

St. Louis County Workforce Development
Board (STLCOWDB)

Local Plan

Program Year 2024 through
Program Year 2027

Contents

Strategic Elements	4
1. Local Workforce Development Board's Vision	4
2. Local Workforce Development Board's Goals	4
3. Local Workforce Development Board's Priorities	5
4. Local Workforce Development Board's Strategies	5
5. Economic, Labor Market, and Workforce Analyst's Source	12
6. Economic Analysis	12
7. Labor Market Analysis	15
8. Workforce Analysis	23
9. Workforce Development, Education, and Training Activities Analysis	37
Operational Elements	39
10. Local Workforce Development Area (LWDA) Profile	39
11. Local Facility and Information	41
12. Local One-Stop/MOU/IFA Information	42
13. Local Workforce Development System	42
14. Accessibility	45
15. Assessment of One-Stop Program and Partners	48
16. Chief Elected Official	48
17. CEO Consortium Agreement and Bylaws	49
18. Local Workforce Development Board (LWDB) Membership	49
19. LWDB Bylaws	49
20. Local Fiscal Agent	50
21. Competitive Procurement	50
22. Duplicative Costs and Services	50
23. Planning Budget Summaries (PBSs)	51
24. Complaint and Grievance Policy/EEO Policy	51
25. Planning Process and Partners	52
26. Performance Negotiations	52

27.	Public Comment	52
28.	Assurances.....	53
Program Elements.....		53
29.	One-Stop Service Delivery	53
30.	Title I—Employment and Training Products and Services.....	54
31.	Unemployment Insurance Claimant Services (UI).....	55
32.	On-the-Job Training (OJT)	57
33.	Credential Attainment/WorkKeys Assessment	57
34.	ETT Services/Layoff Aversion.....	58
35.	Youth Standing Committee Requirements.....	58
36.	YSC Composition/Services/Procurement of Providers/Meeting Schedule & Agenda Items	58
37.	Youth Activities	59
38.	Innovative Service-Delivery Projects for OSY	65
39.	Migrant and Seasonal Farmworkers/Agricultural Employment Services	65
40.	Employer Engagement.....	66
41.	Services to Meet the Workforce Needs of Employers	66
42.	Economic Development	67
43.	Sector Strategy Initiative/Career Pathways	67
44.	Business Services Plan	68
45.	Missouri Re-Entry Process/Ex-Offender Initiative	68
46.	Work-based Learning/Transitional Jobs.....	69
47.	Trade Adjustment Assistance	69
48.	Missouri Community College	70
49.	Incumbent Worker Policy	70
50.	Faith-Based Strategies.....	70
Regional Plans		71
51.	Regional Plans	71
Required Policies and Attachments		73

Strategic Elements

1. Local Workforce Development Board's Vision

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

The St. Louis County Workforce Development Board's (STLCOWDB's) vision is an Integrated System of Workforce Innovation and Opportunity Act (WIOA) partners serving as the labor exchange of choice for high demand employers and skilled and/or unskilled job seekers. St. Louis County Workforce Development (STLCOWD) is the premiere agency in St. Louis where sector strategies combined with career pathways aid in preparing STLCOWD individuals for a 21st century workforce approach by focusing on businesses within high-growth and high-demand industry sectors. By creating Sector Strategies and Career Pathways in a Local Area shared vision, we will work to develop a Diverse and Skilled Workforce that leads to Self-Sufficiency and supports a strong local economy ready to pioneer innovation in the 21st century. We are committed to enhancing partnerships in providing services while ensuring high-quality Customer Service.

2. Local Workforce Development Board's Goals

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

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

- Overcoming employment barriers by providing access to job search tools through the resource area and workshops such as resume writing, interviewing assistance, and more
- Maximizing efficiency and access to services through staff assistance
- Developing Career Pathways by sharing information on a variety of industries and their different occupations
- Placing a strong emphasis on employment retention
- Increasing engagement with employers to meet their needs

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

3. Local Workforce Development Board's Priorities

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

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

4. Local Workforce Development Board's Strategies

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

a. Career Pathways

The Local Area has identified the following industries to focus on for career pathways: Advanced Manufacturing; Health Care/Biosciences; Information Technology; Financial Services; and Transportation and Logistics. STLCOWD has selected Information Technology as its initial focus area. The STLCOWD is working with one of the local school districts in St. Louis County to establish linkages on the frontend of the pathway. The Board

is convening IT business representation to validate the skills needed and intends to work with the Missouri Job Center, local community college and approved training providers to fill training gaps. A similar process will attempt to be followed for each of the focus industries. We will also link individuals to training to further their career through the Individual Training Accounts (ITA) offered in the Local Area. The Local Area will also continue to identify viable training institutions that can provide training to individuals across the continuum of their respective career pathway.

b. Employer Engagement

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

c. Business Needs Assessment

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

d. Alignment and Coordination of Core Program Services

The alignment and coordination of core program services is based upon relationships within the Local Area. We collaborate with economic partners, social service agencies, WIOA partners (Vocational Rehabilitation, AEL, Job Corps, et al), educational institutions and other Local Areas to provide the best core program services. If another entity has ability to provide a workshop that is beyond our expertise, accommodates a large group or

provides information foreign to us, we work with that entity to secure “space” for individuals to attend.

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

Workshops and individual counseling are available to provide skills assessments, testing, teach individuals about career pathways, provide individuals with the principles of high-growth occupations, assist them in exploring training opportunities and handle Individual Training Account (ITA) requests among many other things. All these services are meant to reflect what occupations the individual is able to achieve “now”, “next” after education and “later” after education plus experience.

Job Center staff assesses the individual’s skills, education and/or work experience to ascertain what their “now” occupations may be. This assessment includes reviewing and revising resumes, one-on-one interviews or group interviews, and interest inventories. In addition, staff assists the individuals in developing an employment plan involving a career pathway. They consider what type of occupation the individual desires, skills, work history and interest inventories. From there the individual is assisted with completing applications for employment that are part of their pathway and will attempt to yield favorable results.

Job Center services for Adult and Dislocated Workers (DW) are also coordinated with the services offered by the Youth program. Individuals who are dual enrolled are able to utilize the services provided between the subrecipients without any service interruption or delays. This allows the individuals and staff to tailor services based upon what the individual needs despite who may deliver the service.

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

e. Coordination with Economic Development

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

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

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

We communicate regularly to ensure that we minimize duplication of services, enhance productivity, and to become more efficient when working with employers.

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

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

STLCOWD Business Services works closely with local businesses and the community by attending numerous employer and job seeker networking events, community outreach activities, and employer layoff sessions and collaborates with other metropolitan area employment and human resources work groups. In doing so, we receive numerous invitations from employers to visit their worksite to share information regarding workforce development and how we might best assist them.

Jobseekers are sought using emails, phone calls, and in-person visits to any Missouri Job Center. They are presented information about the various services and resources available to them in hopes of directing them to employment opportunities and/or training.

Information for employment opportunities is also shared with local community organizations in order to cast the broadest net for outreach.

The Employment Transition Team (Rapid Response) is another source we use to market services and resources when providing contact information. Jobs.mo.gov is used regularly to inform jobseekers of employment needs within the region and what is necessary to apply. We also provide workshops to jobseekers to enhance their chances of achieving employment or strengthen various skills. Finally, we perform email blasts to job seekers on behalf of employers within geographical areas to inform job seekers of employment opportunities and additional resources that are available for them. Jobs.mo.gov restricts access to new job postings to veterans for the first 24 hours. Then it opens to the general public.

g. Access—Improvements to Physical and Programmatic Accessibility

The comprehensive Job Center moved to a location that is more conducive to improved access through increased transit services. The MET Center is on the bus line and one block away from a Metrolink stop. STLCOWD uses Language Link to translate information to non-English speaking individuals.

Innovation and Improvement

By implementing Language Link, there is improvement with the access to services for our Spanish, French, and Bosnian-speaking immigrant population which are a majority of our non-English speaking individuals. As additional populations are identified, the LWDA will try to address their access to services as well. The LWDA is looking to explore options that are more conducive to Missouri Job Center services.

h. Customer Service Training

Customer Service Training (CST) is a part of STLCOWD staff professional development. CST is offered at least once a year, with additional training offered as necessary, and is required for all STLCOWD and partner staff providing services in the Job Center. CST is provided through the Department of Higher Education and Workforce Development (DHEWD) OWD through both virtual and recorded training sessions.

i. Assessment

Currently, STLCOWD's assessment operations include Basic Skills Assessment, WorkKeys, TABE testing, and other interest inventories including O*NET, Talify, and those found on the internet.

Additionally, all of the core partners will be involved in assessing the overall effectiveness of the workforce development system as well as determining how to best use the results in pursuit of continuous improvement. STLCOWD strives to conduct monthly meetings with its partners to review performance and identify areas needing improvement and addressing those areas. The assessment will attempt to include the utilization of data to identify the efficacy of initiatives implemented to meet performance goals, a review of governmental structure and policies, and evaluation of interagency partnerships.

The One Stop Certification process will serve as an innovative method for improvements under WIOA. The Committee, composed of the Board Chair, one-stop partner agencies,

and OWD staff will provide reports about the status of WIOA implementation and One Stop Certification, as well as its progress on performance measures, to the St. Louis County Workforce Development Board members.

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

j. Support Services

Goals and Strategies

Supportive Services can continue to be used to assist individuals with work- related and training-related expenses. The STLCOWD will attempt to continue to leverage resources from existing partners such as Missouri Work Assistance program, Missouri Family Services Division (FSD) and community agencies. The STLCOWD will follow the local Supportive Service policy 03-2024. **SEE ATTACHMENT 12**

k. Outcome measures assessment, monitoring and management

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

In 2025, the St. Louis County fiscal agent—St. Louis County government under the Department of Human Services—did not meet the Youth Credential performance measure for three consecutive years. Additional risks were also identified in the financial management of WIOA funding.

Under OWD Policy 01-2025 (Sanction Policy), OWD determined—after discussions with the CLEO and WDB leadership—that appointing a new fiscal agent was the appropriate corrective action.

Effective January 5, 2026, a new fiscal agent was selected. Family and Workforce Centers of America (FWCA) is now providing fiscal and programmatic services for the St. Louis County Workforce Development Board.

5. Economic, Labor Market, and Workforce Analyst's Source

Please indicate the source of the information. If using Missouri Economic Research and Information Center (MERIC) data, please indicate the source is MERIC. If using another resource, please reference the source. MERIC regional representatives can be found online at: <https://meric.mo.gov/about-us>

The source of information for economic, labor market, and workforce analysis is Missouri Economic Research and Information Center (MERIC) data.

6. Economic Analysis

Describe the LWDA's current economic condition, including the following information by county (if your LWDA includes more than one county) and the overall region:

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

a. Average personal income level

The per capita personal income in St. Louis County was \$101,151 which was above the state average of \$64,920. In 2024, personal income for the US and Missouri increased 4.6 percent and 5.6 percent respectively when compared to 2023.

- b. Number and percent of working-age population living at or below poverty level

The statewide poverty rate of working age persons, or those 18-64 years, was 12.1 percent in 2023. In St. Louis County, the poverty rate (8.9%) was lower than the state average.

Name	2023 Per Capita Personal Income	Working Age (18-64) Population living below poverty level	
		Number	Percentage
Missouri	\$64,920	435,313	12.1%
St. Louis County	\$101,151	51,436	8.9%

Sources:

Per Capita Personal Income - U.S. Bureau of Economic Analysis, 2023
Poverty Level - American Community Survey-5 Year data (2019-2023)

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

Barriers to employment can include homelessness, disability status, lower education levels, and limited proficiency with the English language. St. Louis County had a lower percentage of working age population (18-64 years old) with disabilities at 9.6 percent as compared to the state average of 12.6 percent. The percentage of the working age population with English as a second language in Missouri was 7.4 percent. St. Louis County had a higher percentage of the working age population with English as a second language at 11.9 percent.

In Missouri, 8.5 percent of the working age population did not have a high school diploma in 2023. St. Louis County had a lower percentage of the population without a high school diploma at 5.6 percent

Barriers To Employment									
Area	Total Population	Total Population 18-64	% of 18-64 in Population	25 years or up with less than high school diploma	% of 25 years or up without high school diploma	Total Population 18-64 with a disability	% of Population 18-64 with a disability	Total Population 18-64 who speak language other than English	% of Population 18-64 who speak language other than English
Missouri	6,168,181	3,702,481	60.0%	354,732	8.5%	457,446	12.6%	274,910	7.4%
St. Louis County	996,618	589,997	59.2%	38,616	5.6%	56,300	9.6%	70,378	11.9%

Source: American Community Survey-5 Year data (2019-2023)

- d. Unemployment rates for the last five years;

The unemployment rate in the St. Louis County is declining after peaking in 2020. The unemployment rate for 2024 was below the state average of 3.7 percent in St. Louis County.

Unemployment Rate by County - St. Louis County					
Year	2020	2021	2022	2023	2024
US	8.1%	5.3%	3.6%	3.6%	4.0%
Missouri	6.1%	4.2%	2.6%	3.1%	3.7%
St. Louis County	6.5%	4.3%	2.6%	3.1%	3.6%

Source: Local Area Unemployment Statistics, Not Seasonally Adjusted

- e. Major layoff events over the past three years and any anticipated layoffs; and Major layoffs in the St. Louis Region in the last 3 years include but are not limited to:

1. Boeing (St. Louis County 2024)
2. St. Louis Post Dispatch (St. Louis City and St. Louis County 2024)
3. International Institute (St. Louis City 2025)
4. National Aviation Services (St. Louis County 2026)

This information was retrieved at: WARN Notices

- f. Any other factors that may affect local/regional economic conditions.

There are no known factors that may affect local/regional economic conditions at this time.

7. Labor Market Analysis

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

a. Existing Demand Industry Sectors and Occupations

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

b. Emerging Demand Industry Sectors and Occupations

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

c. Employers' Employment Needs

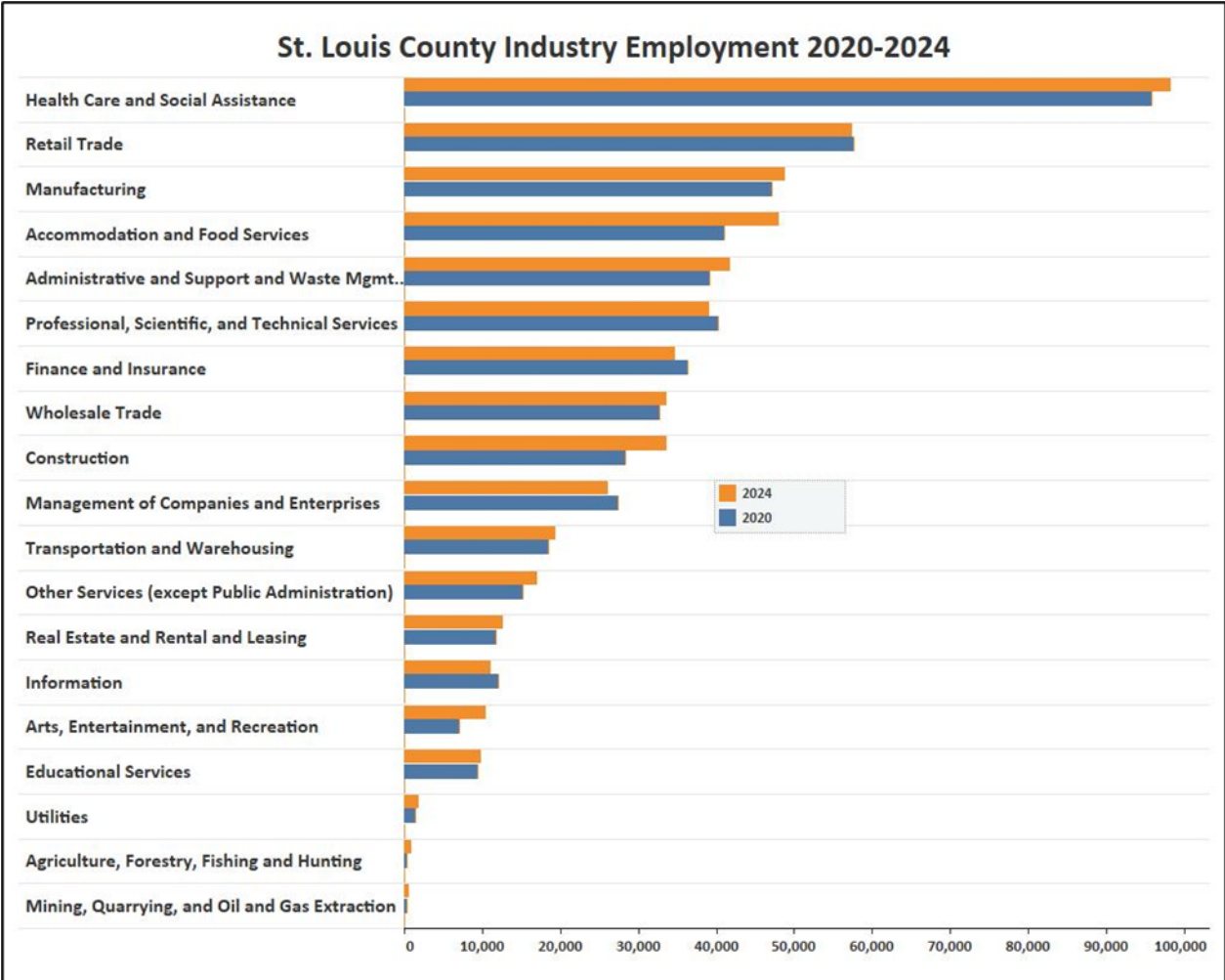
Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis of the employment needs of employers. Describe the knowledge, skills, and abilities required, including credentials and licenses.

a. Existing Demand Industry Sectors and Occupations

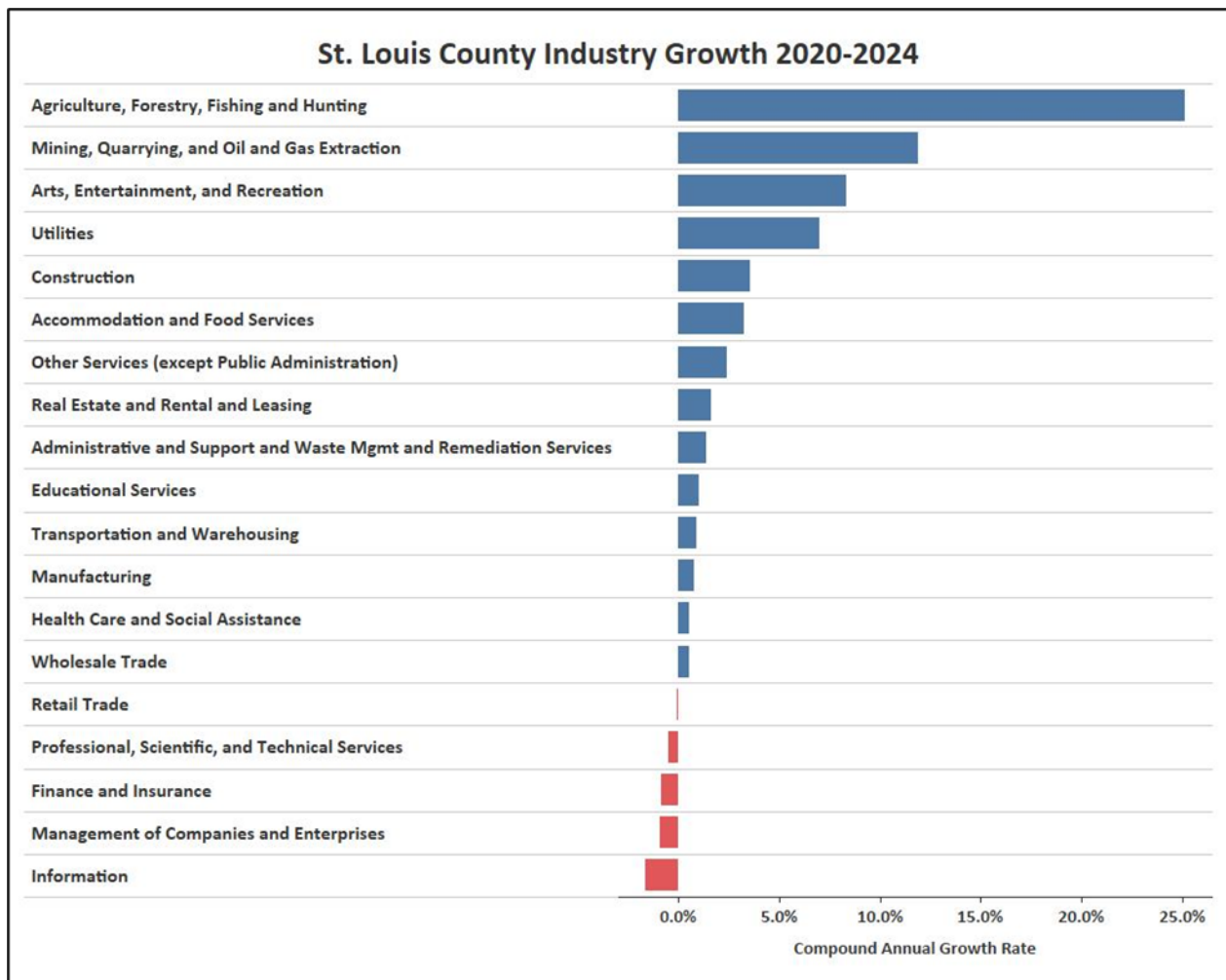
Provide an analysis of the industries and occupations for which there is existing demand.

