

**JEFFERSON/FRANKLIN CONSORTIUM**

**TITLE I  
WORKFORCE INVESTMENT  
FIVE YEAR PLAN**

**FOR**

**PROGRAM YEARS  
2012 through 2016**

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**JEFFERSON/FRANKLIN CONSORTIUM  
PROGRAM YEARS 2012 through 2016 FIVE YEAR WIA PLAN**

**I. Local WIB's Vision**

***State the local board's vision for the workforce investment region and how this vision meets, interprets and furthers the Governor's vision in the PY12-16 State Integrated Workforce Plan.***

The local Jefferson/Franklin Consortium Workforce Investment Board's mission and vision meets, interprets and furthers the Governor's vision in the PY 12-16 State Integrated Workforce Plan by emphasizing the importance of a skilled workforce to support long-term economic growth. The region places high importance in the collaboration of local workforce and education partners in order to meet the needs of the local labor market by providing job seekers with gainful employment and businesses with a skilled trained workforce.

The local Workforce Investment Board's mission and vision statements read as follows:

"The mission of the Jefferson/Franklin Consortium is to assist in the development of a skilled workforce that responds to the area's changing labor market needs."

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

**II. Local Workforce Investment Priorities**

***Identify the workforce investment needs of businesses, jobseekers, and workers in the local region, and how those needs were determined.***

**Needs of Businesses:**

A primary need for businesses in Jefferson and Franklin counties is the ability to acquire workers who have skills and training that keep pace with technological changes. These skills are especially important for businesses experiencing major growth; MERIC is showing these occupations in health care and education.

Experience has shown that a second skill needed by businesses is "soft skills," which include improved work ethic (including increased attendance), improved skills in developing

interpersonal relationships, active listening, conflict resolution skills, improved reading, comprehension, writing, and math skills.

Business and economic development cannot succeed without a trained, skilled workforce. The One-Stop Career Centers established in Jefferson and Franklin Counties and Workforce Investment activities, in Missouri and nation wide, play an integral part in providing and preparing that workforce.

### **Needs of Job Seekers:**

Jefferson and Franklin Counties have youth and adults who face serious barriers to employment. Barriers include (but are not limited to): out-dated skill set, basic skills deficient, school dropout, public assistance recipient, offender, physical disabilities, homeless, single parent, substance abuse, displaced homemaker, veteran, limited English language proficiency, transportation, child care, etc.

Barriers hindering employability are only one aspect of the difficulties for those seeking employment. Another condition that affect the counties' job seekers is job readiness training including relevant, easily accessible information related to job search, training and available supportive services.

Also, labor statistics show the age distribution of the work force is changing. Workers in the older age bracket are increasing. Retraining and upgrading of workers' skills is necessary to maintain workforce mastery of workplace technology challenges.

<b>Missouri Resident population: Median age (complete count) 1990</b>	<b>33.5</b>	<b>YRS</b>
<b>Missouri Resident population: Median age (April 1 - complete count) 2000</b>	<b>36.1</b>	<b>YRS</b>
<b>Missouri Resident population: Median age (April 1 - complete count) 2010</b>	<b>37.9</b>	<b>YRS</b>

Census Data 2012

### **Needs of Current and Potential Workers:**

Jefferson and Franklin Counties have many workers affected by unemployment within the auto industries and supplier industries. These workers have enjoyed good wages and benefits that are no longer available to them. In addition, Jefferson and Franklin Counties have many workers employed at low-wage jobs. These workers' skill levels prevent them from advancing within a company. These workers' skills have become antiquated and no longer meet the skill needs of businesses or are in a declining industry facing layoff due to downsizing or closure of the business.

Accessing labor market information, assessment of work skills, access to job readiness training, and access to computers to obtain job listings will provide these workers with tools to regain self-sufficiency. Such workers need assistance in identifying transferable skills, how to transition to other employment, or how to become competitive in today's business climate.

Many workers commute to St. Louis county/city and are subject to economic factors that affect that area. In addition to the automotive industry lay-offs, the defense industry, and the telecommunications industry have experienced downsizing; these layoffs have affected workers in both Jefferson and Franklin Counties.

The rural nature of Jefferson and Franklin counties also creates a barrier for some workers. There is little public transportation in the area, which causes difficulties for some workers who are employed in these counties. The location of key job opportunities on the outskirts of the St. Louis metropolitan area increases the importance of reliable transportation.

### **Identification of Needs of Businesses, Job Seekers, Current and Potential Workers:**

This assessment of businesses, job seekers, and current and potential workers is based on an analysis of relevant data such as demographics, economic conditions, labor force trends, educational factors, and other related information.

Analysis of local occupational demand and growth occupations is based in part on information received from such sources as the Missouri Economic Research and Information Center (MERIC), Missouri Occupation Informational Coordinating Committee, local economic development agencies, the Missouri Division of Workforce Development, community colleges, chamber of commerce, and census data. In addition, service providers are required to submit labor market documentation to demonstrate growing and local occupational demand. An analysis of this data indicates that less than one percent of employers in the two county area have two hundred fifty or more employees. Approximately ninety percent of businesses in Jefferson and Franklin Counties have fewer than twenty employees. This demonstrates the need to maintain flexibility in designing training activities and services that can be tailored to meet local occupational demand. Business types vary only slightly in each county.

Data concerning workforce investment needs is obtained through such sources as: Economic development, Missouri Economic Research and Information Center (MERIC), Missouri Division of Workforce Development, welfare agencies, local educational institutions, Missouri Department of Labor and Industrial Relations census information, historical Job Training Partnership Act data, local community partnerships, local Missouri Employers Committee and supplemented by input received through technical work group forums and local Advisory committees.

### **III. Local Structure**

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

The geographical workforce investment area is Jefferson and Franklin counties of Missouri which is a part of the St. Louis metropolitan area. The Missouri Career Centers are located in the largest communities within the region, Arnold in Jefferson County and Washington in

Franklin County. Jefferson and Franklin counties are suburbs of St. Louis with both urban and rural communities. The major employers in the area are represented by healthcare, manufacturing and public school districts. Local community colleges are Jefferson College, Hillsboro (Jefferson County), and East Central College, Union (Franklin County). MERIC census data reflects Jefferson County population at 220,704 (2011) and Franklin County population at 101,734 (2011). Diversity population is at less than 4% of total population. The most recent data indicates that growth trends for both Jefferson and Franklin Counties has been less than the 7% projected in the past. Population growth trends for both Jefferson and Franklin County will be less than 1% through 2014.

**B. Describe the region’s economic condition, including the following information by county and the overall region:**

- average personal income level;
- number and percent of working-age population living at or below poverty level;

**Economic Characteristics – Jefferson County MO  
MERIC 2009 & U.S. Census Data**

Characteristic	Estimate	Percent	MO
Population	218,733	X	6,010,688
In labor force	116,700	54%	50%
Mean travel time to work in minutes (16 and over)	30.2	X	25.3
Median household income	\$52,841	X	\$44,306
Median family income	\$56,756	X	\$46,262
Per capita income	\$32,617	X	\$36,181
Individuals below poverty level	X	9.5%	14%
Minority population	X	4%	25%

**Economic Characteristics – Franklin County MO  
MERIC 2009 & U.S. Census Data**

Characteristic	Estimate	Percent	MO
Population	101,492	X	6,010,688
In labor force	52,900	53%	50.2%
Mean travel time to work in minutes (16 and over)	27.1	X	25.3
Median household income	\$47,530	X	\$44,306
Median family income	\$49,120	X	\$46,262
Per capita income	\$34,487	X	\$36,181
Individuals below poverty level	X	11.1%	14%
Minority population	X	3%	25%

- unemployment rates for the last five years;

<b>DOL/Bureau of Labor Statistics Missouri Unemployment Rates</b>	
Dec. 2008	7.1
Dec. 2009	9.5
Dec. 2010	9.2
Dec. 2011	8.0
Sept. 2012	6.9

(data.bls.gov/timeseries/LASST29000003)

- **major lay-off events over the past three years and any anticipated layoffs; and**
- **any other factors that may impact local/regional economic conditions.**

The unemployment rate current average for 2012 is at 7.2% for Jefferson County and 7.8% for Franklin County (MERIC). In the past few years, significant lay-offs have occurred in the automotive and automotive related industries. Lay-offs in the region over the past three years include companies employing 100 employees or less. Due to the fact we have so many small businesses in Jefferson/Franklin counties that are tied to larger companies, additional unexpected layoffs can occur at any time.

The housing and manufacturing industry have been hit especially hard in Jefferson and Franklin Counties. As bedroom communities to the larger St. Louis area, continuous construction had been thriving until approximately three years ago. Some developers continue to be threatened with bankruptcy possibility and many home owners continue to face home foreclosures. The home resale market, while showing some signs of improvement is not where it was in 2007. Currently, the average sale price of a home in Jefferson County (2012) is approximately \$139,000 and \$100,000 in Franklin County as opposed to 2007 Jefferson County \$180,000 and \$120,000 in Franklin County. (Trulia Heat Map & citydata.com)

Manufacturing businesses have and continue to close due to the 2007-2009 recession; some moving to cheap labor countries or closing permanently. Car sales, merchandise retail sales, and restaurant revenues have picked up in 2012, but are not near the level prior to the economic disaster suffered in 2007-2009. The continued reduction in these sales and their tax revenues continues to have a devastating impact on city, county, and state tax revenues used to fund public works and services.

