals to partner agencies.

- Entrepreneurial skills training

Entrepreneurial skills training is provided through workshops and referrals to partner agencies.

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

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

In addition to the services provided by partnering school districts, invited guest, and exposure to in-demand occupations; information published by MERIC on Labor Market Information is provided to all participants.

- Postsecondary preparation and transition activities

Postsecondary preparation and transitional activities are provided to students during leadership development sessions. Referrals are made to Infinite Scholars Program, Job Corp, YouthBuild and the FWCA Scholarship Program. In addition, participants are afforded with an opportunity to enroll in other FWCA and Employment Connection Programs.

c. The process for identification of Youth service providers;

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

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

We will have new RFP's as needed. Until that time, our current subcontractor will remain our subcontractor based upon a 3 year term contract i.e., 2 years with 1 year renewal option.

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

Sub-recipient performance is based upon a culmination of factors. Although the following is not all- inclusive, it gives some semblance of the criteria used to rate the subcontractor while they are contracted with the LWDA.

The first factor is their ability to achieve LWDA negotiated performance goals. The second factor is the OWD's Programmatic Monitoring Review (PMR) results. The third factor is the results from the LWDA Sub-state monitoring. The fourth factor is their ability to abide by OWD Issuances and other policies related to confidentiality, eligibility, follow-up, employment plan development, objective assessment development, individual service strategy development and case management.

Reviews of the subcontractor are done on a daily basis through file review, communication and continuous review of the case management system. The more formal type of review (i.e. sub state monitoring) is done every program year. Quarterly monitoring reviews are done every quarter. Data Element Validation reviews are also done every quarter.

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

In The Door and Employment Connection are the OSY provider in St. Louis County and Employment Connection is the ISY provider. They both offer the mandatory 14 elements in association with the youths Employment Plan.

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

Year-round services are provided to all youth; ISY and OSY. This is accomplished



This document accompanies OWD Issuance 04-2023 and is part of that guidance.

through their school scheduled programs, paid and unpaid work experience, summer jobs programs, community service activities, leadership activities, post-secondary training, workshops and other activities scheduled throughout the year.

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

By offering a detailed assessment i.e., Talify, ONET Profiler, etc., case managers are able to identify the

youth strengths and weaknesses. These assessments are used to complete an Objective Assessment with

the Youth which is then addressed on the youth's Individual Service Strategy.

Each component identified as a need on the youth's OA is identified on the ISS and a plan is made to assist the youth with overcoming these barriers. Each of the 14 elements is incorporated to ensure the youth is maximizing the Job Centers products and services.

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

Those most in need are enrolled into WIOA Youth services based upon compliance with the criteria in OWD Issuance 05-2020. After enrollment, the youth subcontractor coordinates services between local shelters, Family Support Division, MWA, AEL, WIOA Adult/Dislocated Worker, Vocational Rehabilitation and any other pertinent partner. The goals for those most in need are 1) alleviate barriers to training/education/employment 2) provide the necessary soft skill training 3) provide job readiness training 4) assist with educational and/or employment needs 5) provide intensive services until employment is attained or education is completed 6) offer follow-up services upon completion of the program.

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

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

The Youth Sub-recipients in St. Louis County has many partnerships and uses them based upon the customer's need. Employment Connection and In the Door partner with many school districts. Employment Connection and In the Door coordinates with our new WIOA partners, YouthBuild, Jobs Corps, Vocational Rehabilitation and Rehabilitative Services for the Blind. These partnerships allows youth who were unfamiliar with WIOA ISY and OSY programs to participate and leverages the resources of all partners.

### **38. 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.

IN THE DOOR believes in creating opportunities through communication and partnerships. Every employer solution and project implementation are an E<sup>3</sup> business strategy, designed to train and employ citizens and enhance the Parishes economic development. They focus on the following:

- Economic Development- work with our economic development and Chamber of Commerce Partners to filter new opportunities and event creation opportunities. They make referrals, which help companies assess, select and train the right people at the right time for success. Services are free of charge as a discretionary incentive for job creation.
- Education- work with one-stop team to assist individuals in being prepared for training opportunities through eligible training providers alongside local Case Managers.
- Employment Opportunities- work with the Business Relations Unit to understand employer human capital needs.

Employment Connection is a non-profit 501©(3). Employment Connections's mission is to assist individuals with limited opportunities to self-sufficiency. The agency was founded in 1977 after a study by the Young Lawyers Division of the Bar Association of Metropolitan St. Louis revealed that employed ex- offenders were 66% less likely to return to incarceration. EC immediately began providing

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

employment services to this population. Later, they expanded their services beyond ex-offenders to assist out of school youth, homeless and low-income individuals/families, U.S. veterans, and SNAP and TANF recipients through a holistic approach.

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

### **39. 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.

The One Stop Operator in collaboration with the local Equal Opportunity Officer will ensure staff are trained on the services offered to migrant and seasonal farm workers and how to make the appropriate referral. The State MIS case management system will be utilized to track all referrals when appropriate.