Current Industry Demand

Several industry groups had a positive growth rate from 2020 to 2024. Those industries included Agriculture, Forestry, Fishing and Hunting (593 employment increase at 25.1% compound annual growth rate); Mining, Quarrying, and Oil and Gas Extraction (279 at 11.9%); and Arts, Entertainment, and Recreation (3,442 at 8.4%).



Source: Quarterly Census of Employment and Wages (QCEW), annual averages, private ownership



Source: *Quarterly Census of Employment and Wages (QCEW), annual averages, private ownership*

Location Quotient

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

In 2024, the St. Louis Region had six industries with LQs of 1.5 or higher, including Management of Companies and Enterprises (2.0); Chemical Manufacturing (1.9); Hospitals (1.7); Machinery Manufacturing (1.5); Beverage and Tobacco Product Manufacturing (1.5); and Printing and Related Support Activities (1.5).

2024 St. Louis County Location Quotients		
Industry	Employment	Location Quotient
Management of Companies and Enterprises	26,105	2.6
Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services	3,754	2.0
Insurance Carriers and Related Activities	19,957	2.0
Merchant Wholesalers, Durable Goods	23,188	1.8
Printing and Related Support Activities	2,333	1.7
Rental and Leasing Services	3,601	1.6
Chemical Manufacturing	5,247	1.5
Social Assistance	25,693	1.4
Wholesale Trade Agents and Brokers	2,685	1.4
Health and Personal Care Retailers	5,805	1.4
Broadcasting and Content Providers	1,838	1.4
Machinery Manufacturing	5,896	1.4
Real Estate	9,038	1.3
Securities, Commodity Contracts, and Other Financial Investments and Related Activities	5,384	1.3
Telecommunications	3,034	1.3

Source: Quarterly Census of Employment and Wages (QCEW), 2024 Annual Averages

Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From October 2024 to September 2025, nearly 179,191 on-line job ads were placed for jobs located in the St. Louis County according to Lightcast™.

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

Now occupations with the highest number of job postings included Retail Salespersons; Customer Service Representatives; Laborers and Freight, Stock, and Material Movers, Hand; Janitors and Cleaners, Except Maids and Housekeeping Cleaners; and Maids and Housekeeping Cleaners.

Occupations with the most job postings in the Next category were First-Line Supervisors of Retail Sales Workers; Heavy and Tractor-Trailer Truck Drivers; Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products; Maintenance and Repair Workers, General; and Health Technologists and Technicians, All Other.

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

Many of the occupations with the most job postings also have high numbers of projected openings in the region through 2032. The occupations with high numbers of job postings and high numbers of projected annual openings are identified with the star.

Top Job Ads - St. Louis County		
SOC Code	Occupation Title	Online Job Postings
NOW - Typically requires high school education or less and short-term training		
41-2031	Retail Salespersons	4,780★
43-4051	Customer Service Representatives	2,920★
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,890★
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,740★
37-2012	Maids and Housekeeping Cleaners	1,470★
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,420★
35-3023	Fast Food and Counter Workers	1,410★
31-1120	Home Health and Personal Care Aides	1,360★
35-3031	Waiters and Waitresses	1,350★
41-2011	Cashiers	1,200★
NEXT - Typically requires moderate/long-term training or experience or education beyond high school		
41-1011	First-Line Supervisors of Retail Sales Workers	3,320★
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,150★
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,530★
49-9071	Maintenance and Repair Workers, General	2,360★
29-2099	Health Technologists and Technicians, All Other	1,950
29-2061	Licensed Practical and Licensed Vocational Nurses	1,770
43-1011	First-Line Supervisors of Office and Administrative Support Workers	1,710★
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	1,620★
11-9051	Food Service Managers	1,610
31-9092	Medical Assistants	1,350
LATER - typically requires a bachelor's degree or higher		
29-1141	Registered Nurses	14,420★
15-1252	Software Developers	2,570★
11-9111	Medical and Health Services Managers	2,250★
15-1299	Computer Occupations, All Other	2,120
13-1082	Project Management Specialists	1,820★
11-1021	General and Operations Managers	1,770★
11-3031	Financial Managers	1,530★
11-2022	Sales Managers	1,460
13-2011	Accountants and Auditors	1,400★
15-2051	Data Scientists	1,280

Source: Lightcast, job ads between Oct. 1, 2024 - Sept. 30, 2025

★= Top Job Openings in Now, Next and Later, 2022-2032 Occupational Projections for St. Louis Region, MERIC

b. Emerging Demand Industry Sectors and Occupations

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

Industry Projections

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

The long-term industry projections help determine the industries that are expected to experience job growth over time. The latest round of projections is through the ten-year period ending in 2032.

The top five industries by numeric employment change were Hospitals; Ambulatory Health Care Services; Amusement, Gambling, and Recreation Industries; Warehousing and Storage; and Food Services and Drinking Places.

St. Louis Region Industry Projections 2022-2032					
NAICS	Industry	Employment		2022-2032 Change	
		2022	2032	Numeric	Percent
10	Total All Industries	1,176,262	1,237,996	61,734	5.2%
622	Hospitals	68,984	89,414	20,430	29.6%
621	Ambulatory Health Care Services	48,044	54,218	6,174	12.9%
713	Amusement, Gambling, and Recreation Industries	11,411	15,827	4,416	38.7%
493	Warehousing and Storage	9,387	12,960	3,573	38.1%
722	Food Services and Drinking Places	82,300	85,655	3,355	4.1%
524	Insurance Carriers and Related Activities	36,412	39,765	3,353	9.2%
531	Real Estate	13,110	16,284	3,174	24.2%
238	Specialty Trade Contractors	36,979	39,864	2,885	7.8%
561	Administrative and Support Services	60,657	63,531	2,874	4.7%
455	General Merchandise Retailers	20,297	22,980	2,683	13.2%
721	Accommodation, including Hotels and Motels	10,151	12,077	1,926	19.0%
325	Chemical Manufacturing	11,886	12,940	1,054	8.9%
522	Credit Intermediation and Related Activities	20,175	21,063	888	4.4%
551	Management of Companies and Enterprises	36,386	37,231	845	2.3%
334	Computer and Electronic Product Manufacturing	3,342	4,110	768	23.0%

Source: MERIC 2022-2032 Long Term Projections

Occupational Projections

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

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

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

Growth openings are projected at all education and training levels. Occupations in the table below are listed by the highest number of growth openings. Now occupations with the highest numbers of projected growth openings were Home Health and Personal Care Aides; Stockers and Order Fillers; and Laborers and Freight, Stock, and Material Movers, Hand. Next occupations with the highest numbers of projected growth openings were Cooks, Restaurant; Nursing Assistants; and Maintenance and Repair Workers, General. Later occupations with the most projected growth openings were Registered Nurses; Software Developers; and Medical and Health Services Managers.

St. Louis Region Highest Growth Openings 2022-2032						
Occupation	Average Wage	Percent Growth	Exits	Annual Openings		
				Transfers	Growth	Total
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma						
Home Health and Personal Care Aides	\$32,446	15.7%	3,323	2,771	603	6,697
Stockers and Order Fillers	\$41,069	14.1%	1,475	2,321	312	4,108
Laborers and Freight, Stock, and Material Movers, Hand	\$41,986	7.0%	820	1,395	116	2,331
Fast Food and Counter Workers	\$31,758	7.5%	1,380	1,474	90	2,944
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$36,076	5.0%	1,273	1,271	89	2,633
Construction Laborers	\$63,627	9.2%	292	427	74	793
Exercise Trainers and Group Fitness Instructors	\$38,765	12.4%	359	724	69	1,152
Landscaping and Groundskeeping Workers	\$40,834	6.9%	456	712	61	1,229
Light Truck Drivers	\$49,551	9.0%	278	359	53	690
Industrial Truck and Tractor Operators	\$49,850	11.1%	159	318	52	529
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training						
Cooks, Restaurant	\$38,071	25.9%	916	1,095	308	2,319
Nursing Assistants	\$38,960	14.7%	724	895	157	1,776
Maintenance and Repair Workers, General	\$55,414	9.9%	514	532	110	1,156
Heavy and Tractor-Trailer Truck Drivers	\$56,016	6.1%	654	847	85	1,586
Carpenters	\$69,187	8.4%	338	457	78	873
First-Line Supervisors of Food Preparation and Serving Workers	\$44,748	8.7%	432	822	72	1,326
Pharmacy Technicians	\$43,129	17.7%	170	218	71	459
Medical Assistants	\$42,265	14.6%	232	398	68	698
Electricians	\$74,426	12.5%	189	307	67	563
Medical Secretaries and Administrative Assistants	\$44,815	10.5%	305	291	57	653
LATER - Typically requires a bachelor's degree or higher						
Registered Nurses	\$85,100	23.3%	1,246	772	784	2,802
Software Developers	\$119,405	19.5%	204	426	212	842
Medical and Health Services Managers	\$121,792	39.4%	136	201	160	497
Nurse Practitioners	\$129,021	47.4%	91	92	158	341
General and Operations Managers	\$112,165	4.3%	945	2,039	158	3,142
Personal Financial Advisors	\$124,732	33.5%	122	156	130	408
Financial Managers	\$163,307	17.6%	172	273	108	553
Market Research Analysts and Marketing Specialists	\$79,057	11.1%	226	420	76	722
Securities, Commodities, and Financial Services Sales Agents	\$88,938	18.0%	124	203	74	401
Clinical Laboratory Technologists and Technicians	\$61,065	15.2%	177	155	74	406

Source: MERIC 2022-2032 Long-Term Occupational Projections

c. Employers' Employment Needs

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

Real-Time Labor Market Data

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

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

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

Employer Skill Needs - St. Louis County			
Industry	Specialized Skills	Qualifications	Software and Programming
Health Care & Social Assistance	Nursing	Registered Nurse (RN)	Epic EMR
	Nursing Care	Basic Life Support (BLS) Certification	R (Programming Language)
	Direct Patient Care	Licensed Practical Nurse (LPN)	Spreadsheets
	Data Entry	Cardiopulmonary Resuscitation (CPR) Certification	Standard Template Library (STL)
	Home Health Care	Valid Driver's License	SQL (Programming Language)
Accommodation & Food Services	Restaurant Operation	Valid Driver's License	Standard Template Library (STL)
	Food Safety And Sanitation	ServSafe Certification	R (Programming Language)
	Cash Handling	Cardiopulmonary Resuscitation (CPR) Certification	Operating Systems
	Food Services	Functional Skills Qualification	Spreadsheets
	Food Preparation	Food Handler's Card	Property Management Systems
Professional, Scientific & Technical Services	Project Management	Valid Driver's License	Amazon Web Services
	Marketing	Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	Python (Programming Language)
	Auditing	Professional Engineer (PE) License	SQL (Programming Language)
	Computer Science	Project Management Professional Certification	SAP Applications
	Workflow Management	Security Clearance	Application Programming Interface (API)
Finance & Insurance	Financial Services	FINRA Series 7 (General Securities Representative)	SQL (Programming Language)
	Finance	Valid Driver's License	Salesforce
	Auditing	Master of Business Administration (MBA)	Python (Programming Language)
	Loans	Certified Public Accountant	Spreadsheets
	Marketing	Chartered Financial Analyst	Tableau (Business Intelligence Software)
Construction	Construction	Valid Driver's License	Procore
	Project Management	Commercial Driver's License (CDL)	Inventory Management System
	Subcontracting	Professional Engineer (PE) License	Project Management Software
	Construction Management	First Aid Certification	AutoCAD
	Roofing	30-Hour OSHA General Industry Card	Autodesk Revit
Wholesale Trade	Warehousing	Valid Driver's License	SAP Applications
	Merchandising	Commercial Driver's License (CDL)	Web Browsers
	Marketing	ServSafe Certification	Salesforce
	Food Services	Forklift Certification	SQL (Programming Language)
	Inventory Management	Master of Business Administration (MBA)	Dashboard
Information	Marketing	Valid Driver's License	Salesforce
	Telecommunications	Certified Information Systems Security Professional	Operating Systems
	Computer Science	Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	Python (Programming Language)
	Sales Prospecting	Security Clearance	Amazon Web Services
	Project Management	Secret Clearance	SQL (Programming Language)

Source: Lightcast, online job ads between Oct. 1, 2024 - Sept. 30, 2025

8. Workforce Analysis

Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA¹. This population must include individuals with disabilities among other groups² in the economic region and across the LWDA.

a. Employment and Unemployment Analysis

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

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

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

Population Data

The U.S. Census Bureau estimates that Missouri's population grew to over 6.17 million in 2023, up by 0.2 percent from the previous year. St. Louis County had a negative population growth rate from 2022 to 2023, decreasing by over 3,000 residents from 2022 to 2023.

Population Change by County-St. Louis County				
NAME	1 Year Change 2022-2023		5 Year Change 2019-2023	
	Number	Percentage	Number	Percentage
Missouri	13,759	0.2%	63,271	1.0%
St. Louis County	(3,085)	-0.3%	(301)	0.0%

Source: American Community Survey-5 Year data (2019-2023)

Demographics

In 2023, overall, for Missouri, 25.1 percent of the population was under the age of 20 years. In 2023, St. Louis County (24.6%) had the lower percentage of its population under the age of 20 years than the state average. The percentage of the population 55 and up in St. Louis County (32.3%) was higher than the state average of 30.8 percent.

The Missouri statewide average was 49.3 percent male and 50.7 percent female. St. Louis County had a higher percent of female population (52.2%).

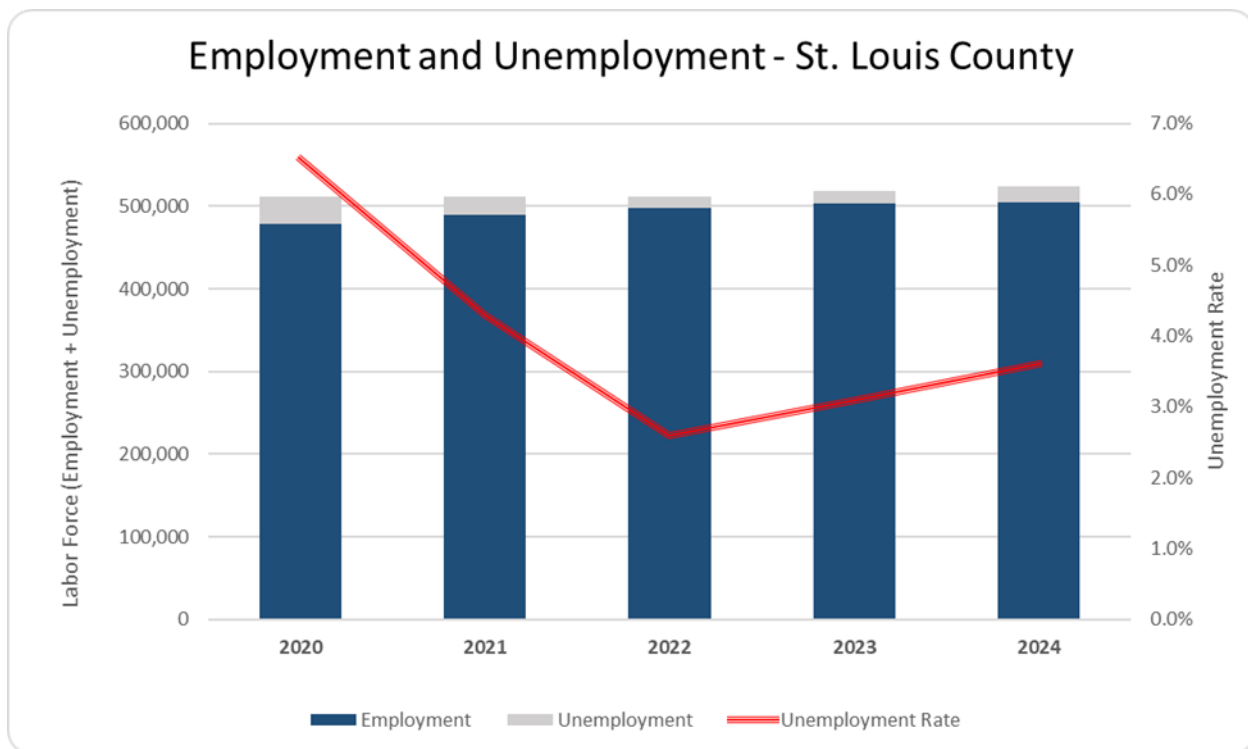
Racial minorities in St. Louis County were higher than the statewide average. Hispanics or Latinos accounted for 5.1 percent of the population in the state. St. Louis County had a lower Hispanic or Latino population percentage, at 3.7 percent.