**C. Describe the process used by the local board to provide an opportunity for public comment, including comment by representatives of business and labor organizations, and input into the development of the local plan, prior to submission of the plan.**

Public Notices are posted on the WIB website ([www.jeff-frankjobs.com](http://www.jeff-frankjobs.com)) or may be made in local newspapers and/or posted in both local county government locations, notifying of access to review and comment on local plan to involve as many business, organized labor, local public officials, community-based organizations, service providers and other groups representing the diversity of the population in the development and review of the plan.

Opportunity for public comment and input into the development of the local Workforce Investment Act plan prior to its submission is provided by posting a public notice in Franklin and Jefferson counties.

This public notice includes written notification of the availability of the plan and will be posted with sufficient time to provide a thirty (30) day period for comment prior to the submission of the plan.

The members of the Local Workforce Investment Board, Youth Council, partner agencies, members of the public, including representatives of business, labor, and diverse population group organizations, are offered an opportunity for comment.

One-Stop Partners are involved in developing the local plan and participate in delivery of services, as detailed in the Memorandum of Understanding.

***D. 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 local plan.***

See Attachment 1

***E. Identify the one-stop partners that are physically located at each of the comprehensive center(s) and the services provided by these partners and list them in Attachment 1 to the local plan.***

See Attachment 1

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

See Attachment 1

***G. Identify the one-stop partners that are physically located at each of the affiliated sites and the services provided by these partners and list them in Attachment 1 to the local plan.***

See Attachment 1

#### **IV. Economic and Labor Market Analysis**

***A. Identify the current and projected employment opportunities in the local region.***

Generally, growth in occupations is projected to continue in health services, service industries, retail and wholesale trade, construction, leisure and hospitality, and education. Manufacturing occupations continue to be a growth area for these counties. Growth may also occur in other occupations as indicated by the large number of small businesses in the area. Discussion continues at our community colleges on the many “green” technology training areas. Some of these include: weatherization of current housing, cleaner drinking water, more efficient ways of treating waste water, keeping septic systems safe, reduced water landscaping, greater energy efficiency, renewable energy systems, alternative fuels, training the trainer courses, green friendly welding, dealing with electronic medical records systems, etc.

The Jefferson/Franklin region will continue to train workers for assembly/manufacturing, customer service representatives/service, machine operators/manufacturing, secretarial and data entry/clerical, sales/services manufacturing, and maintenance/manufacturing. Some professional and technical occupations may be appropriate to meet labor market demands. All will be reviewed to include aspects of “green” technology as appropriate to the area. Our local community colleges have committed to exploring how they can make all their current training areas more effective as they add new “green” technical programs. And, as previously discussed, the Missouri Community College Association has been very active in seeking Department of Labor grants that support training innovation, targeting employment growth areas.

Data concerning workforce investment employment opportunities is obtained through such sources as: local economic development, Missouri Economic and Research Information Center (MERIC), Missouri Division of Workforce Development, welfare agencies, local educational institutions, Missouri Department of Labor and Industrial Relations census information, historical Job Training Partnership Act data, local community partnerships, local Missouri Employers Committee, and supplemented by input received through technical work group forums and local Advisory committees.

Jefferson/Franklin Consortium Workforce Investment Board established a local planning committee to assist with the development of a two year strategic plan. The committee is comprised of representatives from the Workforce Investment Board, One-Stop Partner agencies, and private sector. The committee’s approach to addressing local workforce investment needs in this plan was to draw on the considerable knowledge and data already in existence.

Local Workforce Investment partners have developed a strong working relationship and a shared commitment to continually improve employment and training services to employers, job seekers, and current and potential workers in Jefferson/Franklin Counties. Based on the strategic plan, planning committee members will continue to meet to address continuous improvement issues within the workforce development system. Among the items to be addressed will be the review and analysis of current and projected workforce development needs and recommendations for change in the service delivery system as appropriate.

To ensure WIA program services is in growth occupations, the planning team will continually evaluate local occupational and labor market information. The program goals and objectives of the WIA shall provide for comprehensive quality program services capable of preparing individuals for participation in the labor market.

***B. Identify the job skills necessary to obtain current and projected employment opportunities.***

Workers trained in appropriate occupational and educational skills to meet the needs of current and future employers must be capable of accurate computations, effective written and verbal communications (including reading comprehension skills), active listening, quality service, critical thinking and decision-making, soft skills, and job readiness skills.

Job skills will continue to be required in occupations projected to continue such as: service industries, retail and wholesale trade, construction, leisure and hospitality, education and health services, customer service representatives, machine operators/manufacturing, secretarial and data entry/clerical. All of these areas will have “green” components within the specialty and our local community colleges are building the alternative and renewable energy source information and use of the information within existing curricula.

Data concerning workforce investment employment opportunities and job skill needs is obtained through such sources as: local economic development, Missouri Economic and Research Information Center (MERIC), Missouri Division of Workforce Development, welfare agencies, local educational institutions, Missouri Department of Labor and Industrial Relations census information, historical Job Training Partnership Act data, local community partnerships, local Missouri Employers Committee, and supplemented by input received through technical work group forums and local Advisory committees.

**V. Major Local Policies and Requirements**

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

See Attachment 2

**B. *Describe the criteria to be used by the local board, under 20 CFR 663.600, to determine whether funds allocated to a local region for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the one-stop operator.***

Jefferson/Franklin Consortium has determined that funds for adult and dislocated worker employment and training activities are limited.

This local area of partners/service providers concur with the priority categories cited in the Act; namely recipients of cash welfare and other low-income individuals. Therefore, priority will be restricted to individuals who meet one or more of the following criteria:

1. Receives, or is a member of a family who receives, cash payments or temporary assistance for needy families (TANF) under a Federal, State, or local income-based public assistance program;
2. Received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in 1 above, and old-age and survivors insurance benefits received under section 202 of the Social Security Act) that, in relation to family size, does not exceed the higher of:
  - a) the poverty line, for an equivalent period; or
  - b) 70 percent of the lower living standard income level, for an equivalent period
3. Is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps;
4. Qualifies as a homeless individual, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act;
5. Is a foster child on behalf of who State or local government payments are made;

6. Is an individual with a disability, whose own income meets the criteria in 1 or 2 above.

If adult funding becomes limited, priority shall be given to recipients of public assistance and other low-income individuals for intensive and training services. Priority ranking does not mean that only those prioritized may be served, but they must be given first consideration.

**C. Define the sixth eligibility criteria for youth, described in WIA section 101(13) (C) (vi) as “an individual who requires additional assistance to complete an educational program, or to secure and hold employment”. Please explain how the region justifies using this sixth criteria as a barrier indicating the youth “needs additional assistance to complete an educational program, or to secure and hold employment.”**

The region determined that utilizing the following definition for the sixth eligibility criteria would allow additional youth to qualify for WIA services when the other five barriers cannot be met for eligibility. In order for a youth to qualify for services using the criterion of “Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment”, one of the following conditions must be met:

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

The eligibility criteria shall target the following youth who may also be a part of the sixth eligibility criteria. Migrant youth, youth aged out of foster care at 18, youth of incarcerated parent, court-involved youth, youth at risk of court involvement, youth with behavioral problems at school, Out-of-School youth, youth most at risk of dropping out, family illiteracy problem(s), domestic violence, substance abuse, homeless and run-a-way youth, limited English proficiency, Indian and Native American Youth, lacks occupational goals/skills, disabled, or has chronic health conditions will be included under this eligibility criteria. Documentation shall be obtained as appropriate.

Up to 5% of youth participants who do not meet the income criteria to be considered WIA eligible, may participate in the program if such individuals have a barrier to employment defined in WIA Section 129 (c)(5).

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

Veteran's priority will be incorporated into all one-stop partner programs within the local workforce development system. The region shall operate in accordance with the Veterans' Priority Provisions established by the Jobs for Veterans Act (38 USC 4215) and TEGL 10-09. Priority of service is given to veterans and spouses of certain veterans for the receipt of employment, training, and placement services. The covered person is identified at the point of entry so that covered persons are able to take full advantage of priority of service. When adult funds are limited, the first priority for intensive and training services is given to public assistance recipients and low-income individuals who are also veterans (and eligible spouses). In all other groups of participants, veterans (and eligible spouses) will receive priority over non veterans.

Because priority means the right of the covered person to take precedence over non-covered persons in obtaining services, priority will be provided under the precept that:

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

The requirement for notification about priority of service will be met by ensuring that the covered person(s) is aware of:

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

**E. Identify the funding limit for individual training accounts (ITAs).**

The amount and duration for individual training accounts is determined on an individual basis through an assessment and review of the customer's circumstances. The cost of the training provider, type of training choice and other sources of financial assistance such as pell grants are considered when deciding the dollar amount available for an individual's ITA. Generally, an ITA is for \$4000 or less and will fund a training program of two years or less in duration. Limits and durations can be waived with approval.