## **Business Services**

### **40. 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.

Facilitation of employer engagement is the same whether it's a small employer or not, in demand sector or not. The actions of Business Services is to inform employers regarding the talent available to them through our job centers. We can arrange recruitment events at a time and location beneficial to the employer, identify / prepare candidates to align with job openings, offer assistance with screening resumes and or candidates, explain how an employer can benefit from other work based programs such as OJT, apprenticeships, WOTC, Federal Bonding, and others. Also the utilization of social media has been a tremendous asset in recent years.

### **41. 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.

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The LWDA Board is designed to help job seekers with their employment needs, training education and supportive services. The board uses its influence, contacts and professional relationships to secure partnerships with employers throughout the metropolitan area. The engagement is crucial and it is the Board's role to help integrate and align a more effective job driven workforce system. The Missouri Job Center Teams (Directed through the Business Service Group) takes a holistic approach as it relates to educating job seekers and employers regarding recruitment and business demands. Collectively we input job orders, market - advertise positions of need, offer workshops - interviewing / resume, screening, planning and staffing, additional HR related activities at no cost.

#### **42. 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.

The LWDA Board encourages collaboration with new businesses that express an interest in locating or relocating within our region. The sharing of information as it relates to the regional workforce population skill set with our economic partnership group in order to better market our local talent pool. The sharing of the array of services and resources that may be available to new and existing employers. We have also identified the opportunity for hosting events during the work day or Tuesday evenings as it pertains to programs centered on promoting opportunities for self-employment.

#### **43. 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 St. Louis County Region is a member of the Regional Workforce Development Board Directors' Consortium. This consortium is comprised of the Directors of the Workforce Boards in the St. Louis Metropolitan Statistical Area. The consortium has collaborated on the development of the regional plan.

The LWDA Board has a meeting to identify and implement pathways to careers in the following high growth, high demand industries; advanced

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manufacturing, healthcare; information technology; financial services; construction; transportation and logistics. As it relates to the consortium, the region will be focusing on advanced manufacturing, healthcare, and transportation. This committee is constantly updated and reconstructed to ensure that all major stakeholders in the St. Louis Metropolitan Statistical Area are always involved.

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

#### **44. 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 30.**

See Attachment 30

#### **Innovative Service Delivery Strategies**

##### **45. 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.

St. Louis County currently offers ex- offenders the same services as every other individual seeking job center services. St. Louis County currently works with MTC to officer CDL licensing training to ex-offenders. The MTC CDL program is one of the most successful training programs in St. Louis County.

##### **46. 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,

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Internships, Incumbent Worker Training, Transitional Jobs, and Customized Training. Include processes to target and encourage employer participation.

The Boards strategies for promoting and increasing enrollments in work-based learning programs are to continue collaborating with the State of Missouri and current work based training company partners. St. Louis County currently participates in several Incumbent Worker Training partnerships and several Apprenticeship partnerships with companies in the St. Louis County Region.

#### 47. 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 24**)

See Attachment 24

#### 48. 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 31** to the Plan.

See Attachment 31

#### 49. Incumbent Worker Policy

If the LWDB has an **Incumbent Worker Policy**, please include it as **Attachment 32**. If not please include a statement that the LWDB does not have an Incumbent Worker Policy.

See Attachment 32

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

#### 50. 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

St. Louis County Government, Department of Human Services, has contracts with 20 shelters and homeless agencies. In addition, monthly “round table” meetings are held with approximately 60 agencies from the St. Louis region in attendance.

The St. Louis County Government’s Division of Workforce Development is a

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

presenter at the “round table” meetings representing its active partners in sharing information and the programs and services offered at the American Job Centers.

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

Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce development system. Indicate how these resources can be strategically and effectively leveraged in the LWDA to help meet the objectives of WIOA.

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

## REGIONAL PLANS

### Regional Planning Guidance

#### 51. Regional Plans

Missouri has designated 13 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 13 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

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

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 33**. Copies of Local Plans from other LWDBs 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 Attachment 33](#)

**REQUIRED POLICIES AND ATTACHMENTS**

All local policies relating to WIOA are required to be approved by OWD and listed as part of the required attachments to the local plan regardless of whether or not they are required by the LWDB, state or federal guidelines. The below list is not an all-inclusive list of federal regulations. At any time the LWDB, state, or federal guidelines may require additional policies beyond the list below.