County	Population						Gender		Race/Ethnicity								
	Total	Under 20	20 to 24	25 to 34	35 to 54	55+	Male	Female	White	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pacific Islander	Some other race	One Race	Two or more races	Hispanic or Latino
Missouri	6,168,181	25.1%	6.5%	13.2%	24.4%	30.8%	49.3%	50.7%	78.3%	11.1%	2.1%	0.3%	0.2%	1.7%	93.7%	6.3%	5.1%
St. Louis County	996,618	24.6%	5.9%	12.7%	24.5%	32.3%	47.8%	52.2%	63.0%	24.2%	4.7%	0.1%	0.0%	1.6%	93.6%	6.4%	3.7%

Source: American Community Survey-5 Year data (2019-2023)

Employment and Unemployment

The number of St. Louis County residents in the labor force increased from 2020 to 2024. The unemployment rate for the county was 6.5 percent in 2020. The unemployment rate for the county was 3.1 percent in 2023 and 3.6 percent in 2024.



Source: *Local Area Unemployment Statistics (LAUS)*

Labor Force Participation

The labor force is the sum of employed and unemployed persons. The labor force participation rate is the labor force as a percent of the civilian population 16 years and older. Using American Community Survey, 5-year data through 2023, Missouri's labor force participation rate was 62.7 percent. In comparison, the rate for St. Louis County was at 65.1 percent.

Civilian Labor Force Participation Rate by County			
Region	Population 16 years and over	Civilian Population 16 years and over (In labor force)	Labor Force Participation Rate (Civilian)
Missouri	4,945,676	3,102,218	62.7%
St. Louis County	802,671	522,620	65.1%

Source: *American Community Survey-5 Year data (2019-2023)*

b. Labor Market Trends

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

In-Demand Occupations

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

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

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

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

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

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

The table below displays the top five jobs by the number of projected openings for the 10-year projection period through 2032 in the Now, Next, and Later categories for the region. The flame beside some of the occupations represents “hot jobs” determined by the number of job ads placed by employers.

The Now occupations with the most annual job openings were Home Health and Personal Care Aides (6,697); Stockers and Order Fillers (4,108); Cashiers (3,865); Retail Salesperson (3,298); and Waiters and Waitresses (3,136). A main reason for the high number of openings in these occupations was transfers and exits.

Occupations with the highest number of annual openings in the Next category were Cooks, Restaurant (2,319); Nursing Assistants (1,776); Heavy and Tractor-Trailer Truck Drivers (1,586); First-Line Supervisors of Food Preparation and Serving Workers (1,326); and Maintenance and Repair Workers, General (1,156).

Later occupations with the highest number of annual openings were General and Operations Managers (3,142); Registered Nurses (2,802); Accountants and Auditors (993); Software Developers (842); and Project Management Specialists (728).

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

St. Louis Region Occupational Projections 2022-2032							
Occupation	2022	2032	Annual Openings				Median Wage
	Employment	Employment	Growth	Exits	Transfers	Total	
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma							
Home Health and Personal Care Aides 🔥	38,516	44,550	603	3,323	2,771	6,697	\$24,960
Stockers and Order Fillers	22,142	25,266	312	1,475	2,321	4,108	\$37,044
Cashiers	20,913	20,036	-88	1,969	1,984	3,865	\$29,827
Retail Salespersons 🔥	23,018	22,821	-20	1,504	1,814	3,298	\$31,854
Waiters and Waitresses 🔥	14,855	15,167	31	1,291	1,814	3,136	\$35,447
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training							
Cooks, Restaurant	11,891	14,974	308	916	1,095	2,319	\$35,317
Nursing Assistants	10,652	12,219	157	724	895	1,776	\$37,743
Heavy and Tractor-Trailer Truck Drivers 🔥	14,026	14,877	85	654	847	1,586	\$52,704
First-Line Supervisors of Food Preparation and Serving Workers	8,226	8,944	72	432	822	1,326	\$36,901
Maintenance and Repair Workers, General 🔥	11,111	12,206	110	514	532	1,156	\$48,357
LATER - Typically requires a bachelor's degree or higher							
General and Operations Managers 🔥	37,165	38,746	158	945	2,039	3,142	\$82,950
Registered Nurses 🔥	33,599	41,435	784	1,246	772	2,802	\$81,238
Accountants and Auditors 🔥	12,245	12,680	44	385	564	993	\$77,654
Software Developers 🔥	10,842	12,957	212	204	426	842	\$109,318
Project Management Specialists 🔥	9,547	10,069	52	224	452	728	\$67,061

 Flame icon indicates occupations with high numbers of job ads

Sources: MERIC Long-Term Occupational Projections 2022-2032 and Lightcast, online job ads

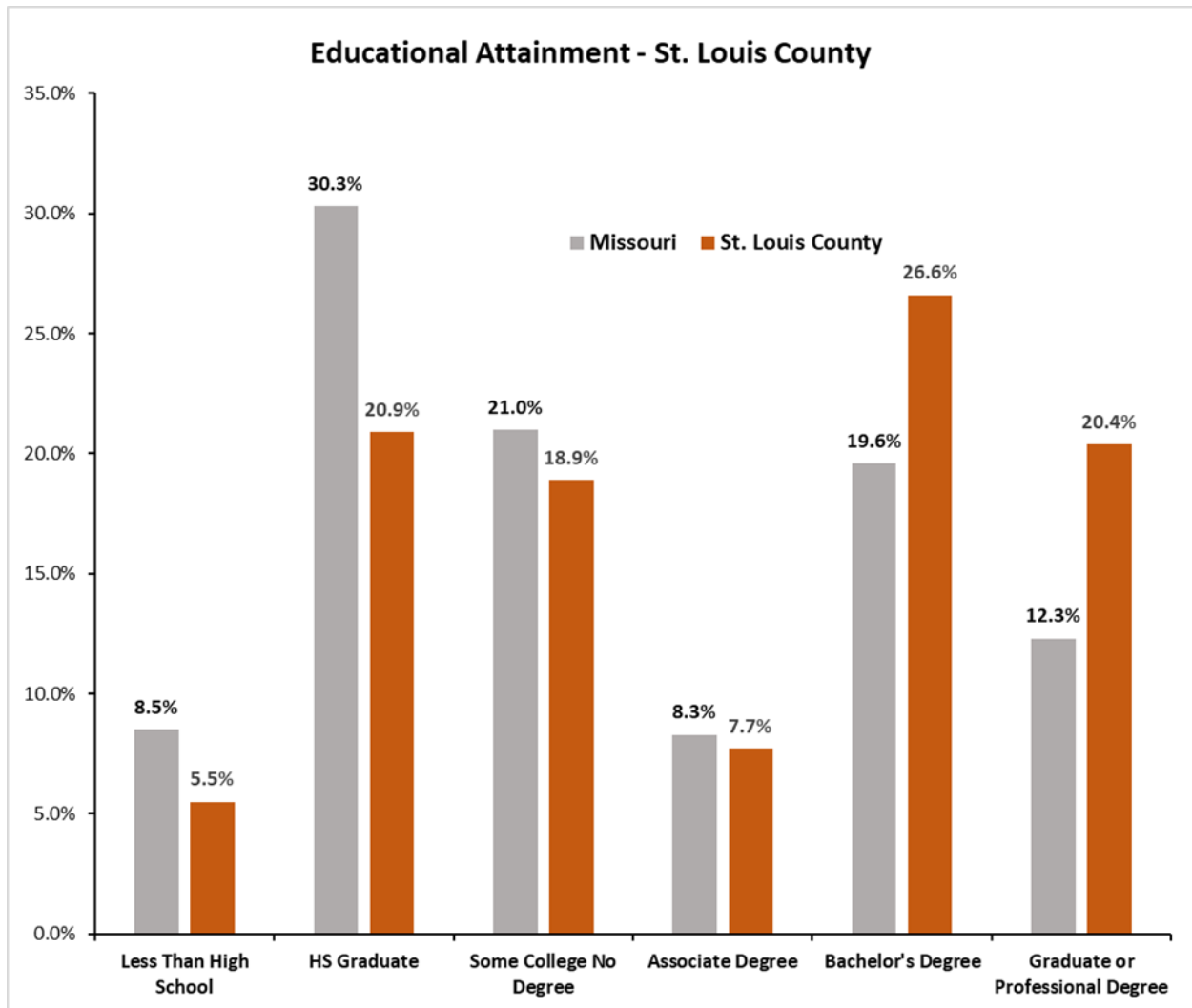
c. Education and Skills Levels of the Workforce Analysis

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

Educational Attainment

Educational attainment is a measure of the highest level of education obtained by individuals aged 25 and up, or the population generally in the workforce. Over ninety percent of Missouri's population age 25 and over was a high school graduate or higher in 2023. Over 19 percent held a bachelor's degree and over 12 percent held a graduate or professional degree.

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



Source: American Community Survey-5 Year data (2019-2023)

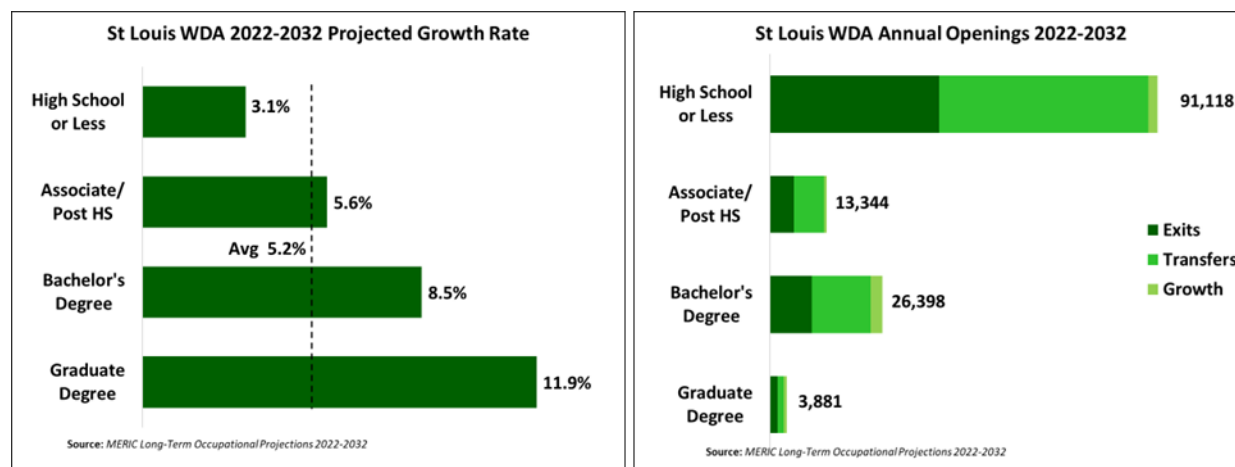
Occupational Projections

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

Long-term projections are used to identify the fastest growing occupations, as well as occupations with a high number of openings through 2032.

The growth rate of an occupation measures the percentage of job growth by an occupation between the base year and projected year. Occupations requiring a graduate degree are projected to have the fastest growth rate (11.9%), followed by occupations requiring a bachelor's degree (8.5%).

Long-term projections also present data on expected job openings for each occupation through 2032. Openings in an occupation can occur due to an occupation growing, workers moving into a different occupation, or workers leaving the workforce entirely. No matter the reason, qualified individuals are still needed to fill job vacancies. Most openings will be in entry-level jobs, mostly due to high turnover rates as workers either transfer to other occupations or leave the workforce.



d. Skill Gaps

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

Skills Demand

Employers request a variety of skills from job applicants. Some skills are termed as durable, or soft skills, such as communication, creativity, critical thinking, emotional intelligence, or customer service; while others are more technical or hard skills, such as sales, project management, computer science, or programming languages.

Middle-Skills Overview

Middle-skill occupations are an essential part of Missouri's workforce, accounting for more than one-third of all jobs. These critical occupations are broadly defined as occupations that require some training after high school but less than a bachelor's degree. Low-skilled jobs are those that require, at most, a high school education, while high-skill jobs require at least a bachelor's degree.

There is always a need for a properly skilled workforce, and a lack of skilled workers impacts the ability of businesses and industries to compete globally. Lacking relevant skills hinders the ability to be more productive, thus deterring higher earning potential and improved living standards. Middle-skill workers are pivotal to maintaining and improving society and the U.S. economy. These workers are vital in health care, public services, construction, manufacturing, and information technology infrastructure development.¹

Meeting the continued demand for middle-skill occupations is an important factor in maintaining a strong economy in the state. Middle-skill jobs offer good pay and career opportunities with industry-recognized training and credentials. Such training programs can be as short as a few months. Middle-skill jobs offer an important opportunity for better pay and advancement without needing a bachelor's degree. This report highlights Missouri's middle-skill jobs and provides details on several occupational groups where middle-skilled workers are in high demand.

In 2023, middle-skill occupations had an average annual wage of \$53,603. This was lower than the average annual wage of \$57,580 for all occupations in the state, but higher than the average annual wage of \$36,925 for low-skill occupations.

Over 1.1 million jobs in Missouri's labor market were in middle-skill occupations. In 2022, 35.6 percent of the workforce was employed in middle-skill occupations, compared to 35.5 percent employed in low-skill occupations and 28.9 percent employed in high-skill occupations.

The middle-skill occupation with the highest individual employment was Heavy and Tractor-Trailer Truck Drivers (51,366), followed by Miscellaneous Assemblers and Fabricators (32,935) and Maintenance and Repair Workers, General (32,437). These three occupations combined employed over 116,000 workers in Missouri in 2022.

Middle-skill occupations are projected to produce over 117,000 annual job openings from 2022 to 2032, or 33 percent of all job openings during that period. High-skill occupations are projected to produce 20.6 percent of all job openings and low-skill occupations are projected to produce 46.4 percent of all job openings.

Total job openings are a combination of growth, exit, and transfer openings:

- Growth openings are the result of an occupation growing between the base year and the projected year.
- Exit openings occur when a worker leaves the workforce entirely, such as retirement.
- Transfer openings occur when a worker leaves their occupation for a different one.

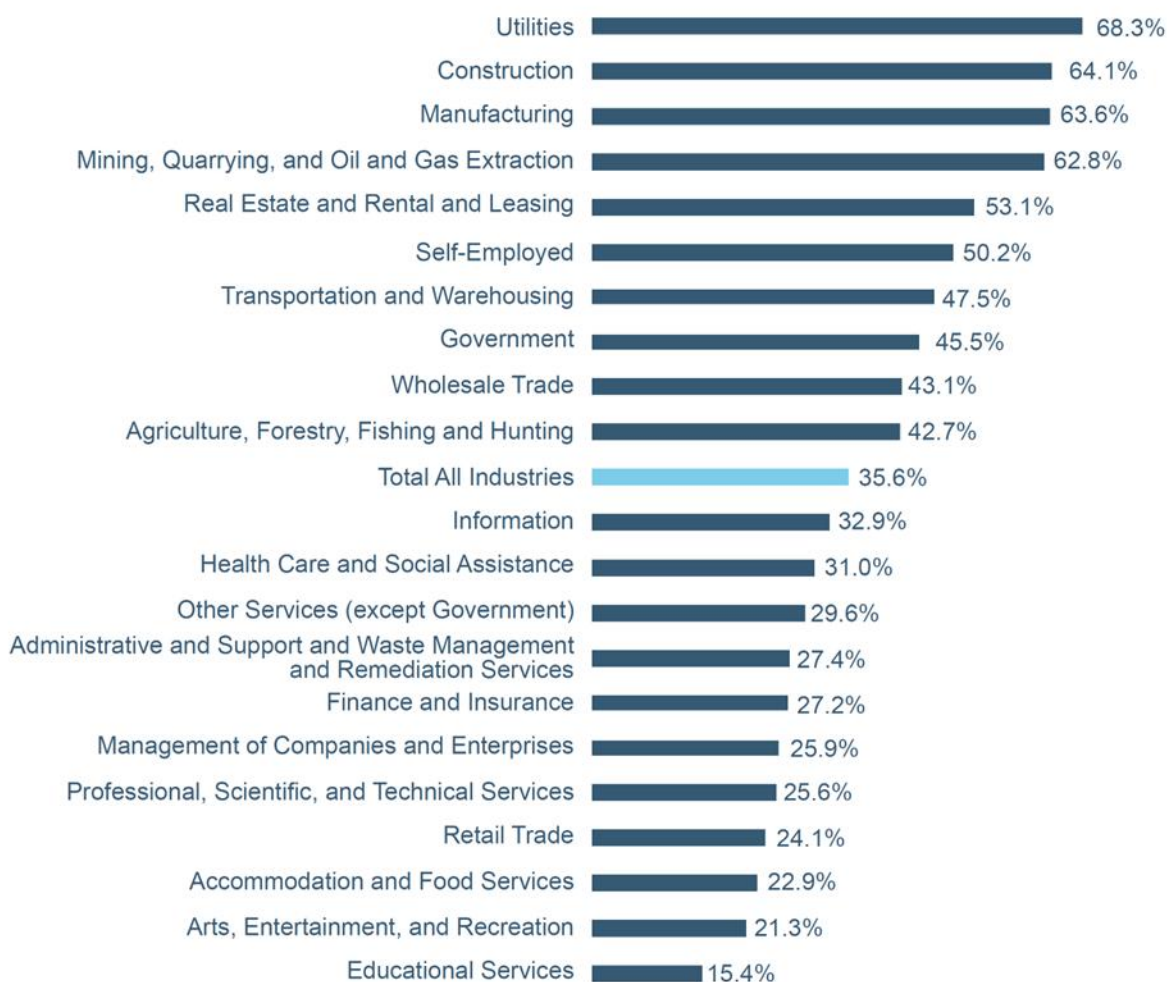
Four occupation groups have particularly high concentrations of middle-skill employment:

- Installation, Maintenance, and Repair Occupations
- Production Occupations
- Construction and Extraction Occupations
- Protective Service Occupations



Overall, middle-skill occupations made up 35.6 percent of total employment in Missouri. Some industries, however, had a much higher percentage of middle-skill employment. The Utilities industry had the highest percentage of middle-skill employment, followed by the Construction industry.