**F. Describe how the local region will ensure that the full array of one-stop services is available and fully accessible to all individuals with disabilities. In particular, identify those resources that are available in the region's Products & Services Box to assist in the provision of these services.**

The One-Stop Career Centers in Jefferson and Franklin Counties are housed in facilities that provide the required architectural and program access necessary to ensure that the full array of one-stop services are available to all individuals with disabilities.

The region's Product and Services Box shall assist in the provision of providing services to individual's with disabilities to include, but not limited to: Assistive Technology to allow customers with visual, hearing, physical, cognitive disabilities the communication access to products and services, on-line job search sites targeting job openings for individuals with disabilities, and partner agency resources to accommodate each customer's needs. Assistive Technology equipment in each career center includes: the Ubi Duo, amplifier for telephone, TTY with printout, hands-free speaker phone, 19"-21" large monitor, screen reader software (Window Eyes), screen magnification software (Zoom Text), Trackball, alternative keyboard, height adjustable table, tape recorder, electronic CCTV magnifier, Portable Assistive Listening Device (FM System).

Strong partnerships have been established with the Division of Vocational Rehabilitation, Next Step for Life (Jefferson County) and Missouri Goodwill Industries (Franklin County). These agencies continue to be a resource for career center customers with disabilities and have also been available for assistance in the One Stop Career Centers in Arnold and Washington as needed.

***G. Describe how the local region will ensure that the full array of one-stop services is available to all individuals with limited English proficiency. In particular, identify those resources that are available in the region's Products & Services Box to assist in the provision of these services.***

All individuals with Limited English Proficiency (LEP) due to national origin or other language barriers will have meaningful access to all one-stop services; and are able to participate effectively regardless of their ability to speak, read, write or understand English. The career centers may provide a variety of communication options. The Product and Services Box offers Language Select and Missouri Migrant Education, English Language Learning to ensure the provision of services to individuals with limited English proficiency. The local community colleges offer English as a Second Language programs for individuals that are able to attend. LEP individuals will be advised of available, competent, confidential language interpretation services. Computer software may also be utilized to translate written materials into languages other than English.

***H. Describe how the local region promotes integration of services through dual enrollment processes, beyond the automatic dual enrollment of the Next Generation Career Center (NGCC) initiative.***

Service integration is promoted within the Next Generation Career Center (NGCC) System through dual enrollment processes. NGCC staff is aware of eligibility criteria for programs available through the one-stop system. Automatic dual enrollment and streamlined eligibility processes has enhanced the integration of services by expediting the eligibility requirements for intensive and training services. NGCC Team members have knowledge of the products and services available and maintain communication with and refer individuals to the programs as appropriate. NGCC staff has access to toolbox which enhances communication and tracking use of products and services.

Dual enrollment offers streamlined delivery of services, provides immediate entry into the workforce system and maximizes the resources available to customers. NGCC customers will benefit from the coordination of products and services within the NGCC system by integrating one-stop partner's services.

After automatic dual enrollment into WIA Adult or Dislocated Core services, the customer is referred to the Skills or Jobs Team to determine the continued services that will be provided. An EP is developed with the goals and services needed for the customer. A dislocated worker may be enrolled into the Trade Assistance program or National Emergency Grants as they are approved. Customers may benefit from the supportive services offered through these additional service enrollments. The EP is a fluid, on-going document to be utilized in the coordination of services and funding sources. Customers who enter and complete a training program will return to the NGCC to prepare for job search and receive job development and placement services through workshops and individual team members.

Trade Act (TA) eligible customers are identified as early as possible during their first visit to the Career Center, either at the receptionist desk or during the welcome team process. The TA customer will complete the Welcome screens and the KeyTrain/Career Ready 101 Assessment. The Welcome Team will also notate the customer's participation in Rapid Response and checkmark in Toolbox. The first visit with the Skills Team will ensure that the customer has filed a TRA claim with DES and if not, the information for filing a TRA claim will be provided. The customer will also be notified of all TA benefits/services available within the program.

***I. Provide your region's proposed training expenditure rates for both the Adult and Dislocated Worker regular formula fund allocations. In addition, describe the local process for determining who will receive training under the NGCC initiative.***

The Jefferson/Franklin Region plans to expend approximately 50% of available funding for participant training.

NGCC Skills Team members will assist each customer to identify their skills, aptitudes, and interests by conducting appropriate assessments. Assessment results will be utilized to address the customer's needs in the area of education and employment. An Individual Employment Plan will be developed to establish career goals and detail specific plans for skill development activities. Training will be provided to customers who need to improve and gain new skills that are in demand with area employers.

***J. Describe the local board's policy on providing apprenticeships.***

Jefferson/Franklin Consortium Workforce Investment Board's policy is to advance partnerships between businesses, employer and industry associations, labor management organizations, State and local workforce development agencies and programs, community colleges and community leaders/economic development agencies to train workers who can compete in emerging fields like biotechnology, high-tech manufacturing, construction trades, health care, etc.

Representatives from U. S. Department of Labor Office of Apprenticeship will be invited to the following: WIB meetings, Missouri Employer Committee meetings, chamber of commerce meetings, job fairs, etc and invited to the local Career Centers to work with staff and business representatives. Every effort will be made to encourage outreach to business and academic institutions to advance apprenticeship sponsorships and to encourage and educate all partner staff in the benefits of apprenticeship sponsorship.

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

- A. Describe the one-stop delivery system in the local region, including:**
- 1. A description of how the local 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;**
  - 2. Describe how all partner agencies will strengthen their integration of services so that it provides a more seamless system; and**
  - 3. A copy of each memorandum of understanding (MOU) between the local board and each of the one-stop partners concerning the operation of the one-stop delivery system in the local region. Include as Attachment 3 an updated copy of the MOU with current signatures and dates. The MOU must include UMOS and should address how the region will avoid duplicating employment and training services to this population.**
  - 4. Include as Attachment 4 the negotiated cost-sharing worksheet agreement for each Career Center that includes the line items' dollar amounts and percentage rates for DWD and the WIB.**

The primary expectation of the local Jefferson/Franklin Consortium's workforce system is to be a seamless, integrated one-stop delivery system. It includes an expectation for a system that is based on a demand-driven workforce. The local goal is that a full spectrum of community assets will be available and used in the one-stop service delivery system that supports human capital solutions for business, industry, and local individual customers. The Jefferson/Franklin region will implement the American Job Center Brand in accordance with TEGE 21-11, Change 1 to further the branding process for the region.

Jefferson/Franklin Consortium has implemented a one-stop delivery system, which has a high degree of workforce development service integration. Comprehensive One-Stop Center Services are available at Missouri Career Centers located in Arnold (Jefferson County) and Washington (Franklin County). In addition six affiliated sites have been established at the following locations: Family Support Division in Union and Hillsboro, East Central College in Union, Jefferson College in Hillsboro, Four Rivers Career Center in Washington, and Jefferson/Franklin Community Action in Hillsboro. Other One-Stop partners currently include Division of Aging, Division of Vocational Rehabilitation, Department of Labor and Industrial Relations, migrant and seasonal farm workers, Missouri Veterans Commission, and Jefferson County Community Partnership.

A designated individual at each of the two Comprehensive One-Stop Career Centers (Arnold and Washington) will serve as the established "single point of contact " for local Jefferson and

Franklin County employers in job matching between employers and the unemployed or those wanting to upgrade their employment status.

Access to the one-stop delivery system both architecturally and program access shall normally occur through the normal “walk-ins” at the Arnold and Washington Missouri Career Centers. Special recruitments for customers may be held, i.e. central intakes at local colleges for skills training customers or at Family Support Division for TANF customers and/or Food Stamp recipients. Electronic connection through internet services between local one-stop partners shall also be used to access WIA programs/services.

Through a competitive bid process, the Workforce Investment Board, and the Chief Elected Officials have agreed to designate MERS/Missouri Goodwill Industries, Inc. as Jefferson/Franklin Counties One Stop Operator. This entity’s role as defined by Workforce Investment Act Federal Register, Sec. 662.400(c) “may range between simply coordinating service providers within the center to being the primary provider of services within the center (WIA Sec. 121(d))”.

MERS/Missouri Goodwill Industries, Inc., the designated One Stop Operator, shall implement Title I of the Workforce Investment Act (Adults, Dislocated Workers, and Youth). MERS will coordinate service providers/partners through contracts/memorandums of understanding.

The Jefferson/Franklin region’s Workforce Investment Board is following the Next Generation Career Center (NGCC) model and taking responsibility to ensure that employment and training programs in the communities operate at a high level of quality and satisfy the expectations and needs of the customers. The WIB is currently involved in the NGCC process to assure a consistent level of quality service delivery in the system at the Missouri Career Centers in Arnold and Washington.

With the NGCC process, an emphasis is placed on the Functional Leader position within the region. The functional leader makes decisions for service delivery issues and performance management. The goal is to reduce duplicative management structure and integration strategies. The main areas of responsibility include daily oversight, personnel, financial, WIB representation, partner relations, facilities, community relations, One-Stop communications and programmatic services such as intake, case management, resource room, business services, etc.