1. List of Comprehensive, Affiliate, Specialized and Other Centers and One Stop Operators
2. Memorandum of Understanding with IFA and Cost Sharing Budgets with All Partner Signatures
3. Chief Elected Officials Consortium Agreement and Bylaws
4. Local Workforce Development Board Membership List, Standing Committees, & Certification Letter
5. Local Workforce Development Board By-Laws and Attestation Form - **Form provided**
6. Local Fiscal Agent
7. Planning Budget Summaries (PBS)
8. Conflict of Interest Policy - Local Workforce Development Board, Staff, and Contracted Staff
9. Financial Procurement Policy / Financial (General) Policy
10. Complaints and Grievance Policy – Nondiscrimination, Programmatic
11. Sub-state Monitoring Plan and Policy
12. Supportive Services Policy – General, Needs Related Payments Policy for ADLT and DW
13. Adult Priority of Service Policy
14. Expenditure Rates Policy
15. Training Criteria Policy (AD & DW)
16. Youth Barriers Eligibility Policy – OSY ISY additional assistance barrier
17. Youth Incentive Payment Policy
18. Veterans Priority of Service Policy
19. Basic Skills Assessments (Testing) Policy
20. Individual Training Account (ITA) Policy
21. Eligibility Policy (Individualized Career Services)
22. Accessibility Policy – Persons with Disabilities
23. Accessibility Policy - Persons with Limited English Proficiency
24. Co-enrollment Policy
25. Adult Education and Literacy Policy (AEL Policy)
26. VR/RSB Coordination Policy



This document accompanies OWD Issuance 04-2023 and is part of that guidance.

27. Youth Apprenticeships Policy
28. ETPL Policy
29. Employment Transition Team Policy
30. Business Services Plan and Policy
31. MOU (Cooperative Agreement ) between the Community College & LWDB
32. Incumbent Worker Policy
33. Regional Plans (St. Louis / KC)
34. Accommodation Policy
35. Confidentiality Policy
36. Customized Training Policy (if applicable)
37. Facilities
38. Cost Allocation Policy
39. Cost Accounting Policy
40. Financial Reporting/Cash Draw Request Deadlines
41. Fraud, Waste, Abuse, and Criminal Activity Policy
42. Internal Accounting Policy
43. Local Bonding Policy
44. Payments to Employers Policy
45. Follow-up Policy Adults and Dislocated Workers
46. Follow-up Policy Youth

This document accompanies OWD Issuance 04-2023 and is part of that guidance.

47. Harassment and discrimination Policy
48. Nondiscrimination Policy
49. On-the-Job Training Policy (including employer disputes, nepotism, and modifications)
50. Personnel Policies (leave, travel, facilities closing)
51. Records Policy (access, Sunshine, retention, and destruction)
52. Transitional Jobs Policy (if applicable)
53. Work Experience Policy – Adult
54. Work Experience Policy – Youth
55. Apprenticeship Policy
56. Selective Service Policy
57. Statement of Assurances - **Form provided**

**LOCAL WORKFORCE DEVELOPMENT BOARD  
ATTESTATION FOR REVIEW OF BY-LAWS**

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

Name of Local Workforce Development Board: \_\_\_\_\_

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

_____ (Insert name of Chair)	_____ Date	_____ (Insert name of member)	_____ Date
_____ (Insert name of member)	_____ Date	_____ (Insert name of member)	_____ Date
_____ (Insert name of member)	_____ Date	_____ (Insert name of member)	_____ Date
_____ (Insert name of member)	_____ Date	_____ (Insert name of member)	_____ Date
_____ (Insert name of member)	_____ Date	_____ (Insert name of member)	_____ Date
_____ (Insert name of member)	_____ Date	_____ (Insert name of member)	_____ Date
_____ (Insert name of member)	_____ Date	_____ (Insert name of member)	_____ Date
_____ (Insert name of member)	_____ Date	_____ (Insert name of member)	_____ Date
_____ (Insert name of member)	_____ Date	_____ (Insert name of member)	_____ Date
_____ (Insert name of member)	_____ Date	_____ (Insert name of member)	_____ Date

**STATEMENT OF ASSURANCES CERTIFICATION**

The officials listed below certify through their signature that the region has met the following requirements:

- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations and WIOA service providers) were involved in the development of this plan;
- Assures a written agreement has been developed between the local workforce development board and the current one-stop operator(s);
- Assures a written agreement has been developed between the chief elected official(s) and the local workforce development board;
- Assures the chief elected official(s) agree(s) with the selection of the one-stop operator;
- Assures the chief elected official(s) authorized the designation/selection of the region’s fiscal agent;
- Assures the Governor and his administrative staff that all WDB members are nominated, and maintenance of membership over time is completed, on good faith and actions in compliance with the Office of Workforce Development WDB member certification OWD Issuance 10-2018.
- Assures the CEO, LWDB members and LWDB staff have read and understand the Conflict of Interest policy; and
- Assures the plan received a public comment period.

The (insert local workforce development area name) certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The workforce area also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act and its regulations, written U.S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.

\_\_\_\_\_

Chief Elected Official (or CEO Chair

\_\_\_\_\_

Date

\_\_\_\_\_

Workforce Development Board Chair

\_\_\_\_\_

Date

\_\_\_\_\_

Workforce Development Board Director

\_\_\_\_\_

Date