Middle-Skill Employment Percent of Industry 2022

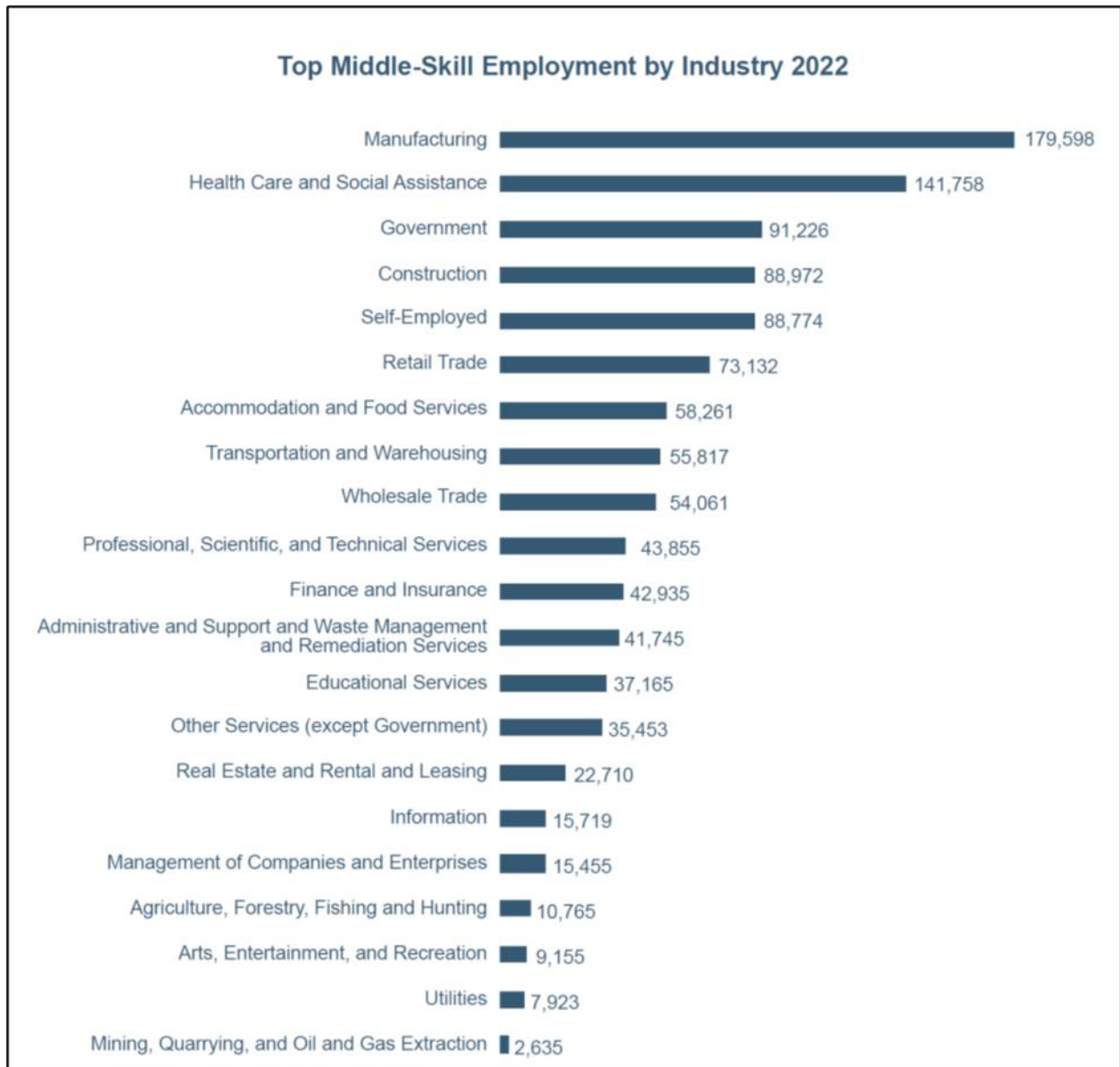


TOTAL MIDDLE-SKILL EMPLOYMENT BY INDUSTRY



The Manufacturing industry had the highest total number of middle-skill employees, followed by the Health Care and Social Assistance sector. Government had the third highest employment. The Utilities industry had the highest percentage of middle-skill

employment, but the lowest middle-skill employment in absolute numbers after the Mining, Quarrying, and Oil and Gas Extraction industry.



The middle-skill occupations with the most annual job openings during the projection period are Cooks, Restaurant; Heavy and Tractor-Trailer Truck Drivers; and Nursing Assistants. These three occupations combined are projected to have over 16,000 job openings per year through 2032. Cooks, Restaurant are also projected to have high growth between 2022 and 2032.

Top Middle-Skill Occupations by Annual Openings 2022-2032					
Occupations	2022 Estimated Employment	2032 Projected Employment	Net Change	Annual Total Openings	2023 Average Wage
Cooks, Restaurant	31,981	39,312	7,331	6,070	\$34,000
Heavy and Tractor-Trailer Truck Drivers	51,366	53,729	2,363	5,693	\$53,440
Nursing Assistants	30,420	32,489	2,069	4,660	\$36,350
First-Line Supervisors of Food Preparation and Serving Workers	22,151	23,779	1,628	3,518	\$39,460
Maintenance and Repair Workers, General	32,437	34,812	2,375	3,254	\$48,080
Miscellaneous Assemblers and Fabricators	32,935	30,041	-2,894	3,037	\$44,240
Bookkeeping, Accounting, and Auditing Clerks	22,861	22,048	-813	2,519	\$46,990
Teaching Assistants, Except Postsecondary	19,295	19,674	379	2,301	\$34,550
First-Line Supervisors of Office and Administrative Support Workers	23,484	22,797	-687	2,139	\$65,150
First-Line Supervisors of Retail Sales Workers	22,250	21,310	-940	2,040	\$49,020

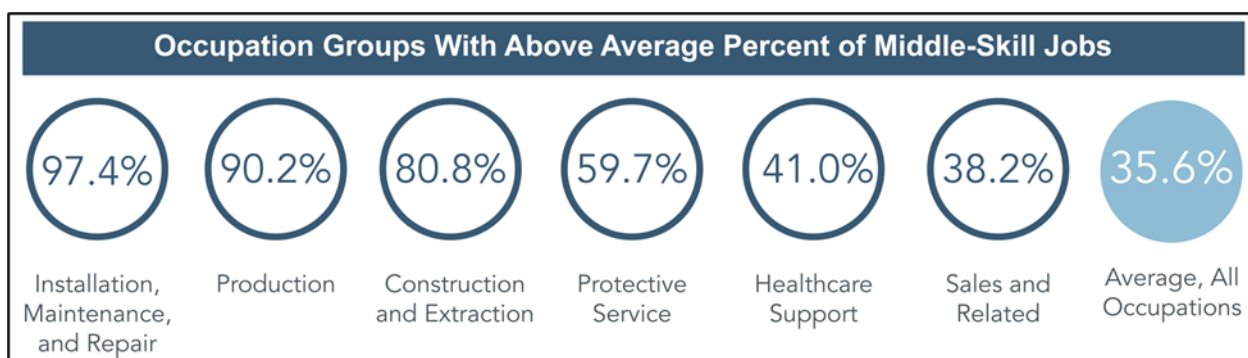
The middle-skill occupations that are projected to experience the fastest rates of growth are Physical Therapist Assistants, Occupational Therapy Assistants, and Veterinary Technologists and Technicians. Each of these three occupations have projected growth rates of over 25 percent, compared to a 4.3 percent growth for all occupations in Missouri. Cooks, Restaurant has the highest employment of the top 10 fastest growing occupations.

Middle-Skill Fastest Growing Occupations 2022-2032					
Occupations	2022 Estimated Employment	2032 Projected Employment	Net Change	Percent Change	2023 Average Wage
Physical Therapist Assistants	2,517	3,243	726	28.8%	\$62,750
Occupational Therapy Assistants	1,159	1,492	333	28.7%	\$61,290
Veterinary Technologists and Technicians	2,078	2,638	560	26.9%	\$38,600
Cooks, Restaurant	31,981	39,312	7,331	22.9%	\$34,000
Respiratory Therapists	3,110	3,738	628	20.2%	\$70,450
Computer Numerically Controlled Tool Programmers	456	548	92	20.2%	\$63,910
Health Information Technologists and Medical Registrars	1,462	1,749	287	19.6%	\$50,350
Hearing Aid Specialists	311	371	60	19.3%	\$56,830
Animal Trainers	863	1,017	154	17.8%	\$48,550
Diagnostic Medical Sonographers	1,301	1,532	231	17.8%	\$85,910

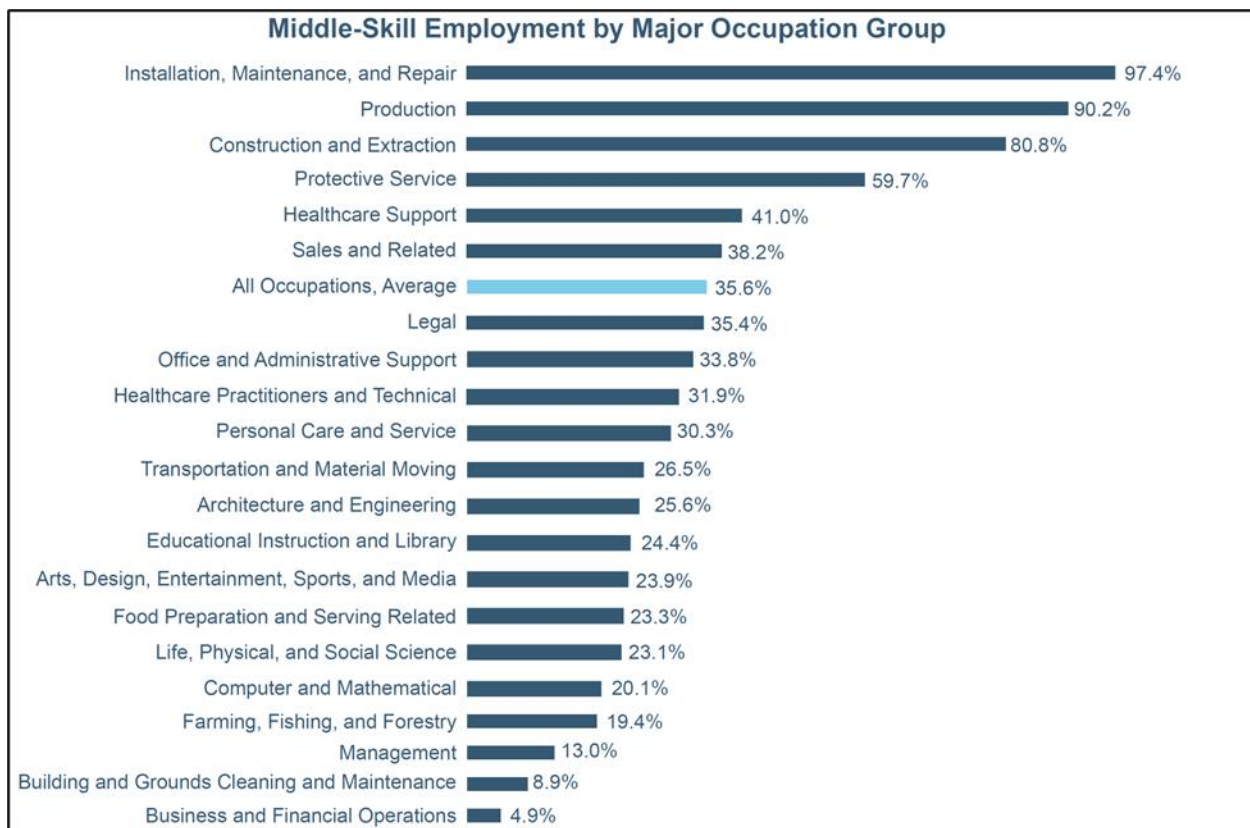
While the average annual wage for all middle-skill occupations was \$53,603 in 2023, some middle-skill occupations earn considerably more. The middle-skill occupation with the highest average annual wage is Commercial Pilots, followed by Air Traffic Controllers. Although these occupations have higher than average

Top Middle-Skill Occupations by Average Wage					
Occupations	2022 Estimated Employment	2032 Projected Employment	Net Change	Annual Total Openings	2023 Average Wage
Commercial Pilots	1,122	1,187	65	135	\$128,830
Air Traffic Controllers	248	271	23	24	\$112,360
Power Distributors and Dispatchers	97	98	1	8	\$108,180
Transportation, Storage, and Distribution Managers	2,444	2,636	192	218	\$98,630
Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	442	435	-7	36	\$94,650
First-Line Supervisors of Non-Retail Sales Workers	5,609	5,542	-67	442	\$92,940
Petroleum Pump System Operators, Refinery Operators, and Gaugers	930	935	5	85	\$92,680
Fire Inspectors and Investigators	196	207	11	18	\$90,970
Nuclear Technicians	157	160	3	16	\$89,090
Postmasters and Mail Superintendents	289	272	-17	19	\$88,900

All but one of the 22 major occupation groups have middle-skill jobs. The Installation, Maintenance and Repair occupation group has the highest percentage of middle-skill employment, followed by Production.



Six major occupation groups have higher middle-skill employment percentages than the state average of 35.6 percent for all occupations. Some occupation groups with above average middle-skill employment percentages, such as Healthcare Support and Production, are heavily concentrated in certain industries, such as the Health Care and Social Assistance industry and Manufacturing industry, respectively. Two of the exceptions include Installation, Maintenance, and Repair and Office and Administrative Support occupations, which are more evenly distributed among a variety of industries.



St. Louis Region Middle Skills Occupations

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

In the St. Louis Region, middle skill jobs made up nearly 32 percent of employment in 2022. The occupational groups with the largest amount of middle skill employment were Production Occupations; Office and Administrative Support Occupations; and Installation, Maintenance, and Repair Occupations.

Top Outlook Middle Skill (NEXT) Occupations - St. Louis Region <i>NEXT jobs typically require moderate/long-term training or experience or education beyond high school</i>			
Grade	Occupation Title	Annual Openings	Average Annual Wage 2024
A	Cooks, Restaurant	2,319	\$38,071
A	Nursing Assistants	1,776	\$38,960
B+	Heavy and Tractor-Trailer Truck Drivers	1,586	\$56,016
B+	First-Line Supervisors of Food Preparation and Serving Workers	1,326	\$44,748
B+	Maintenance and Repair Workers, General	1,156	\$55,414
B	Bookkeeping, Accounting, and Auditing Clerks	979	\$53,104
B+	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	951	\$80,370
B	First-Line Supervisors of Office and Administrative Support Workers	931	\$71,912
A	Carpenters	873	\$69,187
C+	Miscellaneous Assemblers and Fabricators	801	\$44,687
B	First-Line Supervisors of Retail Sales Workers	715	\$51,326
B+	Medical Assistants	698	\$42,265
B+	Medical Secretaries and Administrative Assistants	653	\$44,815
B	Hairdressers, Hairstylists, and Cosmetologists	648	\$43,611
B+	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	629	\$71,507
C+	Teaching Assistants, Except Postsecondary	621	\$33,951
A	Electricians	563	\$74,426
B	Automotive Service Technicians and Mechanics	535	\$53,845
A	Insurance Sales Agents	535	\$75,858
B	Production Workers, All Other	462	\$43,847

Source: MERIC Long-Term Projections 2022-2032

9. Workforce Development, Education, and Training Activities Analysis

Describe the workforce development services and activities, including education and training in the LWDA, to address the education and skills needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners³.

STLCOWD offers a variety of services and programming to address the education and skills needs of the workforce. From career advising to skills-based training programs, the LWDB provides resources that enable individuals to pursue their chosen career pathway, particularly in occupations that provide quality jobs and that are aligned to our region's industry clusters. Education and training programs that provide skills-based training in healthcare, logistics, and information technology are available, in addition to other high-demand, high-growth occupations. If an individual is simply looking to get connected to a new job opportunity, the Job Center offers the ability to participate in workshops, resume development assistance, and interview preparation. We also work with co-located partners, like Job Corps, that provide education and training services to youth, mostly preparing them for careers in the skilled trades. HiSET classes are on site in the Job Center to assist individuals in obtaining their high school equivalency credential. These programs, combined with our career and education/training programs, offer individuals the opportunity to thrive in their chosen career.

a. The Strengths and Weaknesses of Workforce Development Activities

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

STLCOWD offers a variety of training programs that meet the needs of local workforce with particular emphasis on healthcare and logistics. Some of our strengths in education and training include: (1) several major higher education partners (e.g. Washington University, UMSL, St. Louis Community College) that offer a variety of training opportunities, (2) a successful Apprenticeship program in partnership with Washington University, and (3) a robust partnership with several truck driving schools offering CDLs, a popular program selected by participants. Areas of weakness or room for growth include diversifying the industry training programs. We need more training providers who offer training in bioscience as this is one of our major economic sectors as well as emerging IT pathways, like geospatial intelligence and AI. This will attempt to meet a demand that is great in the St. Louis region and offer additional pathways to good-paying jobs.

b. Local Workforce Development Capacity

Provide an analysis of the capacity of local entities to provide the workforce development services and activities to address the identified education and skills needs of the workforce and the employment needs of employers in the LWDA.

In the St. Louis County Local Area, the STLCOWD, its staff and subcontractors, have been monitoring the changing employment needs of the region's businesses and their workers for over thirty years. Local Elected Officials, the STLCOWD, and our MOU partners recognize that in order to foster continuous improvement we must work together to ensure the local workforce system is in sync with the needs of our businesses, job seekers, and workers. With an unemployment rate as low as 3.7% the demographics of the available applicant pool presents challenges.

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

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

- Attention to common skills – research shows common skills listed in job advertisements as desirable by employers are communication, organization, writing skills, business fundamentals, customer service and problem-solving top the list.
- An overwhelming lack of “soft skills” – a problem repeatedly noted by many area businesses involves less than acceptable performance as relates to punctuality, attendance, listening skills, attitude, initiative, and personal appearance. These issues may require the attention of all partners to facilitate improvements.
- Specific occupational skills – skills that keep pace with industry trends and the changing needs of business through diplomas, certificates and degrees. Stackable industry-recognized credentials may be made available through on-the-job training; apprenticeships; short-term courses and specialized training provided by community colleges and four- year universities. ITA funding is available for areas both inside and outside of high-demand, high-growth industries to accommodate the needs of area businesses. Impacting the cultural and systemic changes may take efforts by community partners, businesses, and WIOA Title I, Title II, and Title IV providers.

The STLCOWD has one comprehensive Missouri Job Center and one satellite site. The comprehensive Center moved from The Crossings at Northwest to the MET Center. The MET Center meets the needs of the workforce and employers by providing the opportunity to host small, mid-size and large recruitment events. The MET Center has three large conference rooms and three smaller rooms that allow the Local Area to facilitate workshops, host programmatic and WIOA partner information sessions, perform testing and other related activities. Our satellite site location at the Centene Community Center in Ferguson offers State of Missouri UI assistance and reporting, as well as assistance and referrals to all WIOA services.

Operational Elements

Local Structure

10. Local Workforce Development Area (LWDA) Profile

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

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

As the most populated county in Missouri, as well as the population and economic center of the St. Louis metropolitan region, St. Louis County plays a crucial role in the state and region's vitality. As of 2023, MERIC lists the per capita personal income in St. Louis County as \$99,842 which was above the state average of \$59,007. In 2023, personal income for the US and Missouri increased 4.0 percent and 6.4 percent respectively when compared to 2022. The statewide poverty rate of working age persons, or those 18-64 years, was 10.8 percent in 2023. In St. Louis County, the poverty rate (9.7%) was lower than the state average.