Office of Job Training Programs, serving as staff to the Local Workforce Investment Board, with CEO and WIB approval, shall provide continuous improvement, technical assistance, management information system, fiscal management, substate monitoring (Attachment #9 – Sub-State Monitoring Plan), and overall maintenance of the Jefferson/Franklin Consortium one-stop delivery system. OJTP shall serve as the CEOs’ and WIB’s liaison with one-stop partners/memorandums of understanding (Attachment #3) to assure a quality one-stop delivery system in Jefferson and Franklin Counties.

The one-stop partners managerial responsibilities for the one-stop system are recognized through their involvement in the development of the local Plan submitted to the WIB/CEOs

and their involvement in making sure such a Plan meets the performance outcomes/goals of the one-stop delivery system in Jefferson/Franklin Consortium.

Management and operations of programs and services in each Comprehensive One-Stop Career Center and affiliate site will be the responsibility of the partners in each location. The partners will individually provide core services as reflected in the attachment to each partner's Memorandum of Understanding. Intensive services will be contracted with the fiscal agent, the Office of Job Training Programs, Jefferson/Franklin Counties Inc. Competitive procurement will be utilized when required. A separate financial agreement will be utilized for any partner providing cash contributions to assist the Title I Operator in the management and operation of the WIA programs/centers as outlined in MOU/Resource Sharing Agreement.

It is the intent in the Jefferson/Franklin Consortium one-stop delivery system to have at least one comprehensive physical center at either the Missouri Career Center Arnold or Washington office. To supplement the comprehensive center the network of affiliate sites (listed in above paragraph) can assist in providing partners' programs, services, etc. This network of one-stop partners will be linked either/or physically or technologically to the comprehensive center to assure individuals are provided information on the availability of core services for all partners in Jefferson and Franklin Counties. Each partnering agency shall serve as the specialized center that address individual specific needs such as DWD addressing dislocated worker needs, community action addressing low-income housing, family services addressing public assistance, college addressing education, etc. The Memorandum of Understanding shall be the basis and outline for each agency's specific services.

A memorandum of understanding (MOU) has been signed between the Jefferson/Franklin Consortium Workforce Investment Board and the one-stop partners of the one-stop delivery system which includes an agreement with United Migrant Opportunity Services (UMOS). The MOU is subject to modification at any time and at a minimum, shall be reviewed annually.

The NGCC model provides for integrated service delivery systems to ensure that all customers are provided with equitable access to the full range of services available. UMOS brochures and information will be made available to customers of the Arnold and Washington Next Generation Career Centers.

The Division of Workforce Development (DWD) business representative will conduct outreach to assess and identify the needs of the employers and farmworkers. NGCC staff will be cross trained in order to identify migrant seasonal farmworkers at the point of intake and provide adequate staff assistance to retrieve agricultural and non-agricultural job order information. NGCC staff will understand the limited English proficiency (LEP) plan to ensure MSFWs equal access to all services to include employment and training opportunities. Duplication of services will be eliminated as MSFWs will be identified during the Welcome Team process and then will be guided to the appropriate skills or jobs team to access the product box. Referral mechanisms between all one-stop delivery partners shall address the individual needs of all customers.

The NGCCs in Arnold and Washington shall be knowledgeable performance indicators that shall be reviewed annually to include: Referred to Job, Provided some service, Referred to Supportive Services, Counseled, Provided job development.

***B. Describe the plan development process, including how input for the plan was obtained by all the partners involved in the Memorandum of Understanding (MOU).***

Local meetings are held for development of the plan with all partners involved in the MOU. Local WIB executive committee and the local WIB are also involved. Public Notices are made in local newspapers and/or posted in both local counties and/or on the website notifying of access to review and comment on local plan to involve as many business, organized labor, local public officials, community-based organizations, service providers and other stakeholders in the development and review of the plan.

Opportunity for public comment and input into the development of the local Workforce Investment Act plan prior to its submission is provided by posting a public notice in Franklin and Jefferson counties.

This public notice includes written notification of the availability of the plan and will be posted with sufficient time to provide a thirty (30) day period for comment prior to the submission of the plan. The members of the Local Workforce Investment Board, members of the public, including representatives of business, labor, and diverse population group organizations, are offered an opportunity for comment.

One-Stop Partners are involved in developing the local plan and participate in delivery of services, as detailed in the Memorandum of Understanding.

**VII. Administration & Oversight of the Local Workforce Investment System**

***A. Identify the one-stop operator(s) for the comprehensive and affiliate one-stop centers in the region and state which method described in CFR 662.410 was used for the designation and certification of these one-stop operator(s)..***

A consortium of One Stop partners, the Workforce Investment Board, and the Chief Elected Officials have agreed to designate MERS/Missouri Goodwill Industries, Inc. as Jefferson/Franklin Counties One Stop Operator.

***B. Identify the members of the local WIB, the organization or business they represent, and the category (i.e. business, education) in Attachment 5 to the local plan.***

See Attachment 5

***C. The local WIB must review their by-laws annually and complete the “Local Workforce Investment Board’s ATTESTATION FOR REVIEW OF BY-LAWS” form. Include the local WIB’s current by-laws and the completed attestation form as Attachment 6 to the local plan.***

See Attachment 6

**D. If the region includes more than one unit of local government, include a copy of the current Chief Local Elected Officials' (CLEO) agreement that specifies the respective roles of the individual chief elected officials as Attachment 7. Also, include any CLEO by-laws that are in effect.**

See Attachment 7. There are no CLEO by-laws.

**E. If applicable, include a copy of the region's Performance Improvement Plan (PIP) for any sanctions they have been given, as well as an update on the effectiveness of the PIP's strategies. The PIP should be included as Attachment 18 to this plan.**

Not Applicable

**F. Include as Attachment 8 to the plan, the conflict of interest policy for WIB members, staff and contracted staff and contracted staff to follow.**

See Attachment 8

**G. Include the sub-state monitoring plan, as defined in DWD Issuance 15-2012, as Attachment 9 to the local plan.**

See Attachment 9

## **VIII. Service Delivery**

### **A. One-Stop Service Delivery Strategies**

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

The local WIA system is customer-focused to help customers access the tools they need to make informed choices and accessing quality training providers. Eligible adults and dislocated workers are able to use Individual Training Accounts at qualified educational institutions. Through the Training Provider Search Tool on [www.jobs.mo.gov](http://www.jobs.mo.gov), customers may comparatively evaluate costs, location, and performance of individual programs offered by education providers. The advice and guidance available through the one-stop system provide the assistance customers need in making informed choices when choosing a training provider.

NGCC Skills Team members will utilize the region's Products and Services Box to assist customers with quality workforce information and accessing quality training providers. Team members will utilize a variety of products as appropriate from Education and Training, Occupational Information, Training Assistance and Providers, and Financial Assistance to

allow customers the opportunity to make a customer centered informed choice in choosing a training provider.

## **B. Adults and Dislocated Workers**

***1. Provide a description and assessment of the type and availability of all adult and dislocated worker employment and training activities in the local region. Please include how the region uses products and services, such as workshops, assessment products (KeyTrain, WorkKeys, etc.), Optimal Resume, Talify, etc. to engage customers and assist with their reemployment efforts.***

Adult and Dislocated Workers in the Jefferson/Franklin region have available a full array of employment and training activities. All Core, Intensive and Training service activities are provided through Wagner Peyser, Workforce Investment Act and the appropriate One-Stop partner staff.

Core services include eligibility determination for services, outreach, intake and One-Stop orientation, initial assessments, job search and placement, provision of performance information and program costs, of local performance measurements, supportive service availability, information regarding filing of U.I. claims, financial aide eligibility and follow-up service.

Intensive services include comprehensive assessment of skills, development of an individual employment plan, group counseling, individual counseling and career planning, case management, short-term prevocational services, out-of-area job search assistance, relocation assistance, internships and work experience.

Training services include occupational skills training, on-the-job training, programs combining work place training with related instructions, private sector training programs, skill upgrading and retraining, entrepreneurial training, job readiness training, adult education and literacy activities and customized training.

The Arnold and Washington Career Centers offer a variety of workshop topics continually throughout each month including job search preparation, basic computer skills and financial planning. Customers receive an orientation of the National Career Readiness Certificate (NCRC) at the point of Welcome team membership and are referred for remediation or the WorkKeys assessment as appropriate. Customers are encouraged to utilize products such as the optimal resume program and Talify to improve the way employers and job seekers match their skills and strengths with a specific job.

**2. Include a description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any are justified under WIA section 134(d) (4)(G)(ii) and 20 CFR 663.430.**

Adults and dislocated workers, age 18 or older, will have three levels of services available to them under WIA. The three levels of services are core, intensive, and training. A "work-first" approach to services delivery will ensure that the most job-ready individuals use up-front services such as job placement before accessing more intensive services or skills training.

Core services will be made available to all individuals through self-service and staff assisted service provided primarily through a One Stop Comprehensive Center. Common intake costs will be allocated by the appropriate One Stop partner. A limited array of core services will be available at affiliate offices. Information about the core services will be available at all partner offices.

Intensive services may be provided to adults and dislocated workers who are unemployed and unable to obtain employment through core services, if the One-Stop Center determines that the individual is in need of more intensive services to obtain employment. Adults and dislocated workers who are employed, but who are determined by the One-Stop Center to be in need of intensive services to obtain or retain employment that allows for self-sufficiency are also eligible to receive intensive services. Self-sufficiency will be defined as employment that pays at least the lower living standard income level (LLSIL) for adults and wages that are at least 70% of the dislocated worker's pre-layoff wage. Determining self-sufficiency eligibility for individuals with disabilities or other special needs populations may require consideration of higher income needs based on the individual circumstances.

As stated in 20 CFR 667.255, "any amounts received as military pay or allowances by any person who served on active duty, and certain specified benefits must be disregarded. This applies when determining if a person is a 'low-income individual' for eligibility purposes." Aside from military pay and allowances exempted amounts include: Compensation for service-connected disability or death; Dependency and indemnity compensation for service-connected death; Education benefits administered by the Department of Veterans Affairs (VA); VA benefits received for training and rehabilitation as

**Core Services:  
(WIA sec. 134 (d) (2))**

- ◆ Eligibility Determination for services
- ◆ Outreach, intake and One-Stop orientation
- ◆ Initial assessments
- ◆ Job Search and placement
- ◆ Provision of performance information and program costs
- ◆ Provision of local performance measurements
- ◆ Provision of supportive service availability
- ◆ Provision of information regarding filing U. I. claims
- ◆ Assistance in Welfare-to-Work eligibility
- ◆ Assistance in financial aid eligibility
- ◆ Follow-up service

a result of service-connected disabilities; Any other employment or training (or related) program financed in whole or in part with Federal funds.

To receive intensive services, an individual shall, at a minimum receive an initial assessment to determine the individual's skill levels, aptitudes, abilities, and supportive service needs. The decision to provide additional core services may be made on a case-

- Intensive Services:**  
**(WIA sec. 134 (d) (3) (c))**
- ◆ **Comprehensive assessment of skills**
  - ◆ **Development of an individual employment plan**
  - ◆ **Group counseling**
  - ◆ **Individual counseling and career planning**
  - ◆ **Case management**
  - ◆ **Short-term prevocational services**
  - ◆ **Out-of-area job search assistance**
  - ◆ **Relocation assistance**
  - ◆ **Internships**
  - ◆ **Work Experience**

by-case basis at the local level depending on the needs of the participant. The initial assessment, which results in a determination of a need for intensive services, will be documented in the participant's case file. WorkKeys assessments may be administered to determine the participant's workplace skill levels. Combining the information about skills levels required for jobs, the assessment information will assist participants in making better career and educational decisions.

Intensive services may be WIA funded for registered individuals, supplemented by partners for co-enrolled individuals, or provided solely by partners for individuals who are not appropriate for WIA or who are more appropriate for other programs. Most intensive services will be available at the one-stop center directly through the partners or through contracts with service

providers. Each individual determined eligible for intensive services will receive at least one intensive service and will have a participant file. Intensive services are intended to identify obstacles to employment through a comprehensive assessment or individual employment plan in order to determine specific services needed, such as counseling and career planning, referrals to community services, and if appropriate, referrals to training.

Individuals who have met the eligibility requirements for intensive services and are unable to obtain or retain employment through intensive services may receive training services consistent with the individual employment plan developed in intensive services. Individuals will be determined to be in need of training services by a One-Stop Center or service provider partner. The participant's case file will contain a determination of need for training services. Individuals can select a program directly linked to employment opportunities either in the local area or an area to which the individual is willing to relocate in order to receive training services.

Training services may be limited to individuals who are unable to obtain other grant assistance or require assistance beyond the amount available under other grant assistance programs.

Coordination arrangements include consideration of all available sources of funds, excluding loans, in determining an individual's overall needs for WIA funds. The exact mix of funds is determined based on the available funding for either training or supportive services costs, with the goal of ensuring that the costs of the training program are fully paid and that necessary supportive services are available so that the training can be completed successfully.

Intensive and training services do not have to be paid with WIA funds. The intensive services could be paid for by Wagner-Peyser (e.g., job development and counseling) and the training services could be paid for by Pell Grants and Vocational Rehabilitation. WIA might only be paying for case management.

If adult funding becomes limited, priority shall be given to recipients of public assistance and other low-income individuals for intensive and training services. Priority ranking does not mean that only those prioritized may be served, but they must be given first consideration.

Training services will be provided in a manner that maximizes informed customer choice in selecting an eligible training provider. Training will be available through providers listed on statewide eligible training provider list.

Staff may arrange for the availability of partner resources through a referral process. Adult and dislocated workers, who have been determined to need training, may access WIA funded training with an Individual Training Account (ITA). Adult Education & Literacy (AEL) services will be offered in combination with other training activities.

Customers (who have been determined as eligible for training services) will work with a NGCC staff member to ensure that the training selected is related to occupations that have been determined to be "in-demand" in the local area, or are in demand in another area to which the customer is willing to relocate. Once that determination has been made, customers will be enrolled in the training of their choice, by the approved provider of their choice, subject to fund availability.

Each One Stop Center shall have available the following information:

- 1) The State list of eligible providers of training services with a description of the programs/training services available,

**Training Services:  
(WIA sec. 134 (d) (4) (D))**

- ◆ Occupational skills training
- ◆ On-the-job training
- ◆ Programs combining work place training with related instructions
- ◆ Private sector training programs
- ◆ Skill upgrading and retraining
- ◆ Entrepreneurial training
- ◆ Job readiness training
- ◆ Adult education and literacy activities
- ◆ Customized training

- 2) Performance information and performance cost information relating to the eligible providers of training services, and
- 3) Any restriction on the duration or amount of ITA's established by the WIB.

The WIB may impose limits on ITA's. Contracts for services will be used instead of ITA's for on-the-job training or customized training upon a commitment by an employer, or group of employers, to retain participants after successful completion of training. The WIB can also use contracts for training if they have determined that there are an insufficient number of eligible providers in the local area to accomplish the purpose of an ITA system. Programs offered by Community-Based Organizations (CBO) or other private organizations with demonstrated effectiveness for special participant populations that face multiple barriers to employment may also be contracted for services.

Supportive services may be provided to individuals who are participating in core, intensive or training services and who are unable to obtain supportive services through other programs providing such services. Supportive services will only be provided if necessary on a documented as-needed limited basis.

***3. Provide a description of how unemployment insurance (UI) claimants will be provided reemployment services including how Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly basis between the Division of Workforce Development (DWD) and partner staff.***

The Division of Workforce Development operates the worker profile program in the Arnold and Washington career centers. On a weekly basis, DWD Central Office order requests for UI claimants to report to the career centers. UI claimants complete the Welcome process and will be referred to the Employment Team or Skills Team for assessment of the services needed to become re-employed. The Wagner-Peyser Reemployment services include job placement, self-directed job search, job search workshops, resume preparation and labor market information through the Products & Services Box. Individuals will be automatically enrolled in WIA Adult and Dislocated Worker core services and referred to WIA for intensive and training services, if appropriate.

***4. Describe the region's strategies for promoting and increasing the number of participants in OJT and short term training.***

The Jefferson/Franklin region's Business Services Team works collaboratively to promote training and hiring incentives such as On-the-Job Training (OJT) and WorkReadyMO. Utilizing the Toolbox system as a common database to record employer contacts and services provided will add to the efficiency of marketing and recruitment efforts by enabling members of the team to avoid duplication of their outreach efforts. The OJT Coordinator ensures that the required OJT paperwork is minimal for the employer by assisting in the OJT Training Outline development and by having all contract paperwork ready for employers to review and sign. The business team educates employers on the enhancements to their business such as cutting waste, help train employees, reduce turnover and increase profits. Marketing efforts includes, but is not limited to; Face to face meetings with employers,

Missouri Employer Committee (MEC) meetings, chamber of commerce meetings, civic organizations, mailings, press releases and networking with One-Stop partner agencies.

**5. Please explain the region's strategies for increasing the credentials, degrees and certificate attainment by participants in your region and any accommodations you have made to make attainment easier. In addition, please describe your region's approach to ensuring every Missouri Career Center customer has the opportunity to take the WorkKeys assessments and obtain a National Career Readiness Certificate. This should include how the region collaborates with the local community college(s) in the area to provide space and/or proctoring services for WorkKeys assessments on an as-needed basis. Please provide the MOU with the Community College(s) for this collaboration as Attachment 10.**

The region continually strives to increase the number of credentials, degrees and certificate attainment by participants. WIA Adult, Dislocated Worker and Youth and National Emergency Grant and Trade Adjustment Assistance programs offer participants the opportunity to earn a certificate through vocational and technical education, community colleges, proprietary schools and all other institutions of higher education. These educational institutions offer short-term training to include stackable credentials and/or degrees with an emphasis in industry-recognized credentials. Registered Apprenticeship, employment-based training programs earn credentials in industry identified occupational skill sets.

The Arnold and Washington Career Centers have established evening hours and GED preparation classes are held two evenings per week in each center. The classes are offered through Jefferson College and East Central College. The GED classes have been a part of the career center and have been marketed to career center customers for several years. The classes are continually full to capacity each year allowing individuals to obtain their diploma/GED credential.

East Central College received the Missouri Manufacturing Workforce Innovation Networks (MoManufacturing WINs) grant to offer occupational skill certifications in Welding, Precision Machining Technology and Industrial Engineering Technology. This project will accelerate learning to shorten classroom time and allow individuals to develop opportunities for work-based learning and paid internships. This project offers short term industry certifications and enhances completion rates by partnering with employers and other community entities.