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

Other Major Employers and Training/Education Institutions in St. Louis, Missouri:

- BJC HealthCare
- Walmart
- Washington University: Currently STLCOWD Apprenticeship partner
- SSM Health
- Mercy
- Boeing
- Scott Air Force Base
- Schnucks

Training/Education Institutions

- Washington University: Currently STLCOWD Apprenticeship partner
- Saint Louis University
- University of Missouri St. Louis
- Maryville University of St. Louis
- St. Louis Community College
- Major Communities and School Districts
 - Ferguson-Florissant
 - Hazelwood
 - Jennings
 - Normandy
 - Parkway Schools
 - Pattonville
 - Ritenour
 - Riverview Gardens
 - St. Louis Public Schools
 - University City

11. Local Facility and Information

- a. *Identify the local comprehensive One-Stop Center(s), including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the Plan.*
- b. *Identify the local affiliate sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the Plan.*
- c. *Identify the local specialized sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the Plan.*
- d. *If your LWDA has any other additional service sites and the LWDA refers to them as anything other than comprehensive, affiliate or specialized centers, please list the service sites by the title your LWDA uses and describe the services provided in Attachment 1. Also, list the one-stop partners providing services at those locations.*

See **Attachment 1** for Local Comprehensive, Affiliate, and Specialized Centers and sites.

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

12. Local One-Stop/MOU/IFA Information

a. Memorandums of Understanding (MOU)

Include in Attachment 2 a copy of each MOU between the Board and each of the One-Stop partners (or one “umbrella” MOU for the same purpose) concerning the operation of the One-Stop Delivery System in the LWDA. The MOU must be up to date, signed and dated. Include the MOU(s) as Attachment 2. Missouri Job Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDAs

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

Include as part of the MOU in Attachment 2 the Infrastructure Funding Agreement (IFA) and negotiated cost-sharing worksheet/workbook for each Missouri Job Center that includes the line items, dollar amounts and percentage rates for One-stop partners, OWD and the Board. Indicate the number of FTEs present and/or the amount of space (sq. footage) utilized by the partner.

See **Attachment 2** for the local Memorandum of Understanding - Infrastructure Agreement.

Integration of One-Stop Service Delivery

13. Local Workforce Development System

Describe the workforce development system in the LWDA.

- a. Describe how the Local WDB will coordinate workforce investment activities carried out in the local area with rapid response activities.*
 - b. Describe how the Board will ensure the expenditure of funds for training providers are selected from both the Eligible Training Provider List/System approved for use by the State of Missouri as well as approved from the State list by the local workforce development board.*
- a. STLCOWD Business Services works closely with neighboring business chambers by becoming active members in order to promote the resources and services that are offered under workforce development. We also attend numerous networking events and meetings when invited by employers that request information regarding workforce development. We periodically perform email blasts to employers within geographic

areas to inform them of resources that are available for them. In response, we are sometimes invited to visit and present information. In addition, employers are always welcome to visit us at one of our many locations.

Jobseekers are sought through the use of emails, phone calls, and when visiting any Job Center. They are presented information about the various services and resources available to them. The Employment Transition Team/Rapid Response is another source we use to market services and resources when providing contact information.

Jobs.mo.gov is used regularly to inform job seekers of employment needs within the region and what is necessary to apply. Lastly, workshops are provided to job seekers to enhance their chances of achieving employment or strengthen various skills.

Promotion to Jobseekers and Businesses

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

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

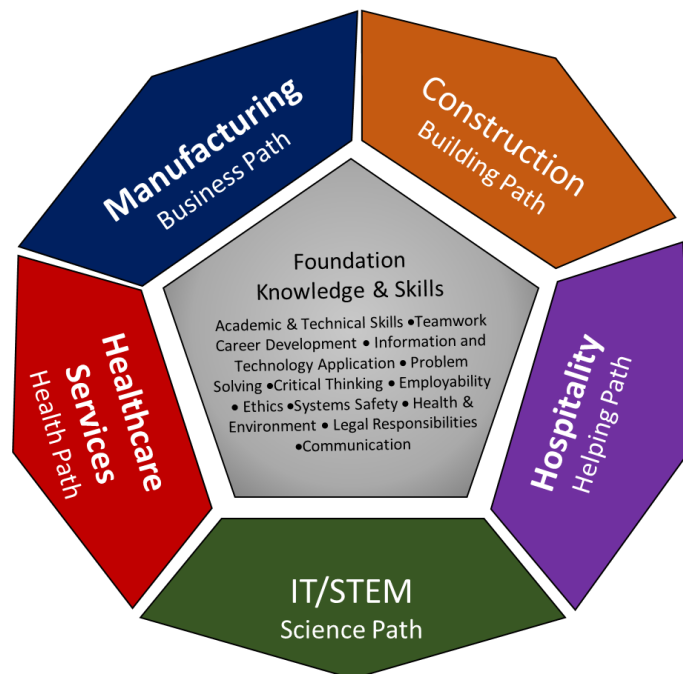
We communicate regularly to ensure that we minimize duplication by doing so we enhance productivity and to become more efficient when working with employers (of course utilizing State MIS for verification).

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

- b. The LWDA is aware that OWD uses a detailed process to approve training providers listed under the Eligible Training Provider System. As a result, the LWDA uses the

Eligible Training Provider System to determine which training providers are qualified, vetted and eligible to receive a STLCOWD contract. Once those institutions have a signed contract with STLCOWD, they are eligible for the LWDA's ITA funds.

To assist the individuals in making informed choices, the LWDA provides individuals with labor market data from missourieconomy.org (MERIC), jobs.mo.gov, the Bureau of Labor Statistics and any other relevant sources that reflect the correlation between their anticipated training and employment. We use the data to explain which industries are high-growth, high-demand, have a career pathway and are truly viable employment options. In addition, we assist individuals in researching all the local training institutions that offer their desired training. We encourage them to compare the program length, program quality, cost of attendance, graduation rate, state exam pass/fail rate, placement rate and average placement wage prior to committing to any particular training provider. In essence, the resources available in our Products & Services Box that assist individuals in making informed choices are the ETPS system, labor market data, employment websites (i.e. jobs.mo.gov, Burning Glass), training provider websites/handouts/pamphlets, job center workshops, career pathways and O*NET.



As funds have decreased but the demand to be innovative has increased the LWDA has continued to provide a full array of employment and training services to Adult and

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

14. Accessibility

Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and service, technology, and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities. (See current OWD Issuance and the State of Missouri Non-discrimination Plan)

Customer Service - Equal Opportunity Policy under WIOA

STLCOWD is responsible for implementing a process for handling complaints that allege one or more of the bases (types) of discrimination prescribed under Section 188 of WIOA and under OWD Issuance 10-2021, Missouri Non-Discrimination Plan. Anyone participating in any of the programs or activities offered by the STLCOWD Missouri Job Center and its partners, is protected from discrimination on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

- Retaliation against, or intimidation of, anyone who takes any of the following actions related to nondiscrimination or equal opportunity is prohibited:
- Filing a discrimination complaint
- Opposing a practice that is made illegal by civil rights law

- Giving information to, testifying at, or taking part in any other way in, an investigation, a compliance review, a hearing, or any other type of civil rights-related activity.

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

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

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

Trence James (TJ)
 State Local Level-EO Representative & Rapid Response Coordinator
 Missouri Department of Higher Education & Workforce Development
 3757 Harry S. Truman Blvd.
 St. Charles, MO 63301
 (816) 804-2956 – Cell
trence.james@dhewd.mo.gov

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

- Against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief; or
- against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I - financially assisted program or activity.
- The Federal financial recipient providing services must not discriminate against individuals in any of the following areas:

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

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

What to Do If You Believe You Have Experienced Discrimination

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

Danielle Smith

DHEWD State WIOA Equal Opportunity Officer

Missouri Department of Higher Education and Workforce Development Office of Workforce Development

PO Box 1087

Jefferson City, MO 65102-1087 Danielle.smith@dhewd.mo.gov

Or

The Director, Civil Rights Center (CRC) US Department of Labor

200 Constitution Ave., NW Room N-4123 Washington, DC 20210

Voice: (202) 693-6502| TTY: (202) 693-6515| Fax: (202) 693-6505

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

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

(in other words, within 120 days after the day on which you filed your complaint with the recipient).

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

STLCOWD is an equal opportunity employer/program.

Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY/TDD users can call (800) 735-2966 or dial 7-1-1 for Relay Missouri.

15. Assessment of One-Stop Program and Partners

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

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

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

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

Local Administration

16. Chief Elected Official

Please identify the CEO. List the name, title, address, phone number and email address. Place it on a cover sheet in Attachment 3.

See **Attachment 3** for information on the STLCOWDB Chief Local Elected Official.

17. CEO Consortium Agreement and Bylaws

If the LWDA includes more than one unit of local government, the Chief Elected Officials (CEO) may develop a CEO agreement; however, it is not mandatory under WIOA law. If the LWDA is including a CEO agreement, please specify the respective roles of the individual CEOs and include the CEO Consortium Agreement as Attachment 3 including any CEO Bylaws that are in effect.

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

The STLCOWDB is not a Consortium. This is not applicable.

18. Local Workforce Development Board (LWDB) Membership

Please list the LWDB members in Attachment 4. Identify the members of the Board, the organization or business they represent, and the category (i.e., business, labor, adult education and literacy, vocational rehabilitation, Wagner-Peyser/OWD, higher education, economic development, TANF, Other) The LWDB Certification Form may be used. See current OWD Issuance Local Workforce Development Board Membership Requirements and Recertification Procedures under the Workforce Innovation and Opportunity Act.

a. LWDB Standing Committees

List of all standing committees on a separate page in Attachment 4.

b. LWDB Certification Letter (most recent)

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

See **Attachment 4** for a list of LWDB Members, Standing Committee(s), and the LWDB certification letter.

19. LWDB Bylaws

The Board must review its by-laws annually and complete the “Local Workforce Development Board’s ATTESTATION FOR REVIEW OF BY-LAWS” form included near the end

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

See **Attachment 5** for the STLCOWDB Bylaws and completed Attestation form.

Local Planning and Fiscal Oversight

20. Local Fiscal Agent

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

See **Attachment 6** for local fiscal agent information.

21. Competitive Procurement

Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under Title I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include the information on the following processes: advertisement/notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation and award/non-award notification. This may include those pages from the Board's procurement guidelines that describe the competitive-procurement process and the process to procure Youth training providers. Include the Financial Procurement Policy as Attachment 9.

See **Attachment 9** for the STLCOWDB competitive procurement policy.

22. Duplicative Costs and Services

a. Eliminating Duplicative Administrative Costs

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

STLCOWDB continues to eliminate duplicative administrative costs by reducing unnecessary travel and office expenses. Internal processes are being reviewed with administrative staff to streamline processes and eliminate any overlap or duplication.

b. Eliminating Duplicative Services

Identify how the Board ensures that services are not duplicated.

The following process will attempt to assist in identifying and eliminating duplicative services:

- To avoid duplication of services, WIOA contains a clause that allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by the program operator or the One-Stop Partner and must have been completed within the previous six months;
- Coordination with partners and other entities will attempt to be strengthened to ensure non-duplication of resources and services. The braiding of services and resources may assist with this.
- Confirmation that WIOA-funded supportive services are not available through other agencies or programs.
- Individuals will attempt to be facilitated through an integrated, seamless process related to the various services/functions offered to reduce duplication and duplicate numbers of contacts.
- Coordination of employer outreach to reduce duplication of employer contacts.

23. Planning Budget Summaries (PBSs)

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

See **Attachment 7** for the upcoming Program Year and Fiscal Year planning budget summaries.

24. Complaint and Grievance Policy/EEO Policy

Establish and define the local policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA. Both policies should be incorporated into the MOU and disseminated throughout the LWDA for all workforce development professionals to understand and implement. This should adhere to federal and state complaint and grievance guidance and policy. Include either a

statement that the Board will follow the state policy or develop a local policy and include a copy as Attachment 10 to the Plan. (See the State of Missouri Non-discrimination Plan.)

See **Attachment 10** for the STLCOWDB Complaint and Grievance Policy.

25. Planning Process and Partners

The expectation is that the Board will involve business, organized labor, local public officials, community-based organizations, WIOA service providers, and other stakeholders in the development and review of this Plan. Describe the local plan development process, including how input for the Local Plan was obtained by all the partners involved in the MOU. Also, see Attachment 57 - Statement of Assurances.

STLCOWDB's Local Plan involves development and review from key stakeholders including FWCA leadership, local businesses, organized labor, local public officials, community-based organizations, WIOA service providers, and other stakeholders through discussions with current WIOA services providers and Board members who represent the above-mentioned key stakeholders. They are asked for their feedback both verbally and in writing, so that all interested parties have an opportunity to develop the Plan. STLCOWDB communicates with the public the availability of review and feedback for the Local Plan through the STLCOWD website. All feedback is reviewed and, where appropriate, added to the draft plan. The final draft is sent to the OWD for final approval. Once approved, the Local Plan is made public through the STLCOWD website.

See **Attachment 57** for the signed Statement of Assurances.

26. Performance Negotiations

Identify the local levels of performance negotiated with the Governor and CEO to be used to measure the performance of the Board and to be used by the Board for measuring the performance of the Local Fiscal Agent (where appropriate), eligible providers, and the One-Stop Delivery System in the LWDA.

See **Attachment 58** for local levels of performance negotiated with the Government and CLEO for measuring performance of the Board and local Fiscal Agent.

27. Public Comment

Describe the process used by the Board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the Plan, prior to submission of the Plan. Provide an affidavit of proof of this public announcement for comment. See Attachment 57 - Statement of Assurances.

Representatives of business and organized labor were invited to provide input throughout the plan's development, including being represented on the Board subcommittee for the draft plan. Members of the Board were sent a draft of the plan and invited to review it and provide comments. The plan was posted on the STLCOWD website for a fifteen-day comment period, beginning May 13, 2026.

See **Attachment 57** for Statement of Assurances.

28. Assurances

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

See **Attachment 57** for the completed and signed Statement of Assurances.

Program Elements

Service Delivery

29. One-Stop Service Delivery

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

The LWDA provides individuals information on labor market data, including occupations that are in-demand and high-growth. Case managers provide this information and discuss career goals with the individuals they are serving by providing counsel and guidance on the best options for training, job searching, and employment.

The Local Area will attempt to increase the use of assessments available through O*NET and other no-cost sources that may contribute to providing clarity and increased self-awareness for the job seeker. The Local Area will continue to offer WorkKeys/NCRC as one

of the means to quantify the job seekers' skills relative to reading for information, locating information and applied mathematics.

The following products and services are also available at the Job Center:

- Review of training options for individuals looking to develop new skills and gain credentials
- Use of available computers to conduct job searching
- Career advising/coaching from qualified case managers
- Workshops – resume, interviewing, job readiness

Adult and Dislocated Worker

30. Title I—Employment and Training Products and Services

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

Adult and DW participants have a variety of employment and training services available to them. Individuals who visit a Job Center can participate in workshops, conduct job searching, use online platforms for interviewing and resume writing, as well as receive assistance from career advisors in developing their job-searching skills and tools, and participate in hiring events held on a monthly basis. STLCOWD has an established tiered, local, priority-of-service policy for Adult program-funded Individualized Career Services and Training Services. WIOA-eligible individuals interested in gaining new skills, credentials, and work-based learning experiences can participate in the following types of fundable activities:

- Short-term Training
- On-the-Job Training
- Apprenticeships
- Work Experience
- Incumbent Worker Training

STLCOWD works with a variety of employer partners and training organizations that can prepare individuals for career success, with an emphasis in healthcare, information

technology, advanced manufacturing, and transportation & logistics industries in our region. For WIOA-enrolled Adults and Dislocated Workers, if there are identified barriers to completing one of the aforementioned program services, they could be eligible for supportive services (e.g. transportation assistance, clothing assistance) to support their successful program completion.

Many job seekers who visit the Job Center looking for opportunities for employment and re-employment, and who might enroll in WIOA programs, first participate in an orientation that provides information about products and services available to them. If individuals desire to pursue training and are eligible for funding according to local policy, they may be given an approved assessment, such as WorkKeys or TABE, to determine their existing skills and abilities.

These assessments are used to determine whether individuals might have the necessary aptitude to complete a course of training leading to a credential. In some cases, training providers have used the Job Center's assessment to determine whether it makes sense to enroll a participant in a program. Assessment outcomes are used to advise participants on their options. These assessments are used by case managers to advise individuals in the development of their career goals and employment plan.

Regular workshops also serve the purpose of assisting individuals in developing their best resume or preparing for a successful interview. Workshop facilitators provide guidance, coaching, and helpful tips that prepare the individual to more effectively navigate the job market and prepare to obtain successful employment.

31. Unemployment Insurance Claimant Services (UI)

Describe the strategies and services that will be used in the local area to strengthen linkages between the one-stop delivery system and unemployment insurance programs. Provide a description of how Unemployment Insurance claimants will be provided reemployment services. Include how Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly basis between the Office of Workforce Development and partner staff.

Unemployment programs in the State of Missouri are designed to assess and randomly refer selected claimants to services that can assist them to become reemployed prior to exhausting their Unemployment Insurance (UI) benefits. State of Missouri UI programs can identify claimants who are not available for or actively seeking full time work and prevent erroneous payments to them, as well as improve efforts to detect fraud.

The Reemployment Services and Eligibility Assessment (RESEA) program is still active in Missouri, and the process can be viewed below.

The RESEA program involves the following agencies:

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

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

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

RESEA services are provided by all staff assigned to MET Center Job Center. UI claimants receiving UI benefits are provided appointments to meet with Job Center staff to receive the following services:

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

32. On-the-Job Training (OJT)

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

STLCOWDB continues to promote work-based programs including OJT. The Board encourages the Job Centers to regularly host informational sessions regarding work-based learning opportunities as well as the promotion of these opportunities during job fairs.

33. Credential Attainment/WorkKeys Assessment

Explain the Board's strategies for increasing the attainment of credentials, degrees, and certificates by participants in your LWDA and any accommodations you have made to make attainment easier (i.e., collocation of AEL centers, extended hours, etc.). In addition, please describe the Board's approach to ensuring every Missouri Job Center customer has the opportunity to take the WorkKeys assessments and obtain a NCRC. This should include how the Board collaborates with the local community college(s) in the LWDA to provide space and/or proctoring services for WorkKeys assessments on an as-needed basis.

STLCOWDB requires training providers to meet a target credential attainment goal (at least 75% for Adult and DW participants and 70% for Youth participants) as part of their continued approval as a training provider for STLCOWDB. Training providers are viewed as partners to our case managers in supporting the success of participants enrolled in those programs. STLCOWDB uses data around performance outcomes, with credential attainment as an indicator, to determine continued approval as an Eligible Training Provider in the Region. Investing funding in programs that have higher yield in terms of credential attainment is critical.

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

STLCOWDB's AEL partner is co-located in the Job Center with classes held four days a week. Persons seeking a high school equivalency diploma are referred to AEL, and we engage those participants looking for employment and training services by providing information sessions in coordination with the AEL instructor.

34. ETT Services/Layoff Aversion

Describe how the Board coordinates with the OWD's Community Development Team to ensure that information and services are delivered in a seamless fashion, including how pre-layoff services are coordinated and provided. In addition, please provide a description of the proactive measures that are taken to identify potential layoffs in the LWDA, how information is shared, and how layoff aversion strategies are coordinated. See current OWD Issuance Statewide Employment Transition Team Policy. Include as Attachment 29 the DW Employment Transition Team Policy.