Ensuring that customers have access to linkages to resources for supportive services and dual enrollment to provide wrap-around services will allow individuals to stay in and complete programs will also be an integral part of increasing the credential attainment rate.

The Jefferson/Franklin region has been utilizing Work Keys for many years and participated as a pilot region for the Missouri Career Readiness Certificate (MOCRC) implementation project. NGCC team members have the basic knowledge of the Work Keys assessment and the benefits it provides to both job seekers and employers. NGCC welcome team members will promote the National Career Readiness Certificate (NCRC) as a tool to assist customers in skill improvement and skill attainment. After the customer completes the KeyTrain/Career

Ready 101 Assessment, a team member offers the opportunity to access the NCRC through the product box. The KeyTrain/Career Ready 101 program will be utilized to provide remediation to individuals to improve their skill levels and assist them in achieving the NCRC.

Referral mechanisms are in place for NGCC team members to refer customers for Work Keys testing and NCRC attainment. East Central College and Jefferson College proctor the assessments and have scheduled days several times a month at each campus location, satellite campus locations and the Missouri Career Centers (see attachment #9).

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

### **C. Rapid Response**

***Describe how the local board will coordinate workforce investment activities carried out in the local region with statewide rapid response activities, as appropriate. Specifically, identify the services (not programs) that may be provided to dislocated workers, including pre-layoff services, in the region under NGCC. In addition, please provide a description of the proactive measures that are taken to identify potential layoffs in the region.***

Rapid Response Activities will be conducted when a plant closing, mass layoff, or natural or other disaster results in mass job dislocation affecting more than ten (10) but less than fifty (50) individuals.

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

In accordance with the Rapid Response practices and procedures, layoffs shall be coordinated by the local designated local rapid response coordinator. The state dislocated worker unit will serve as team coordinator.

Rapid response activities/services will be planned and delivered to enable dislocated workers in obtaining reemployment as soon as possible. On-site contact with the employer and employee representatives shall occur immediately after receiving notification of the mass job dislocation. An assessment of layoff plans and schedule of the employer, potential for averting the layoff, background and probable assistance needs of the affected workers, reemployment prospects for workers in the local community and available resources to meet the short and long-term needs of the affected workers shall be developed. A Rapid response

Meeting Planning Summary will be developed in cooperation with the State Rapid Response Coordinator, the local Rapid Response Coordinator, and the NGCC Functional Leader to develop the plan of action for Pre and Post services for each lay-off or closure.

A labor-management committee, voluntarily agreed to by labor and management or a workforce transition committee comprised of representatives of the employer, the affected workers and the local community may be established to prepare a strategy for assessing the employment and training needs of dislocated workers. The committee may devise and oversee an implementation strategy that responds to the reemployment needs of the workers. The local board and chief elected officials may develop a coordinated response to the dislocation event obtaining access to State and local economic development assistance to the local community.

The rapid response team will coordinate an employee meeting to provide information about the region's Product and Services Box. The NGCC system shall be the focus for the delivery of services, including Welcome, Skills and Employment Team members. A survey will be administered to determine the services needed and requested by affected employees. Specialized centers comprised of additional partners and services may be established to address the specific needs of the dislocated workers when a mass dislocation or particular industry has been affected.

The locally designated Rapid Response Coordinator will immediately notify the State Dislocated Worker Unit of any mass layoff or plant closing affecting fifty (50) or more employees, or mass job dislocation that results from a natural or other disaster. The Rapid Response Coordinator will assist the state unit as requested in initial rapid response activities, attend any employer meetings scheduled in the Workforce Investment Area, present information at employee meetings scheduled by the State Dislocated Worker Unit, and coordinate the delivery of services.

#### **D. Youth**

***1. Describe the composition of your local Youth Council and their participation in the design of youth services in the area, the development of the local plan relating to youth services, their role in the procurement of youth service providers and recommending eligible youth providers to the local board, ensuring the ten 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. Also, provide information regarding your youth council meetings, such as any core agenda items that would be included, and your planned meeting schedule. Include the local Youth Council membership (name, business/organization represented, position title, and contact information – telephone number, mailing address, and email address for each member) as Attachment 11 to the local plan.***

The Jefferson/Franklin region Youth Council under the authority of the Local WIB play a lead role in guiding youth policy as required under the Workforce Investment Act. Members are appointed to the Youth Council by the local WIB, with input and consultation of the local elected official(s). Youth Council members have a special interest or expertise in youth

policy. Members of the Youth Council include: Members of the WIB representing business and education, local juvenile justice agencies, public housing authorities, parents of eligible WIA youth, former WIA participants, and Job Corps representation.

The Youth Council planned meetings are held on a quarterly basis and the main agenda items direct how WIA youth services are to be delivered within the region to ensure the ten elements are a part of the planned services. The Youth Council provides input for the development of the local plan and members are notified of the review and comment period prior to the submission to the Division of Workforce Development. The members of the Youth Council are involved in the procurement of youth service providers and recommend eligible WIA youth providers to the WIB. Conducting oversight of youth providers, youth activities and youth service providers will continue to be a major role for the Youth Council in the Jefferson/Franklin region. Meetings consist of multiple reporting mechanisms by WIA youth providers, community youth agencies and partner staff to keep the Youth Council members informed of all youth activities that are occurring within the region and assist in the direction of helping in-school and out-of-school youth prepare for successful entry into the workforce.

See Attachment 11

- 2. Provide a description and assessment of the type and availability of youth activities in the local region, including an identification of successful providers of such activities. This description should include:**
  - a. how the youth activities in the local area are developed to ensure the ten program elements are available within the region;**
  - b. the actual services provided by your region for youth, the element they represent, and how they fit within DOL's themes for the emphasis on serving youth within a comprehensive youth development approach;**
  - c. the process for identification of youth service providers;**
  - d. the evaluation of service providers for performance and impact (please provide details on frequency and criteria);**
  - e. the providers of the youth services in your region, including the areas and elements they provide;**
  - f. how year round services are provided to youth 14-21 years of age that are still in high school or out of school;**
  - g. an example of the flow of services for a youth in your region (please include all aspects, including intake, objective assessment process, assessment, coordination of services, follow-up, etc.);**
  - h. the procedures for serving youth that are most in need; and**
  - i. the identification of the partnerships and describe the coordination of services with other agencies within the region.**

The region has a competitive bid/procurement process for the selection of service providers for youth programs under Title I of the Workforce Investment Act as detailed in Attachment 14. The Consortium of East Central College and Jefferson College is the youth service provider for the Jefferson/Franklin region. Evaluation of program activities/services and

performance outcomes are reviewed quarterly by the Youth Council, WIB and staff to the WIB for compliance with the contractual scope of work.

Youth Program design emphasizes preparation for employment and/or postsecondary education. Strategies include preparation for post secondary educational opportunities, linkages between academic and occupational learning, preparation for employment, and connections to intermediary organizations that provide strong links to the job market and employers.

A youth applicant is determined eligible for WIA based on low income and documentation of at least one of the barriers to employment and training. Every youth completes an objective assessment to evaluate the academic levels, skills levels, and service needs of the participant. The objective assessment results are used to develop a corresponding individual service strategy (ISS) for the youth participant to identify the short-term and long-term employment goals, achievement objectives, including educational goals and appropriate services for the participant. The ISS is regularly reviewed and revised as appropriate to meet the needs of the youth participant. During ISS review, case managers document the youth's progress, activities completed, and any other accomplishments. After the completion of participation, the youth shall receive follow-up services for not less than 12 months. The purpose of follow-up services will be to assist youth in retaining employment and educational objectives, advancement opportunities, and personal development.

Year round services are provided to in-school or out-of school youth 14-21 years of age by utilizing the ten program elements of the WIA Youth program. To increase a youth's employability skills, the ten elements are grouped around four major themes presented in the Department of Labor's WIA Youth Program Guidance.

#### Improving Educational Achievement

1. **Tutoring, Study Skills Training and Instruction** provided by community colleges and local public high schools. Services include instruction and staff assistance in computer lab/study skills to increase basic skill levels and completing High School education. Instruction may be one-on-one or in a group setting to assist youth in completion of secondary education or increasing literacy and numeracy skills.
2. **Alternative Secondary School Services** provided by public High Schools, Division of Youth Services, and community colleges. Services are provided in an alternative school setting to earn a High School diploma/GED equivalency or increase basic skill levels, including literacy and numeracy skills.

#### Preparing for and Succeeding in Employment

3. **Summer Employment Opportunities** provided by the youth service provider. The summer employment opportunities program provides temporary subsidized summer employment at approved work sites.
4. **Work Experience** provided by the youth service provider. Work Experience provides a short-term work assignment at approved work sites to enhance the

employability of youth participants through the development of good work habits and basic work skills.

5. **Occupational Skills Training** provided in cooperation with public or private educational institutions. Occupation specific training in occupational areas that are stable and in demand with high growth potential and results in quality credential attainment.

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

6. **Supportive Services** provided by local community resources and agencies. Services may include transportation, child care assistance, housing, uniforms, tools and equipment, basic needs, ie., clothing, medical care, and emergency food as necessary to enable youth to participate in activities.
7. **Adult Mentoring** provided by local community resources and agencies. Services include individualized role modeling with responsible adults to teach the youth skills, work habits and/or responsible behavior.
8. **Follow-up Services** provided by the youth service provider. Services to support Youth up to a minimum of 12 months to ensure success in employment or education. The need for WIA follow-up services is documented in Toolbox.
9. **Comprehensive Guidance and Counseling** provided by youth service provider and local High Schools. Services and activities are designed to enhance career, personal, and educational needs of the youth. The youth's career planning process includes assistance with local, state and national labor market information, networking among youth programs, business, labor and post secondary institutions.

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

10. **Leadership Development** provided by youth service provider, community partners, and public High Schools. Services and activities are to develop youth as citizens and leaders, including community service learning projects and peer-centered activities such as mentoring or tutoring.

The Jefferson/Franklin region recognizes the importance of collaboration with local agencies and prioritizing services in order to strengthen partnerships to leverage resources and opportunities to serve the region's "most in need" youth, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth. The Consortium of East Central College and Jefferson College has been a successful provider of youth activities and has established strong collaboration with local agencies. Local agencies include but are not limited to: Family Support Division, Division of Youth Services, Division of Vocational Rehabilitation, local school districts, community based organizations, and the one-stop delivery system.

**3. Provide a description of any innovative service delivery projects for youth you are currently operating in the region or planning to implement. Describe the local board's involvement in the projects, and the board's efforts to continue involvement and funding for the continuation of these projects. For projects the region is currently operating, state the performance outcomes that have been resulted; for those to be implemented, include the proposed metrics.**

The current youth service provider is working in collaboration with partner agencies and other youth providers to develop Youth-focused opportunities. Youth will have the opportunity to participate in leadership activities, career development/exploration, and intensive assistance in preparing for post-secondary education, such as applying for financial aid and selecting an appropriate training institution. Work Experience and Internship opportunities may be offered to further assist youth in developing work readiness skills.

Youth projects include partnering with community entities to offer workshop trainings such as financial budgeting/planning (University of Missouri Extension), leadership development (Jefferson/Franklin Community Action agency), and parenting topics, specifically child abuse awareness (Jefferson County Community Partnership).

Local resources are leveraged through existing and new partnerships. Community outreach is a key component of this effort. Project outcomes include youth with leadership abilities, knowledge of financial aide assistance, handling personal finances, parenting skills, certified basic skills, computer literacy, and marketable job skills to enter an expanding industry with advancement opportunities.

#### **E. Business Services**

**1. Describe how the region coordinates and provides comprehensive and integrated workforce system services to businesses, including strategies to connect employers to a skilled workforce. Explain the collaboration with Career Center Jobs Teams to facilitate recruitment and meet business demands and how the region coordinates with economic development.**

**2. Regions should maintain a business services plan, outlining marketing and outreach roles and expectations of team members. The business services plan should also outline the Team's purpose, goals, policies and procedures to ensure seamless delivery of services, avoid duplication and ensure feedback to the region's career centers. Include the Business Services Plan as Attachment 12.**

An integrated Business Services Team has been established to work closely with the Skills and Jobs Teams in the Arnold and Washington Career Centers. The region's Business Outreach and Marketing plan is aligned with the NGCC model/minimum standards and the focus on connecting employers with a skilled workforce in Jefferson and Franklin counties. Business marketing and outreach activities include determining the needs of the businesses and decide what products and services should be offered. The plan outlines the region's mission for providing personalized assistance to businesses for recruitment services and workforce information. Local economic developers and chambers of commerce will assist with targeting and meeting the workforce needs of new or expanding businesses.

The Missouri Toolbox system is used to coordinate information and outreach contacts with businesses. Toolbox case notes reflect what services were provided at the time of the business contact. Program partners make inquiries in toolbox to determine if a particular employer has been contacted prior to making their own contact. If there is a question of the contacts made, program staff communicates through the telephone and/or email to avoid businesses receiving multiple contacts. The goal is for all jobs opening information to be entered into the toolbox system by all program partners. Data input into toolbox should be done at the time of service or within one day of contact with a business. Toolbox is the best method of coordinating business contacts. All staff will review toolbox activities prior to contacting a business to avoid duplication of services. The Jefferson/Franklin Consortium Region will actively coordinate with DWD Central Office Business Relations staff to avoid duplication of incumbent worker (Classroom & OJT) and other industrial training programs.

Businesses in high growth, high demand industries require a skilled workforce. A lot of companies need help to find qualified workers and train incumbent workers. On-the-job training and customized training programs will help workers increase their skills. Employed workers may be trained in areas that relate to the introduction of new technologies, new products, or service procedures. The training provided will allow upgrading to new jobs that require additional skills, workplace literacy or other appropriate purposes. Employers will be committed to retaining the employed workers who have received customized training.

WIA and DWD staff will work in partnership with the local community colleges to develop specific customized and classroom training programs, funded through state funds. WIA on-the-job training staff will notify the Division of Workforce Development's Customized Training Unit prior to OJT contract approvals to avoid any potential duplication with the state's training funds.

See Attachment 12

## **F. Innovative Service Delivery Strategies**

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

The Missouri Career Center operates the Missouri Re-Entry Process (MRP) ex-offender initiative. Career Center staff visit a local correctional facility each month to present an orientation of the career center, the services provided, as well as partner programs to individuals who will be released. Prior to being released, individuals are provided assistance on how they will acquire employment documents, such as driver's license and social security cards.

The correctional facility notifies the career center when individuals will be released. An appointment is scheduled for individuals to visit the career center within a week of release for [www.jobs.mo.gov](http://www.jobs.mo.gov) registration, workshops, and referrals to appropriate workforce development programs.

During employer outreach, staff encourages hiring ex-offenders. A list of employers who are willing to hire ex-offenders is being maintained so the appropriate job referral (s) will be made for MRP participants.

***2. Describe the region's strategies for promoting and increasing enrollments in the WorkReady Missouri program, including processes to target and encourage employer participation.***

The Business Services team promotes the WorkReady Missouri program to local employers and the region has been successful in placing job seeking customers into short-term training opportunities. Within the NGCC model, the business team communicates with the skills and jobs teams on a daily basis to connect eligible participants with WorkReady Missouri opportunities. The DWD Business Service representative and Skills/Jobs Team members actively markets the WorkReady Missouri program to employers and NGCC team members have the knowledge of the employers who are interested in participating. As Unemployment Insurance recipients are served by team members they are offered the WorkReady Missouri program through the product box.

***3. Describe the region's strategies for promoting Show-me Heroes (SMH) and the new on-the-job training component for participating employers.***

The region's Business Services Team promotes the Show-me Heroes (SMH) On the Job Training program to employers. During outreach events or individual meetings, the team members encourage employers to take the pledge to support hiring veterans and/or their spouses. The SMH program has been presented to the WIB, Missouri Employer Committee meetings, chamber of commerce meetings, job fairs and during face to face meetings with employers. Every effort is being made to place eligible veterans and spouses into the SMH program. This program has been marketed to National Guard Armories, Reserve Centers and other veteran group events to market the services to eligible participants. NGCC team members work to determine eligibility with Career Center customers and the local veteran's representatives work closely with the OJT coordinator to refer eligible participants for the program. Communication among all business team members is necessary to fulfill the goals of the Show-me Heroes program and placing eligible veterans and their spouses into jobs.

***4. Describe the region's plan for utilizing the "It's All About You" materials and philosophy to service UI claimants/Career Center customers.***

The Jefferson/Franklin region plans to continue utilizing the "It's All About You" philosophy to assist all UI claimants/Career Center customers in improving their marketability to employers. On the first customer visit or at the first four week reporting, individuals will complete the welcome screens and receive orientation, initial assessment, labor market information and discuss the status of customer's job search. Customers who have completed the welcome process will be initially assessed and have an interview with the skills or employment team to determine a career path that best represents the customer's work experience and education. NGCC staff will review the customer's level of education and work experience in their desired

field to help them determine if skills upgrading or simply work experience is needed to become employed in their desired occupation. Referrals for Adult Education and Literacy will be made for customers who need a high school equivalency/GED. Basic computer skills will also be reviewed and individuals are referred to Career Center workshops or to the local community colleges for the training needed to obtain a better job.

The NGCC staff will refer customers to services that are suitable for meeting the needs of their specific career path. The available services include: Reemployment Interview, Career Ready 101, Mock Interview, Interview Process, WorkKeys Assessment, Career Exploration, Career Networking, O\*Net Assessment, Resume Writing and Job Fairs. After the customer has accessed the products and services mentioned above, there may be an additional need to explore opportunities for training or work experience programs with NGCC Skills Team staff.

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

Both Jefferson and Franklin counties plan to apply and participate in the ACT WorkReady Communities Initiative. The Jefferson/Franklin WIB supports the implementation of this initiative and strives to involve WIB members in participating in the development of each county's plan. Jefferson College and East Central College are submitting the applications and are the leaders in providing the National Career Readiness Certificate (NCRC) within the region. The NGCC and community colleges have an established process for allowing all customers every opportunity to attain the NCRC. With a long history of success working collaboratively, the NGCC and community colleges will have no difficulties in obtaining the goals of the WorkReady Communities Initiative and provide a documented skilled workforce to existing, new and expanding businesses who support the NCRC and WorkReady communities.