STLCOWD Business Services is the primary unit to coordinate with OWD's Employment Transition/Rapid Response Team to ensure an effective response in providing pre-layoff services as described in OWD Policy 02-2025 . At times, STLCOWD may be aware of potential layoffs due to its coordination with local Economic Development agencies, like the St. Louis Economic Development Partnership, and will attempt to notify OWD's Rapid Response Team to provide early warnings to ensure greater planning can occur to address a potential layoff event.

See **Attachment 29** for the Business Services policy.

Youth

35. Youth Standing Committee Requirements

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

STLCOWDB will not use a Youth Standing Committee. The Board will retain responsibility and oversight for all aspects of Youth programs.

36. YSC Composition/Services/Procurement of Providers/Meeting Schedule & Agenda Items

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

STLCOWDB will not use a Youth Standing Committee. The Board will retain responsibility and oversight for all aspects of Youth programs.

The WIOA Youth 14 elements are a part of the service delivery model used by STLCOWD. Oversight to ensure the 14 elements are being properly used is conducted by the STLCOWD Office of Compliance.

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

37. Youth Activities

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

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

The In School (ISY) and Out of School (OSY) programs ensure the 14 elements are provided by evaluating each element and building service delivery strategy around the elements and how they can be effectively applied in the LWDA with the youth population. By offering a detailed assessment (i.e., Basic Skill Assessment Screening, Talify, O*NET Profiler, etc.),

case managers can identify the individual's strengths and weaknesses. These assessments are used to complete an Objective Assessment (OA) with the Youth which is then addressed in their Individual Service Strategy (ISS). Each component identified as a need on the youth's OA is identified on the ISS and a plan is made to assist the youth with overcoming these barriers. Each of the 14 elements is incorporated to ensure the youth is maximizing the Job Centers' products and services.

b. The actual services provided by the LWDA for Youth, the element they represent, and how they fit within DOL's themes (see TEGL 05-12) for the emphasis on serving Youth within a comprehensive Youth development approach;

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

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

- 2) Alternative secondary school offerings or dropout recovery services

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

- 3) Paid and unpaid work experiences with an academic and occupational education component

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

- 4) Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations

Occupational skill training and recognized post-secondary credentials are provided through monthly leadership, school-to-business sessions, internships, paid work experience. Students are exposed to an array of occupations within a company and informed on how the company works. Students are also provided with the most current information on the labor market (LMI) that highlights in-demand occupations.

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

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

- 6) Supportive services

The LWDA has a supportive service policy that allows for up to \$1,000 of supportive services per calendar year; the total can be adjusted on a case-by-case basis. If a need is not allowable under OWD's Supportive Service Policy or the STLCOWDB's policy, youth can be referred to the applicable community social service agency.

- 7) Adult mentoring

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

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

Follow up is offered to each student following the completion of the program in accordance with CFR 681.580. Students are contacted via US mail, phone, email, Instagram, Facebook and Twitter. Students are provided with the needed resources such as food, utility/rental

assistance and clothing. Additional follow-up services include postsecondary education information, employment leads and occupational training information.

9) Comprehensive guidance and counseling, including drug and alcohol abuse counseling

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

10) Integrated education and training for a specific occupation or cluster

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

11) Financial literacy education

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

12) Entrepreneurial skills training

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

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

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

14) Postsecondary preparation and transition activities

Postsecondary preparation and transitional activities are provided to students during leadership development sessions. Referrals are made to Infinite Scholars Program, Job Corp, YouthBuild and other area programs.

c. The process for identification of Youth service providers;

STLCOWDB uses an RFP Committee to select subrecipients, where applicable. The RFP Committee is typically comprised of LWDA Board members and STLCOWD staff member(s). The Committee reviews the RFP and each agency's proposal. Based upon a pre-determined rating scale, each agency is scored on the various elements they have responded to. Upon completing their scoring, the RFP Committee totals the scores and presents the information to the Board. The Board then votes on whether or not to approve the agency. The approved subrecipient(s) can remain in place, based upon performance, funding, and other factors, for a 3 year term contract: 2 years with 1 year renewal option.

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

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

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

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

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

In The Door and EDSI are the OSY and ISY providers, respectively, for the St. Louis County Workforce Development Region. Both agencies offer the mandatory 14 elements in association with the Youth Employment Plans.

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

Year-round services are provided to all ISY and OSY participants. This is accomplished through their school-scheduled programs, paid and unpaid work experience, summer jobs programs, community service activities, leadership activities, post-secondary training, workshops and other activities scheduled throughout the year.

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

By offering a detailed assessment (i.e., Basic Skills Assessment, Talify, *O-NET Profiler, etc.), case managers are able to identify the youth's strengths and weaknesses. These assessments are used to complete an Objective Assessment with the youth which is then addressed on their Individual Service Strategy. Each component identified as a need on the youth's Objective Assessment is identified on the ISS and a plan is made to assist the youth with overcoming these barriers. Each of the 14 elements is incorporated to ensure the youth is maximizing the Job Centers' products and services.

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

Those most in need are enrolled into WIOA Youth services based upon compliance with the criteria in OWD Issuance 09-2025. After enrollment, the youth subrecipient coordinates services between local shelters, Family Support Division, MWA, AEL, WIOA Adult/DW, Vocational Rehabilitation and any other pertinent partner. The goals for those most in need are 1) alleviate barriers to training/education/employment, 2) provide the necessary soft skill training, 3) provide job readiness training, 4) assist with educational and/or employment needs, 5) provide intensive services until employment is attained or education is completed, 6) offer follow-up services upon completion of the program.

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

The Youth Subrecipients have many partnerships and use them based upon the individual's need. EDSI and In the Door partner with many school districts. EDSI and In the Door coordinates with WIOA partners, YouthBuild, Jobs Corps, Vocational Rehabilitation and Rehabilitative Services for the Blind. These partnerships allow youth who were unfamiliar with WIOA ISY and OSY programs to participate and leverages the resources of all partners.

38. Innovative Service-Delivery Projects for OSY

Provide a description of any innovative service-delivery projects for OSY currently operating in the LWDA or a project the Board is planning to implement. Describe the Board's involvement in the projects, and the Board's efforts to continue involvement and funding for the continuation of these projects.

OSY subrecipient, In the Door, believes in creating opportunities through communication and partnerships. Every employer solution and project implementation are an E³ business strategy, designed to train and employ citizens and enhance the region's economic development. They focus on the following:

- Economic Development- work with our economic development and Chamber of Commerce Partners to filter new opportunities and event creation opportunities. They make referrals, which help companies assess, select and train the right people at the right time for success. Services are no-cost as a discretionary incentive for job creation.
- Education- work with one-stop team to assist individuals in being prepared for training opportunities through eligible training providers alongside local Case Managers.
- Employment Opportunities- work with Business Services to understand employer human capital needs.

STLCOWD works closely with the Youth subrecipients, providing technical assistance and program support. They assisted the subrecipients with guidance on enrolling eligible youth participants into work experiences or training programs both year-round and for the summer. STLCOWD also works with the Youth providers to understand their objectives, funding needs, and explored how to support special projects.

Agricultural Employment Services (AES)

39. Migrant and Seasonal Farmworkers/Agricultural Employment Services

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

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

Business Services

40. Employer Engagement

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

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

41. Services to Meet the Workforce Needs of Employers

Describe how the Board coordinates and provides comprehensive and integrated workforce system services to businesses, including the development and delivery of innovative workforce services and strategies to meet the needs of area employers. Explain the collaboration with Missouri Job Center Jobs Teams to facilitate recruitment and meet business demand.

The Board is designed to help job seekers with their employment needs, skills training, and supportive services. The Board uses its influence, contacts and professional relationships to secure partnerships with employers throughout the metropolitan area. The engagement is crucial and it is the Board's role to help integrate and align a more effective job-driven workforce system. All Job Center staff work together to take a holistic approach as it relates to educating job seekers and employers regarding recruitment and business demands. Collectively, staff members input job orders, promote positions of need, offer workshops - interviewing / resume writing, planning, and staffing at no cost.

42. Economic Development

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

The Board encourages collaboration with new businesses that express an interest in locating or relocating within our region. Information is shared with our economic partnership group regarding the regional workforce population's skill set in order to better market our local talent pool, as well as sharing the array of services and resources that may be available to new and existing employers. We also provide the opportunity to assist in hosting events during the workday as it pertains to programs centered on promoting opportunities for entrepreneurship.

43. Sector Strategy Initiative/Career Pathways

Describe the Board's sector-strategy initiative. Describe how the Board will be collaborating and aligning resources of all partners, public and private, toward developing a talent pipeline, and how that alignment will create meaningful career pathways for workers possessing skill levels serving important regional industries. Indicate how system services will be framed by industry sectors that are data driven, regionally designed, and guided by employers and how these strategies will be sustained. Include the methods the Board will be using to inform and engage key public and private stakeholders in the development of sector-strategies and career pathways.

STLCOWDB is a member of the Regional Workforce Development Board Directors' Consortium. This consortium is comprised of the Directors of the Workforce Boards in the St. Louis Metropolitan Statistical Area (MSA). The consortium has collaborated on the development of the Regional Plan.

STLCOWDB has a meeting to identify and implement pathways to careers in the following high-growth, high-demand industries; advanced manufacturing, healthcare; information technology; financial services; construction; transportation and logistics. As it relates to the consortium, the region will attempt to focus on advanced manufacturing, healthcare, and transportation. This committee is constantly updated and reconstructed to ensure that all major stakeholders in the St. Louis MSA are always involved.

The sector strategy industries were determined by analysis of data provided by MERIC. We have performed asset mapping for the area and this can be useful in future discussions

and the dissemination of information to key public and private stakeholders. We will also attempt to work with members of our local Board that are in the targeted sectors to assist with the development and implementation of the career pathway in their respective industries.

44. Business Services Plan

Boards shall maintain a Business Services Plan, outlining team members, including WIOA core and combined partners, and the marketing and outreach roles and expectations of team members. The Business Services Plan also should outline the team's purpose, goals, and policies and procedures to ensure seamless delivery of services, avoid duplication, and ensure feedback to the Board's Job centers. The plan should explain how the services provided by business service staff will be recorded in the individual case management system for the calculation of two types of Effectiveness in Serving Employers Measure. (1- number of businesses served and 2-market penetration of businesses in the area). Include the Business Services Plan as Attachment 30.

See **Attachment 30** for the Business Services Plan.

Innovative Service Delivery Strategies

45. Missouri Re-Entry Process/Ex-Offender Initiative

Describe how the LWDB will support the Missouri re-entry process / ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.

STLCOWD offers justice-involved individuals the same services as every other individual seeking employment and training assistance. The Job Center currently works with several training providers who offer CDL licensing, warehousing, IT, and other training to justice-involved participants.

STLCOWD maintains a list of employers who have policies and practices that have shown willingness to hire justice-involved individuals. This list is available in the Job Center and is maintained by One Stop Operator and case management staff. These employers have been identified over time, and we partner with organizations or agencies that support re-entry,

such as FWCA's Pathway Home program, Saint Louis University's TWA re-entry initiatives, and the Transition Center in St. Louis City. These organizations are valuable partners and conduits to employers offering opportunities to ex-offenders.

46. Work-based Learning/Transitional Jobs

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

Business Services applies several strategies to expand the use of work-based learning programs and encourages employer participation, including but not limited to the following:

- Meetings with employers to assess their talent needs and determine what business resource(s) might meet their needs. These conversations, which are rooted in first listening to understand the business' needs, often lead to a partnership that results in an OJT, IWT, work experience, or apprenticeship partnership.
- STLCOWD is also closely connected with the region's Economic Development organization, the St. Louis Economic Development Partnership. The Partnership hosts a weekly Business Retention/Expansion meeting with economic development partners and hosts monthly meetings with employers. These meetings similarly allow for new partnership ideas to develop.
- Business Services develops and distributes flyers on Job Center employer activities and provides organized information sessions at the Job Center. Job seekers interested in pursuing work-based learning opportunities can learn more and engage with business partners during these activities. Social media is used to promote these types of programs and opportunities.

47. Trade Adjustment Assistance

*Describe the Board's strategies for ensuring customers are aware of the Trade Adjustment Assistance (TAA) program and are co-enrolled into both WIOA Dislocated Worker and TAA, except in extenuating circumstances? (**Integration of Services or Co-enrollment Policy should be Attachment 24**)*

Trade Act Assistance is no longer a program that is actively working with new businesses. For any individuals who were affected by a layoff during the 2022 program year under which TAA was active, they would be provided opportunities for - TAA services by notifying them verbally and sharing any written material relevant to the program. We coordinate with the representative from OWD who is assigned to work with TAA individuals for enrollment into that program.

48. Missouri Community College

Describe how the Board will coordinate with the local community colleges. Please describe in depth the referral process of participants between the Community Colleges and Job Centers. Please include the MOU (cooperative agreement) between the Board and Community Colleges if your LWDA has any as Attachment 31 to the Plan.

St. Louis Community College is an eligible training provider for the STLCOWDB.

Case Managers for our Youth, Adult, and DW programs are familiar with St. Louis Community College as a partner and share information with participants about programs offered. Likewise, the College also identifies potential students who could be deemed eligible for WIOA and refer them to the program leads for core WIOA programs.

The STLCOWDB does not have a Cooperative Agreement with St. Louis Community College.

49. Incumbent Worker Policy

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

See **Attachment 32** for the LWDB's Incumbent Work Policy.

Strategies for Faith-Based and Community-Based Organizations

50. Faith-Based Strategies

Describe those activities to be undertaken to:

- (1) Increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop Delivery System;*
- and*

Family and Workforce Centers of America partners with faith-based and community-based organizations such as Fathers and Families Support Center, Doorways, Manasseh Ministry and Criminal Justice Ministries to provide workshops and community engagement activities for justice-involved individuals in need of housing, clothing, transportation, emergency medicine and rental assistance. These agencies can make referrals to the Job Center, and individuals who need assistance beyond what the Job Center provides can be referred to these faith-based organizations. STLCOWD will attempt to continue its outreach to the many faith and community-based organizations in the St. Louis area to share information about the services of the Job Center by attending job and resource fairs, social media posts, and the STLCOWD website.

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

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

Efforts to expand the access to the various faith-based and community-based organizations are implemented by STLCOWD. Partner agencies include, Fathers and Families Support Center, International Institute of St. Louis and by symposiums interacting with the aforementioned agencies. The region also has built community and faith-based programs into the local supportive service policy to leverage both funds and resources for WIOA participants.

Regional Plans

Regional Planning Guidance

51. Regional Plans

Missouri has designated 13 Local Workforce Development Areas (LWDAs). In accordance with WIOA sec. 106(c)(2), each of the LWDAs establish a Plan; however, collaboration must exist among the Kansas City and St. Louis Economic Regions for the creation of Regional Plans composed of the following:

1) For the Kansas City Region, one Regional Plan for the local planning areas of Kansas City and Vicinity Region and the East Jackson County Region; and

2) For the St. Louis Region, one Regional Plan for the local planning areas of: The City of St. Louis Region, the County of Saint Louis Region, the County of St. Charles Region, and the Jefferson/Franklin County Consortium Region.

While this establishes 13 Boards that are encouraged to collaborate, cooperate, and plan across common needs, they will not explicitly submit a Regional Plan. This establishes two Boards within the Kansas City Region that must contribute to a Regional Economic Plan for the Kansas City regional economy and four Boards within the St. Louis Region that must contribute to a Regional Economic Plan for the St. Louis regional economy.

Boards within the Kansas City and St. Louis regional economic planning areas must complete a regional planning requirement by including within each original LWDB Plan a Regional Economic Plan that is identically shared by all Boards in each economic region.

Include the Regional Plan as Attachment 33. Copies of Local Plans from other LWDAs in the region are not required for your Local Plan. Please submit the combined portion of the Regional Plan with signatures of the CEOs, Chairs and LWDB Directors.

NOTE:

Following approval of the Local Plan and Regional Plan, plans will be required to be posted on the LWDB website. Any updates or plan modifications will be required to be posted by the LWDB after approval. Please keep a current Local Plan and Regional Plan, if applicable, available on your website at all times.

See Attachment 33

Required Policies and Attachments

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

32. Incumbent Worker Policy
33. Regional Plans—St. Louis
34. Accommodation Policy
35. Confidentiality Policy
36. Customized Training Policy (is applicable)
37. Facilities
38. Cost Allocation Policy
39. Cost Accounting Policy
40. Financial Reporting/Cash Draw Request Deadlines
41. Fraud, Waste, Abuse, and Criminal Activity Policy
42. Internal Accounting Policy
43. Local Bonding Policy
44. Payments to Employers Policy
45. Follow-up Policy Adults and Dislocated Workers
46. Follow-up Policy Youth
47. Harassment and Discrimination Policy
48. Nondiscrimination Policy
49. On-the-Job Training Policy (including employer disputes, nepotism, and modifications)
50. Personnel Policies (Leave, Travel, Facilities Closing)
51. Records Policy (Access, Sunshine, Retention, and Destruction)
52. Transitional Jobs Policy (if applicable)
53. Work Experience Policy—Adult
54. Work Experience Policy—Youth
55. Apprenticeship Policy
56. Selective Service Policy
57. Statement of Assurances

List of Comprehensive, Affiliate, Specialized, and Other Centers and One Stop Operators

Comprehensive Center:

St. Louis County Missouri Job Center
The MET Center
6347 Plymouth Avenue
St. Louis, MO 63133
314-377-0445
stlcowd@fwca-stl.com

Access Point/Affiliate Site:

Centene Connected Community Center
2900 Pershall Avenue
Ferguson, MO 63136
314-475-7900
stlcowd@fwca-stl.com

One-Stop Operator:

TBD pending approved proposal

Memorandum of Understanding for the One-Stop Delivery System
St. Louis County Local Workforce Development Area

I. Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration by St. Louis County Workforce Development (STLCOWD) through the St. Louis County Local Workforce Development Board (“LWDB”) and the One-Stop Delivery System signatory partners (“the Partners”) hereafter named. It describes how they will use their various funding streams and resources to serve their mutual customers, both job seekers and employers, through an integrated system of service delivery operated at 1 comprehensive Missouri Job Center (MJC) site. The parties recognize that the development and implementation of this site will require mutual trust and teamwork between the partnering agencies.

- 1) Comprehensive Center:
 Missouri Job Center – MET Center
 6347 Plymouth Avenue
 St. Louis, MO 63133
 314-377-0445
- 2) Chief Elected Official: Dr. Sam Page
- 3) Fiscal Agent: Family and Workforce Centers of America
- 4) One Stop Operator: To be decided (RFP pending)
- 5) WIOA Title I Service Providers:
 Educational Data Systems Incorporated (EDSI)
 In the Door Now
 Distinction, LLC (St. Louis Job Corps)
 Bridging Families to Communities and Beyond (St. Louis YouthBuild)
 UMOS National Farmworkers Job Program (NFJP)—NA in St. Louis
- 6) WIOA Title II Service Provider: St. Louis Public Schools
- 7) WIOA Title III Service Provider: Department of Higher Education and Workforce Development (DHEWD)
- 8) WIOA Title IV Service Provider: Department of Higher Education and Workforce Development (DHEWD)
- 9) WIOA Title V Service Provider:
 MERS/Missouri Goodwill Industries
 AARP Foundation

MOU – Required Parts:

1. Description of services to be provided through the one-stop delivery system, including the manner in which the services will be coordinated and delivered through the system. (20 CFR 678.500(b)(1))
 - a. Include referral method (20 CFR 678.500(b)(3)). Referral must be provided by direct linkage.

Direct Linkage means: providing direct connection for the service within a reasonable time period or through real-time phone or Web-based communication to staff who can provide program information or services to the customer. A direct linkage does not include providing a phone number or computer Website that can be used at an individual's home; providing information, pamphlets or materials; or making arrangements for the customer to receive services at a later time or on a different date.

See attached Spreadsheet, Tab 1

2. Funding agreement (20 CFR 678.500(b)(2))
 - a. Infrastructure costs (20 CFR 678.500(b)(2)(i))
 - b. Shared services (20 CFR 678.500(b)(2)(ii))

To develop the fullness of the services offered to the clients of the Job Center, the infrastructure costs of the One-Stop Center were reviewed to determine the strengths and weaknesses of the structure and what would be needed to strengthen the system and streamline the delivery of services to clients. In the St. Louis County structure, current monetary resources were determined to be a strength. What appeared to be most in need was actual, functional partnership participation, collaboration and information regarding available services and resources for clients and other partners in the one-stop system; partnerships that would strengthen and streamline the one-stop system and provide clients with much-needed information and access to resources – resulting in fewer clients “slipping through the cracks” of service. Through the Infrastructure Cost-Sharing process, partner services were determined and then negotiated to integrate those services and/or resources into the one-stop center. Partners will now take a greater part in the services being delivered in the Job Center, including participation in job fairs, webinars, presentations, workshops, staff training, informational materials, and more consistent and accurate referrals. In addition, partners provide assessments to determine the accessibility to the Job Center for clients with disabilities. (* indicates those agencies contracted with St. Louis County Workforce Development to provide services).

See attached spreadsheet, Tab 2

3. Description of how the one-stop delivery system will meet the needs of those with barriers to employment and/or disabilities (20 CFR 678.500(b)(4))

St. Louis County Workforce Development complies with the Americans with Disabilities Act (ADA) and is committed to the fair and equal employment of people with disabilities. STLCOWD does not discriminate against qualified job applicants or employees with disabilities with regard to job application procedures, hiring, employee compensation, advancement, training, discharge or other conditions and privileges of employment.

Qualified job applicants and employees with disabilities shall be provided reasonable employment-related accommodations, when necessary, unless the accommodation would impose an undue hardship. This policy provides guidelines for employees and job applicants who wish to apply for reasonable accommodations with STLCOWD and prescribes the steps employees and job applicants should take if he or she is the victim of discrimination or retaliation in his or her request for an accommodation.

Assistive Technology equipment in the job center includes Microsoft software accessibility tools, hands-free speaker phone, 19”-21” large monitor, screen reader software (Window Eyes), screen magnification software (Zoom Text), Trackball, alternative keyboard, height adjustable table, and electronic CCTV magnifier.

4. Duration of MOU and Amendment Procedures (20 CFR 678.500(b)(5))

Duration

This MOU shall be effective for three years from the date of the last signature.

Amendment Process

Amendments to the MOU may be made upon agreement of all parties at least 45 days prior to the effective date of the change. Amendment requests must be submitted in writing to the St. Louis County Workforce Development Board. All partners will be notified electronically of any pending amendments. The MOU shall be amended when the partners agree to the amendment. Amendments must be signed by the appropriate partners and attached to the original agreement.

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 45 days prior to the effective withdraw date. Disputes will be addressed by referencing the WIOA law and regulations. The MOU will reflect the most recent date as amendments are approved, if applicable.

5. Assurances ([20 CFR 678.500\(b\)\(6\)](#))

The Local Area assures that this MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every two years to ensure appropriate funding and delivery of services.

6. Appeal Process ([20 CFR 678.750](#))

The partner may appeal the infrastructure cost allocations upon receipt of the specific terms in MOU. The appeal must be submitted within **15 business days** of when the One-Stop partner was notified about the decision.

The appeal must be completed by the partner in writing (by electronic or hard copy). The appeal must document which portions of cash, non-cash or third-party in-kind contributions which partner will provide. To be officially received, an appeal must fully contain the following:

- An introduction identifying the appellant (identify the name of the LWDA and the name of the Local WDB, and the name of the appellant if it is a required Partner). The letter must clearly declare that it is a formal appeal.
- Full citations from WIOA or the WIOA Final Rules in Title 29 (or Title 34) of the Code of Federal Regulations that support the appeal.
- Identify the basis for the appeal. WIOA stipulates that determination to apply a State funding mechanism may be appealed only if the determination is inconsistent with the requirements of WIOA sec. 121(h)(2)(E). The Final Rule at 20 CFR 678.750 further limits grounds for an appeal to three possibilities. The petitioner must make a case that the State's determination was not consistent with:
 - the proportionate-share requirements in 20 CFR 678.737, or
 - the cost-contribution limitations in 20 CFR 678.730(c),1 or
 - the cost-contribution caps in 20 CFR 678.738.

The letter must be signed (electronic signature is acceptable) and dated. The WDB Director will review the appeal and add any pertinent information necessary for the Appeals Committee to make a decision. The Appeals Committee will review the appeal and render a final decision within 10 business days of original submission from the St. Louis County Workforce Development partner.

	The Local Board's WIOA-required partner	Name of Authorized Representative Signing MOU and Local Agency	Authorized Signatories
1	WIOA Adult Program (Title I)	Name: Kevin Schnieders Agency: Educational Data Systems Incorporated (EDSI) Name: To be determined (OSO) Name: Julie Carter Agency: MO Dept. of Higher Education and Workforce Development (MO DHEWD) (Debora Prenger)	Title: Chief Servant Leader/CEO Email: kevin@edsi.com Phone: 313-271-2660 Title: TBD Title: Dir. of Workforce Development Email: Julie.Carter@dhewd.mo.gov Email: Rebecca.Fletcher@dhewd.mo.gov Phone: 573-751-3349 (DP)
2	WIOA Dislocated Worker Program (Title I)	Name: Kevin Schnieders Agency: EDSI Name: To be determined (OSO) Name: Julie Carter Agency: MO DHEWD (Debora Prenger)	Title: Chief Servant Leader/CEO Email: kevin@edsi.com Phone: 313-271-2660 Title: TBD Title: Dir. of Workforce Development Email: Julie.Carter@dhewd.mo.gov Email: Rebecca.Fletcher@dhewd.mo.gov Phone: 573-751-3349 (DP)
3	WIOA Youth Program (Title I)	Name: Jerry Myers Agency: In The Door, LLC Name: Kevin Schnieders Agency: EDSI Name: Julie Carter Agency: MO DHEWD (Debora Prenger)	Title: President Email: jmyers@inthedoornow.com Phone: 762-441-1629 Title: Chief Servant Leader/CEO Email: kevin@edsi.com Phone: 313-271-2660 Title: Dir. of Workforce Development Email: Julie.Carter@dhewd.mo.gov Email: Rebecca.Fletcher@dhewd.mo.gov Phone: 573-751-3349
4	Job Corps (WIOA Title I)	Name: Lorraine Lane Agency: Distinction, LLC (St. Louis Job Corps)	Title: Center Director Email: lane.lorraine@jobcorps.org Phone: 314-679-6265

	The Local Board's WIOA-required partner	Name of Authorized Representative Signing MOU and Local Agency	Authorized Signatories
5	Bridging Families to Communities and Beyond (YouthBuild) (WIOA Title I)	Name: Alexis Burnett Agency: Bridging Families to Communities and Beyond (St. Louis YouthBuild)	Title: Executive Director Email: aburnett@stl-youthbuild.org Phone: 314-261-0202
6	WIOA Indian and Native American (INA) programs (Section 166)	Name: N/A Agency:	Title: N/A Email: Phone:
7	UMOS WIOA 167 Title 1 National Farmworker Jobs Programs	Name: N/A Agency:	Title: N/A Email Phone:-
8	Wagner-Peyser labor-exchange/employment services (WIOA Title III)	Name: Julie Carter Agency: Office of Workforce Development (OWD) (Debora Prenger)	Title: Dir. of Workforce Development Email: julie.carter@dhewd.mo.gov Email: Rebecca.Fletcher@dhewd.mo.gov Phone: 573-751-3349 (DP)
9	Adult Education and Literacy (AEL) (Title II)	Name: Spencer McCall Agency: St. Louis Public Schools	Title: Director, Adult Education and Literacy Email: Spencer.McCall@slps.org Phone: 314-435-8571
10	Vocational Rehabilitation (VR)	Name: Shelley Woods Agency: DESE – MO Vocational Rehabilitation Elizabeth Perkins (VR Contact) (Joshua Hale) Name: Keith Roderick Agency: DSS – Rehabilitation Services for the Blind	Title: Chief Operations Officer Email: shelley.woods@dese.mo.gov Email: elizabeth.perkins@vr.dese.mo.gov Email: joshua.hale@dese.mo.gov (JH) Phone: 573-751-8292 Title: Deputy Director Email: keith.a.roderick@dss.mo.gov Phone: 573-751-4878
11	The Senior Community Service Program (SCSEP) (WIOA Title V)	Name: Mark Arens Agency: SCSEP – MERS/Missouri Goodwill Industries (Kathleen Eichhorst) Name: Monique Bates Agency: AARP Foundation (Teresa Lillard – AARP Foundation Acting Project Director)	Title: President & CEO Email: keichhorst@mersgoodwill.org Phone: 314-646-2268 Title: Vice President of Operations Email: tlillard@aarp.org Phone: 501-500-1356

	The Local Board's WIOA-required partner	Name of Authorized Representative Signing MOU and Local Agency	Authorized Signatories
12	Perkins Career and Technical Education	Name: Kevin Andert Agency: Special School District of Metropolitan St. Louis Name: Jeff Pittman Agency: St. Louis Community College (Tracy Rankin) (Sean Guess- Assoc. VC Wkfc Solutions)	Title: Director of College and Career Readiness Email: KGAndert@ssdmio.org Phone: 314-989-8256 Title: Chancellor Email: trankin12@stlcc.edu sguess2@stlcc.edu Phone: 314-644-9626
13	Trade Adjustment Assistance	Name: Julie Carter Agency: DHEWD (Deborah Prenger)	Title: Dir. of Workforce Development Email: julie.carter@dhewd.mo.gov Email: Rebecca.Fletcher@dhewd.mo.gov Phone: 573-751-3349 (DP)
14	Jobs for Veterans State Grants	Name: Julie Carter Agency: DHEWD (Deborah Prenger)	Title: Dir. of Workforce Development Email: julie.carter@dhewd.mo.gov Email: Rebecca.Fletcher@dhewd.mo.gov Phone: 573-751-3349 (DP)
15	Community Services Block Grant (CSBG) Activities	Name: Linda Huntspon Agency: Community Action Agency of St. Louis County, Inc. (CAASTLC) Name: Dr. Ken Chapman Agency: MO DSS	Title: CEO Email: lhuntspon@caastlc.org Phone: 314-446-4402 Title: Asst. Deputy Director, DSS Email: ken.chapman@dss.mo.gov Phone: 573-526-0748
16	U.S. Dept. of Housing and Urban Development employment and training activities.	Name: Bruce Ladd Agency: Dept. of Housing and Urban Dev.	Title: Acting Field Office Director Email: bruce.l.ladd@hud.gov Phone: 314-418-5400
17	State Unemployment Compensation Law activities	Name: Allen Andrews Agency: MO Dept. of Labor	Title: Director of Division of Employment Security Email: allen.andrews@labor.mo.gov Phone: 573-751-8086

	The Local Board's WIOA-required partner	Name of Authorized Representative Signing MOU and Local Agency	Authorized Signatories
18	Reentry Employment Opportunities Programs – Reintegration programs for eligible offenders	Name: Cheri Tillis Agency: Fathers and Families Support Center (FFSC)	Title: CEO Email: ctillis@fatherssupport.org Phone: 314-333-4170
19	Temporary Assistance for Needy Families (TANF)	Name: Ida Roundtree Agency: Better Family Life (Melanie Chandler) Name: Jennifer Heimericks Agency: MO DSS	Title: SNAP/MWA, Director Email: iroundtree@betterfamilylife.org mchandler@betterfamilylife.org Phone: 314-615-6071 Title: Asst. Deputy Director, Office of Workforce & Community Initiatives Email: jennifer.k.heimericks@dss.mo.gov Phone: 573-522-2390
20	Migrant Seasonal Farm Workers (MSFW)	Name: Julie Carter Agency: (DHEWD) (Debora Prenger)	Title: Dir. of Workforce Development Email: julie.carter@dhewd.mo.gov Email: Rebecca.Fletcher@dhewd.mo.gov Phone: 573-751-3349 (DP)

III. Services to Be Provided

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

SERVICE	PARTNER AGENCIES	REVENUE SOURCES
Adult Education & Literacy (AEL)	St. Louis Public Schools	MO Dept. of Elementary and Secondary Education (DESE)
Assessment	In the Door Now EDSI MO-DHEWD MO-OWD Veterans Services UMOS	Wagner-Peyser WIOA Title ITA WIOA NEG SNAP
Business Services	In the Door Now EDSI STLCOWD Business Services	WIOA Title I
Community Services Block Grant Activities	MO-DHEWD MO-DSS Community Action Agency of St. Louis County, Inc. (CAASTLC)	CSBG HHS
Emergency Housing Assistance (Eligible clients needing assistance for rent and/or housing repairs)	Community Action Agency of St. Louis County, Inc. (CAASTLC)	CSBG
Employment Counseling	Better Family Life EDSI MO-DHEWD In The Door, LLC (Out of School Youth)	Wagner-Peyser WIOA Title I TA WIOA NEG TANF
Energy Assistance to alleviate immediate threat of utility disconnection or to have it restored for individuals that are income eligible	Community Action Agency of St. Louis County, Inc. (CAASTLC)	MO Dept. Of Social Services, FSD-Low Income Home Energy Assistance Program (LIHEAP) WIOA Title I

SERVICE	PARTNER AGENCIES	REVENUE SOURCES
Enrollment	In the Door Now EDSI MO Department of Higher Education and Workforce Development (MO-DHEWD) MO Office of Workforce Development (MO-OWD) Veterans Services	Wagner-Peyser WIOA Title I TA WIOA NEG SNAP
Job Search Workshops Networking Employment Referrals and Placement Job Fairs/Recruitment Events	EDSI In The Door MERS/Missouri Goodwill Industries (SCSEP) MO-DHEWD Better Family Life	Wagner-Peyser WIOA Title I TA WIOA NEG SNAP TANF
Jobs for Veterans State Grant	MO-DHEWD Veterans Services MO-DHEWD	Wagner-Peyser WIOA Title I
On-the-Job Training	STLCOWD Business Services MO-DHEWD	Wagner-Peyser WIOA Title I TA WIOA NEG
Perkins Career and Technical Education	St. Louis Community College St. Louis Special School District	MO Dept. of Elementary and Secondary Education (DESE) US Education Dept. (ED)
Re-Employment Services Eligibility Assessment (RESEA)	MO-DHEWD	MO-DHEWD
Reintegration programs for eligible offenders	CAASTLC Fathers and Families Support Center	WIOA Title I CSBG
State Unemployment Compensation Law activities	MO Division of Employment Securities	DOL
Supplemental Nutrition Assistance Program (SNAP)	MO-DHEWD Better Family Life	MO Department of Social Services (DSS)
Support Services	In the Door, LLC EDSI MO-DHEWD Better Family Life	WIOA Title I SNAP
Temporary Assistance for Needy Families (TANF)	Better Family Life MWA Program	Department of Social Services (DSS)

SERVICE	PARTNER AGENCIES	REVENUE SOURCES
Trade Adjustment Assistance	MO-DHEWD	TA
The Senior Community Service Program	AARP Foundation MERS/Missouri Goodwill Industries	AARP Foundation and MO DHSS/US DOL
Training – referrals to eligible training providers as approved and listed by OWD on the Eligible Training Provider System (ETPS) and approved by St. Louis County	EDSI In The Door, LLC (Out of School Youth) MO-DHEWD	Wagner-Peyser WIOA Title I TA WIOA NEG MO-Wins Grants
US Dept. of Housing and Urban Development (Employment and training)	St. Louis Field Office of HUD	HUD
Vocational Rehabilitation (VR)	MO State Division of Vocational Rehabilitation Rehab Services for the Blind	MO Dept. of Elementary and Secondary Education (DESE) Department of Social Services (DSS)
Wagner-Peyser Labor Exchange/Employment Services	MO-DHEWD	Wagner-Peyser
Work Based Learning St. Louis Job Corps and YouthBuild programs provide training for placements in viable high-growth, high-demand industries such as construction, health care and urban agriculture, as well as preparation and placements in postsecondary education.	MO-DHEWD Distinction LLC (Job Corps) Bridging Families to Communities and Beyond (YouthBuild)	WIOA Title I
Migrant Seasonal Farm Worker	MO-DHEWD	WIOA Title I Wagner-Peyser

Required One-Stop Partner	Local Provider	What providing/responsibilities	How providing (indicate number): 1. Program staff via physical presence at one-stop center; 2. Cross-trained alternate program staff physically present at one-stop center (describe); 3. Direct linkage (describe).
Adult Program	EDSI	Services described in WIOA § 132(b)(1)	1. Staff physically present at Missouri Job Center
Dislocated Workers	EDSI	Services described in WIOA § 132(b)(2)	1. Staff physically present at Missouri Job Center
Youth	EDSI and In the Door	Services described in WIOA § 127	1. Staff physically present at Missouri Job Center
Job Corps	Distinction LLC	Services described in WIOA §§ 141-162	1. Staff physically present at Missouri Job Center 3. Direct linkage via phone contact for more information and assistance
YouthBuild	Bridging Families to Communities and Beyond	Services described in WIOA § 171	1. Staff physically present at Missouri Job Center 3. Direct linkage via phone contact for more information and assistance
National Farmworker Jobs Program	UMOS Services not available in Region	Services described in WIOA § 167	Services not available in Region
Migrant Seasonal Farm Workers	DHEWD	Services described in WIOA § 167	3. Direct linkage via phone contact for more information and assistance
Native American Programs	Services not available in Region	Services described in WIOA § 166	Services not available in Region
Wagner-Peyser Employment Services	DHEWD	Services described in 29 U.S.C. 49 <i>et seq</i> as amended by WIOA Title III	1. Staff physically present in Missouri Job Center and 2. Cross-Trained alternate staff: One Stop Operator provides MoJobs and Wagner-Peyser assistance to customers during high peak hours
Senior Community Services Employment Program	AARP Foundation and MERS/Missouri Goodwill Industries	Services described in 42 U.S.C. 3056 <i>et seq</i>	3. Direct Linkage via phone contact for more information and assistance. Hand-out instructional information for additional assistance.
Trade Adjustment Assistance Program	DHEWD	Services described under chapter 2 of Title II of 19 U.S.C. 2271 <i>et seq</i>	1. Staff physically present in Missouri Job Center

Unemployment Compensation Programs	Department of Labor (DOL)	Programs authorized under Missouri unemployment compensation laws	1. Staff physically present in Missouri Job Center and 2. Cross Trained alternate staff who provide directions via phone and in-person with ID verification and assistance with kiosk entry. Dedicated phones available for UI use.
Jobs for Veterans State Grants Program	DHEWD	Services authorized under 38 U.S.C. 41	1. Staff physically present at Missouri Job Center
Reentry Employment Opportunities program	Fathers and Families Support	Programs authorized under 42 U.S.C. 17532 § 212	3. Direct linkage via phone contact for more information and assistance
Adult Education and Family Literacy Act program	St. Louis Public Schools	Programs authorized under WIOA Title II	1. Staff physically present in Missouri Job Center. 2. Cross-trained alternate staff provide online information to complete application process. Hand-out instructional information as guide to assist with process.
State Vocational Rehabilitation Services	Missouri Department of Elementary and Secondary Education (DESE)	Programs authorized under 29 U.S.C. 720, Title I, as amended by WIOA Title IV	3. Direct Linkage via phone contact for more information and assistance. Hand-out instructional information for additional assistance
Rehab Services for the Blind	Missouri Department of Social Services	Programs authorized under 29 U.S.C. 720, Title I, as amended by WIOA Title IV	3. Direct Linkage via phone contact for more information and assistance. Hand-out instructional information for additional assistance
Career and technical education programs at the postsecondary level	Special School District of Metropolitan St. Louis and St. Louis Community College	Programs authorized under 20 U.S.C. 2301 <i>et seq.</i>	2. Crossed-trained alternate staff provide guidance with online educational program/financial assistance search and contact information for additional support. 3. Direct Linkage via phone contact for more information.
Housing and Urban Development programs	Services not available in Region	Employment and training activities carried out by the Department of Housing and Urban Development	Services not available in Region
Employment and training activities per the Community Services Block Grant Programs	Community Action Agency St. Louis and DHEWD	Activities carried out under 42 U.S.C. 9901 <i>et seq.</i>	3. Direct Linkage via phone contact for more information and assistance.
Temporary Assistance for Needy Families	Better Family Life and Missouri Department of Social Services	Services authorized under part A of Title IV of 42 U.S.C. 601 <i>et seq</i>	3. Direct Linkage via phone contact for more information and assistance.