This initiative empowers counties with actionable data and specific workforce goals that drive economic growth. Participating states are leveraging the National Career Readiness Certificate (NCRC), improving high school graduation rates, and educating individuals and businesses on the value of an NCRC and community certification. The NCRC is an industry-recognized, portable evidence-based credential that certifies essential skills needed for workplace success. By participating in the ACT WorkReady Communities Initiative, the Jefferson/Franklin Region is helping:

- ▶ Business and industry know exactly what foundational skills they need for a productive workforce—and to easily communicate their needs.
- ▶ Individuals understand what skills are required by employers and how to prepare themselves for success.
- ▶ Policy makers consistently measure the skills gap in a timely

manner at the national, state, and local levels.

- ▶ Educators close the skills gap, via tools integrated into career pathways with stackable industry-recognized credentials.
- ▶ Economic developers use an on-demand reporting tool To market the quality of their workforce.

This initiative fosters innovation by bringing together local businesses, local chambers and economic development, local workforce development, local boards of education, local county commissioners and mayors, and local communities colleges. It is supported by state governors, state chambers, state technical/community colleges systems, state commerce or economic development agency, state workforce agency, and K-12 education system.

**6. Describe how the region will coordinate the MoHealthWINS (MHW) initiative with participating Community Colleges. MHW targets Trade Act-eligible workers and includes a no-wrong-door approach. Please describe in-depth the referral process of participants between the Community Colleges and Career Centers, including participation in the NGCC eligibility process, and for Trade Act-eligible participants, timely referral to the Skills Team for program requirements. Please include the Memorandums of Understanding (MOU) between the region and Community Colleges as Attachment 13 to the local plan.**

In 2011, the Jefferson/Franklin Region partnered with Jefferson College and East Central College as they received a Department of Labor grant through the Missouri Community College Consortium. This grant, MoHealthWINS (MHW) will train students for jobs in the health services/health sciences industry. This industry was targeted because it offers immediate and long-term employment opportunities and relatively high-wage jobs. Each program offered as part of the grant will be based on innovative approaches designed to support adult students' learning, including:

- ▶ The development of a stackable credentials model that connects credit and non-credit components
- ▶ Multiple entrance and exit points
- ▶ Providing basic reading, writing, and math skills if needed
- ▶ Offering student services to help students adjust
- ▶ Offering courses in flexible formats
- ▶ Opportunities to apply what students are learning through Simulations, internship, etc.
- ▶ Sharing of equipment and specialized faculty, reducing Redundancy and making efficient use of resources

This grant seeks a no wrong door entrance portal and encourages the relationship between community colleges and the Missouri Career Centers. Applicants who visit the career center first will be provided information about the programs offered through MoHealthWINs and the eligibility criteria. An application and passport is given to the applicant which outlines all of the steps necessary for MHW program enrollment. Career Center staff assist the applicant in documenting their eligibility for the program and then forwards the information to the college staff so they know what has been accomplished and to continue the application process. When an applicant visits the college for the first time, they will be provided with all of the same information and then would be required to visit the career center to explore the other products and services that could assist them while in participating in a training program. NGCC staff and community college staff communicate regularly through email and telephone contact to ensure that applicants are able to easily complete all of the required steps for program enrollment. Regional quarterly meetings including the Arnold and Washington Career Centers, Jefferson and East Central College and the WIB staff are held to discuss program highlights and best practices. The Jefferson/Franklin Region has a long history of working with its community colleges and this grant will strengthen that relationship.

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

***Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations' customers to the services offered by the one-stops in the region. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the local workforce investment region to help meet the objectives of WIA.***

A number of faith-based and community-based organizations meet regularly at monthly community forums in both Jefferson and Franklin Counties. These forums are open to the public and are attended by representatives from various organizations including faith-based organizations. Each organization in attendance presents an informational presentation which includes the services offered, access to service locations, eligibility criteria, and funding levels/donations. The community forum meetings provide the opportunity to educate faith-based and community organizations about the objectives of the local workforce investment systems.

Active partners in the one-stop delivery system also serve on a number of local committees and board of directors, allowing further participation to address gaps in services and reducing duplication of services within the region.

Referencing DWD Issuance 02-06 "Use of WIA Title I Financial Assistance to Employ or Train Participants in Religious Activities When the Assistance is Provided Indirectly", Jefferson/Franklin Region will ensure that faith based and community-based organizations are able to apply and compete equally with other eligible organizations. WIA Title I funding

may be used to employ or train participants in religious activities thru indirect financial assistance. Participants will be given the opportunity to make an informed customer choice among training providers.

**IX. Local Administration**

**A. *Identify the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local region and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local region.***

Negotiated Rate

Adult Entered Employment	65%
Adult Six Month Retention	85%
Adult Average Earnings	\$13,250
Dislocated Worker Entered Employment	70%
Dislocated Worker Six Month Retention	88%
Dislocated Worker Average Earnings	\$14,500
Youth Placement In Employment Or Education	70%
Youth Attainment of Degree or Cert.	67%
Youth Literacy and Numeracy Gains	50%
Wagner-Peyser Entered Employment	67%
Wagner-Peyser Six Month Retention	84%
Wagner-Peyser Average Earnings	\$12,000

**B. *Identify the entity responsible for the disbursal of grant funds described in section 117(d)(3)(B)(i)(III), as determined by the chief elected official or the Governor under section 117(d)(3)(B)(i).***

Per Multi-Jurisdictional Agreement between Jefferson County, Missouri and Franklin County, Missouri, Jefferson and Franklin Counties cooperatively agree to serve as local grant recipient for funds allocated to the local area. Both counties also agree that the Office of Job Training Programs, Jefferson/Franklin Counties Inc., under this agreement shall serve as the grant subrecipient/fiscal agent to receive and administer funds.

The Office of Job Training Programs (OJTP), Jefferson/Franklin Counties, Inc., 3675 West Outer Road, Suite 201, Arnold, MO 63010 is a 501(c) 3 not for profit organization.

The staff to the WIB, in keeping with the State plan, shall be independent of the one-stop operator. Staff to the Jefferson/Franklin Consortium Workforce Investment Board shall at a minimum be one person whose position is to assist with WIB business. Such a position shall be provided from either of the following: 1) governmental entity or a 501(c)(3) not-for-profit corporation; 2) be loaned staff to the WIB by one of the Board members; or 3) accept DWD's offer of a State employee. It is the intent of Jefferson/Franklin Consortium that staffing of the

WIB be provided by the Office of Job Training Programs, Jefferson/Franklin Counties, Inc., a 501(c) (3) not-for-profit corporation.

Request to transfer between the Adult and Dislocated Worker Program funding allocation shall be made in accordance with State's instructions should such a request become necessary in this local area.

**C. Describe the competitive (procurement) process used to award the grants and contracts in the local region for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 01-2012) and any that are made as exceptions to the ITA process. Include as Attachment 14, 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.**

See Attachment 14

**D. Describe how the local region is working towards eliminating duplicative administrative costs to enable increased training investments.**

Jefferson/Franklin Consortium region through local Memorandums of Understanding work with local partners to provide as many services to WIA participants as their agency can. No Administrative costs are required with partner agencies.

Currently One Stop operator and service provider Administrative costs are limited to no more than 5%. This allows this local region to increase its training investments in participants and prevents duplicative administrative costs.

**E. Identify how the local region ensures that services are not duplicated. In particular, explain how the NGCC initiative has impacted this issue.**

Service integration efforts within the Next Generation Career Center One-Stop delivery system has reduced duplication of services. The NGCC integrated service delivery model allows staff to deliver state funded services to adults and dislocated workers through Workforce Investment Act (WIA) and Wagner-Peyser. NGCC staff work in functional teams, with each team (Welcome, Skills, and Jobs) working in cooperation to meet the needs of job seeker and employer customers. The NGCC Core Service reporting policy has consolidated Employment Exchange services funded by Wagner-Peyser and Core services allowable under WIA. NGCC staff has access to the integrated set of reportable services in Toolbox, which provides smooth customer flow and an accountability process for enrolling customers. All NGCC team members work with the universal population of customers and access Toolbox to determine the services that have been provided and the next steps that are needed to engage the customer in utilizing the products and services box.

Coordinated service delivery, integrated customer interviews between programs, and interagency communication helps to avoid duplication of services. Streamlining core eligibility and the delivery of services through integration has been achieved through cooperation, teamwork, and the elimination of duplicative functions.

***F. Establish and define the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600 and 29 CFR Part 37.70, Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998. Both policies should be incorporated into the MOU and disseminated throughout the region 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 region will follow the state policy or develop a local policy and include a copy as Attachment 17 to the local plan.***

See Attachment 17

Jefferson/Franklin region's Complaint and Grievance Policy will be revised as necessary to be in accordance with the state policy.

***G. Include the Planning Budget Summaries for Program Year 2012 and Fiscal Year 2013 in Attachment 15 to the local plan.***

See Attachment 15

***H. Complete and sign the "Statement of Assurances Certification" form located in this guidance and include this as Attachment 16 to the local plan.***

See Attachment 16