IV. Shared Funding of Infrastructure

The following table details the non-personnel costs associated with operating the Comprehensive One-Stop and the allocation of those costs to the various One-Stop Partners. Partner costs determined using designated SQ FT usage.

Infrastructure Cost Line-Item (Annual)	Total Budget	Partner Responsible for payment	Allocation of Costs to Partner									Total Budget
			FWCA-- STLCOWD	EDSI--AD/DW	EDSI--ISY	In the Door Now--OSY	OWD-- WP/Trade/ Vets/MSFW/UI	SLPS--AEL	TBD-OSO	Job Corps	YouthBuild	
Methodology Used: Percent of Square Footage												
Facility Costs												
Lease/Rent	\$ 65,752.00	FWCA	\$ 28,480.00	\$ 16,296.00	\$ 5,384.00	\$ 11,176.00	\$ 23,408.00	\$ 4,848.00	\$ 3,760.00	\$ 440.00	\$ 440.00	\$ 65,752.00
Electric												\$ -
Gas												\$ -
Water												\$ -
Sewer Connections												\$ -
Facility Maintenance Contract												\$ -
Alarm Services												\$ -
Building Insurance												\$ -
Technology Costs												\$ -
High-Speed Internet												\$ -
Telecommunications (Landlines only)												\$ -
Equipment (Copiers)												\$ -
Fax Machines												\$ -
Assistive Technology												\$ -
Shared Costs												\$ -
Job Center Signage												\$ -
Front Desk Staff												
TOTAL INFASTRUCTURE COSTS			\$ 28,480.00	\$ 16,296.00	\$ 5,384.00	\$ 11,176.00	\$ 23,408.00	\$ 4,848.00	\$ 3,760.00	\$ 440.00	\$ 440.00	\$ 65,752.00
Less Cash Contribution												\$ -
Less Non-Cash Contribution												\$ -
Less Third-Party In-Kind Contributions												\$ -
Total Contributions			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Balance			\$ 28,480.00	\$ 16,296.00	\$ 5,384.00	\$ 11,176.00	\$ 23,408.00	\$ 4,848.00	\$ 3,760.00	\$ 440.00	\$ 440.00	\$ 65,752.00

V. Shared Funding of Infrastructure and Services

The subsequent table details services and activities that will be mutually funded by the Partners and the revenue sources the Partners will use to fund those services and activities. Partners will fulfill access to services by becoming active partners in the One-Stop system.

Data Integration / Information Sharing

As indicated in the MOU, organizations will have the opportunity to share program information with the St. Louis County Workforce Development One Stop. The Job Center at the MET Center, along with designated affiliate sites, can and should contain relevant partner information in the form of flyers, one pager, or other forms of delivery that are accessible to the public that uses the services the Center provides.

St. Louis County Workforce Development will convene quarterly WIOA partner meetings for the purpose of strategy discussion and information sharing. The One Stop Operator for St. Louis County will also request data from the WIOA partners and work towards establishing shared metrics around performance to support the success and coordination of the partners agreeing to this MOU.

<i>Service</i>	<i>Service Description</i>	<i>Revenue Sources</i>	<i>Shared Costs (In-Kind, Cash, Total)</i>	<i>Agencies Sharing Costs</i>
Enrollment	Participants register in the Job Center or on the jobs.mo.gov website to create an account for receiving services. The process for collecting information to support a determination of eligibility.	Wagner-Peyser WIOA Title I TA WIOA NEG		TBD (OSO) EDSI* In The Door (OSY)* MO-DHEWD MO-DHEWD Veterans Services
Assessment	A tool to measure an individual's prior knowledge, skills, competencies, and experiences, and that evaluate such skills, and competencies for adaptability, to support efficient placement into employment or career pathways	Wagner-Peyser WIOA Title I TA WIOA NEG		EDSI* In The Door (OSY)* MO-DHEWD MO-DHEWD Veterans Services

Training – referrals to ETPS approved schools	One or more courses, classes, or structured regimen, that provides the services and leads to: (a) An industry-recognized certificate or certification, a certificate of completion of a registered apprenticeship, a license recognized by the State or Federal government, an associate or baccalaureate degree; (b) Employment; or (d) measurable skill gains toward a credential	Wagner- Peyser WIOA Title I TA WIOA NEG MOWins Grants		EDSI* In The Door (OSY)* MO-DHEWD MO-DHEWD Veterans Services

<i>Service</i>	<i>Service Description</i>	<i>Revenue Sources</i>	<i>Shared Costs (In-Kind, Cash, Total)</i>	<i>Agencies Sharing Costs</i>
Employment Counseling	Counseling that provides labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling and career exploration services.	Wagner-Peyser WIOA Title I TA WIOA NEG		EDSI* In The Door (OSY)* MO-DHEWD MO-DHEWD Veterans Services
On-the-Job Training	OJT is provided under contract with an employer or registered apprenticeship program to offer participants occupational training and supervision in exchange for reimbursement of up to 50 percent of the wage rate.	Wagner-Peyser WIOA Title I TA WIOA NEG		EDSI* MO-DHEWD STLCOWD Business Services
Job Search Workshops Networking Employment Referrals and Placement	This component strives to enhance the job readiness of participants by providing instruction in job seeking techniques and increasing motivation and self-confidence. This may consist of job skills assessments, job finding clubs, job placement services, or other direct training or support activities. The job search training component may combine job	CSBG Wagner-Peyser WIOA Title I TA WIOA NEG	In-Kind: CAASTLC – See Community Services Block Grant	CAASTLC EDSI* In The Door (OSY)* MO-DHEWD MO-DHEWD Veterans Services

Job Fairs/Recruitment Events	search activities with other training and support activities.	Wagner-Peyser WIOA Title I TA WIOA NEG		

<i>Service</i>	<i>Service Description</i>	<i>Revenue Sources</i>	<i>Shared Costs (In-Kind, Cash, Total)</i>	<i>Agencies Sharing Costs</i>
Work Based Learning	Work-based learning is a work experience component designed to improve the employability of participants through actual work and supervised experience and/or training and to equip them to move into regular employment	WIOA Title I	Co-located in the Job Center \$440.00 (Annual space rental) both Distinction, LLC (St. Louis Job Corps) and Bridging Families to Communities and Beyond (St. Louis YouthBuild) will work in collaboration with the Job Center to provide training, housing assistance (Job Corps), accredited high school diploma (Youthbuild), and placement options for eligible Out-of- School Youth.	MO-DHEWD Distinction, LLC (St. Louis Job Corps) Bridging Families to Communities and Beyond (St. Louis YouthBuild)
Wagner-Peyser Labor Exchange/Employment Services	MO residents approved for Unemployment Insurance through Wagner-Peyser, can access and use all Career Center services.	Wagner-Peyser		MO-DHEWD
Support Services	Services such as transportation, childcare, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under WIOA.	WIOA Title I		EDSI* In The Door (OSY)* MO-DHEWD MO-DHEWD Veterans Services

Adult Education & Literacy (AEL)	Integrated education and training that 1) provides adult education and literacy activities, concurrently and contextually with both workforce training for a specific occupation or occupational cluster and 2) is for educational and career advancement.	MO Dept. of Elementary and Secondary Education (DESE)	Co-located in the Job Center \$4,848.00 (Annual space rental)	St. Louis Public Schools, Parkway, Ritenour, University City, STLCC

<i>Service</i>	<i>Service Description</i>	<i>Revenue Sources</i>	<i>Shared Costs (In-Kind, Cash, Total)</i>	<i>Agencies Sharing Costs</i>
Business Services	Business Services uses an integrated approach to service delivery for business customers that guides outreach and services to businesses. Business Services Teams are made up of staff whose mission is to connect employers to a skilled workforce.	WIOA Title I		St. Louis County Workforce Development Business Services *
Missouri Employment Training Program (METP)	Missouri Employment and Training Program (METP), offers a variety of components: Staff assisted job search, non-staff assisted job search, Job search training, Work-Based Learning, Vocational training, Education, Entrepreneurial Training, and Unsubsidized Employment.			MO-DHEWD
Rehabilitation Services for the Blind (RSB)	RSB offers a variety of employment services to help people who are blind or visually impaired enter, stay in, or return to employment: services include job-search assistance, resume writing, interview skills, access to job portals and referral information from employers.	MO Department of Social Services (DSS)	In-Kind RSB - \$516 – Job Center Visibility accessibility assessment	Rehabilitation Services for the Blind (RSB)

Vocational Rehabilitation (VR)	VR's workforce development activities are designed to assist individuals with disabilities in obtaining, maintaining, or advancing in competitive integrated employment.	MO Dept. of Elementary and Secondary Education (DESE)	Cash: \$1,128 annually (\$94 monthly) In addition, will speak at Partner Meetings, upon request, to share information about VR services and provide brochures for the Job Center Resource Area.	MO State Division of Vocational Rehabilitation (Voc. Rehab)
The Senior Community Service Program	The Senior Community Service Program (SCSEP) offers MO 55+ seniors access to the services of the Career Center. The SCSEP program is a USDOL funded job training program, offered as part of the integrated one-	USDOL and SCSEP	AARP Foundation – In addition to placing participants in training opportunities at the Job Center – 2 participants, approximately 18-20-hours total/week, the agency will host job search workshops, soft skills training and recruitment events targeted to provide services and	AARP Foundation MERS/Goodwill

<i>Service</i>	<i>Service Description</i>	<i>Revenue Sources</i>	<i>Shared Costs (In-Kind, Cash, Total)</i>	<i>Agencies Sharing Costs</i>
	stop service model. The program's purpose is to provide job skill training for the participants and needed support to community host agencies.		information to a 55+ population. This will include training materials, and informational brochures. Total In-Kind Contribution = \$23,873.00 MERS Goodwill – Provide an orientation of the Senior Community Service Employment Program to Job Center customers. The value would be \$600/yr. with a \$50/hr. rate for our infrastructure costs. This would be the breakdown of value for this contribution: SCSEP Orientation Workshop for Job Center Customers; \$200 = 4 – 1hr. presentations /time for questions; \$400 = 4 – 2hrs. preparation time (updating information to be shared, creating flyers/handouts, preparing application packets, supplies, travel, etc.) Total In-Kind Contribution: \$600	

Perkins Career and Technical Education	In an integrated, collaborative partnership with other state agencies, this program offers career technical training and Adult Education and Literacy programs	MO Dept. of Elementary and Secondary Education (DESE)	STLCC: Cash – \$10,000 In-Kind: 1. Access to CTE staff at each campus to make referrals and provide information about career programs and credentials. 2. Invitation to have WDB Director and / or designee to participate in CTE program advisory boards. 3. Invitation to participate in campus events such as (in-person or virtual career fairs), CTE month activities.	St. Louis Community College St. Louis Special School District

<i>Service</i>	<i>Service Description</i>	<i>Revenue Sources</i>	<i>Shared Costs (In-Kind, Cash, Total)</i>	<i>Agencies Sharing Costs</i>
Trade Adjustment Assistance	Prepares workers from declining or eliminated industry sectors to work in other industry sectors by offering assessment, training, and credentials; connecting ready-to-work employees to ready-to-be-filled jobs.	DOL		MO-DHEWD
Jobs for Veterans State Grant	Veterans are given Priority Service and may also be granted specialized services.	Wagner-Peyser WIOA Title I		MO-DHEWD MO-DHEWD Veterans Services

State Unemployment Compensation Law activities	A part of the one-stop partnership. Providing services to those clients seeking Unemployment Benefits	DOL	DOLIR makes a contribution to the Office of Workforce Development for Labor Exchange Services, which is in turn shared with the Local Workforce Development Board. Therefore, DOLIR is exempt from negotiating costs. To meet the requirement: provide meaningful assistance to UI claimants in need of help filing a UI claim, MJC staff must be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants to the point of being able to help them understand DES publications and correspondence. Additionally, a priority phone line is maintained in each MJC for claimants to speak directly with DES staff with little to no wait. An electronic feedback system is in	MO Division of Employment Securities

<i>Service</i>	<i>Service Description</i>	<i>Revenue Sources</i>	<i>Shared Costs (In-Kind, Cash, Total)</i>	<i>Agencies Sharing Costs</i>
			place for MJC staff to refer potential UI eligibility issues to the DES for investigation.	
Community Services Block Grant Activities	Community Action Agencies utilize extended case management and provide continued support for individuals that become employed, increasing the probability of employment retention and advancement, and reducing the chance of TANF re-entry.	CSBG	CAASTLC -- \$4,500 in-kind contribution * Poverty Simulation - \$2,000 * Presentations (4X)/Year - \$1,000 * Brochures - \$200 * Coordinate a Job Fair - \$1,500 -	Community Action Agency of St. Louis County, Inc. (CAASTLC)
US Dept. of Housing and Urban Development (Employment and training)	HUD is a federal financial intermediary that funds projects that serve the community in a variety of ways, including, but not limited to: Affordable housing, Homelessness, Job Search and employment, public health and safety, etc.		Employment and training activities and services carried out by the Department of Housing and Urban Development are not provided in this region	

Reintegration programs for eligible offenders	Offered as part of the MJC integrated services, some assistance can be provided for qualified individuals.	CSBG WIOA Title I	In-Kind: CAASTLC – See Community Services Block Grant Fathers & Families Support Center (FFSC) provides referrals to the career center’s case managers when there is a dad that needs the following: Parenting Classes, Legal Services, Family Therapy,	CAASTLC Fathers and Families Support

<i>Service</i>	<i>Service Description</i>	<i>Revenue Sources</i>	<i>Shared Costs (In-Kind, Cash, Total)</i>	<i>Agencies Sharing Costs</i>
			Case Management (1 year or the conclusion of legal services), Life Skills Financial Education. Participants that are referred that reside in the county receive these services through the FFSC location that is closest to their homes. Most attend classes and receive services at 1433 Stein, Dellwood, Mo. for participants that enroll in its six-week Family Formation Program. In turn, the agency makes referrals to the career center for participants that need assistance with employment placement services.	
Temporary Assistance for Needy Families (TANF)	TANF recipients have access to the integrated services of the MJC	DSS	MO-DSS – See Attached	MO Dept. of Social Services
Energy Assistance: to alleviate immediate threat of utility disconnection or to have it restored for individuals that are income eligible	Offered as part CAASTLC services, some assistance can be provided for qualified individuals.	Low Income Home Energy Assistance Program (LIHEAP) WIOA Title I	In-Kind: CAASTLC – See Community Services Block Grant	CAASTLC

VI. Systematic Referral Process for Job Center Customers

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

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

VII. Human Resources Management

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

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

The recipient must not discriminate in any of the following areas: Deciding who will be admitted, or have access, to any WIOA Title I - financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity.

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

VIII. One-Stop Delivery System Performance Criteria

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

1. All customers will receive prompt and courteous service from the staff.
2. All customers will receive the services designed to assist customers in achieving their educational and/or job placement goals.
3. All customers will have access to services regardless of disability, age, sexual orientation, race, national origin, or religion.
4. All employees can expect to work in a safe and professional environment.
5. All employees can expect to receive the best tools to achieve the desired outcome for their customers.

6. All Partners will deliver high-quality services through the Missouri Job Centers.
7. All Partners will adhere to the local policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA.

IX. Governance of the One-Stop Delivery System

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

The Board's responsibilities will be:

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

The One-Stop operator's responsibilities will be:

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

The One-Stop Partners' responsibilities will be:

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

X. Duration and Modification

The parties agree that the terms of this MOU, as a whole, will take effect upon full execution of this agreement until June 30, 2028, or such time as any party will modify, extend, or terminate this MOU in writing. This document will be renewed no longer than every two (2) years.

The terms of the shared funding of infrastructure costs agreed to in Section IV will take effect upon full execution of this agreement until June 30, 2028, or such time as any party will modify, extend, or terminate that subpart of this agreement. This MOU is subject to periodic review, and if substantive changes occur, all parties will be notified. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change.

XI. Termination

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement in writing at least 30 days prior to the effective termination date.

XII. Counterparts; Electronic Signatures:

This MOU may be executed by the Parties hereto on any number of separate counterparts, each of which shall be deemed an original, but all of which counterparts taken together shall constitute one and the same instrument. This MOU, or a signature page thereto intended to be attached to a copy of this MOU, signed, and transmitted by electronic mail, facsimile machine or telecopier shall be deemed and treated as an original document.

XIII. Confidentiality

Unless authorized by this MOU, no party to the MOU, or their contractors, employees, agents, or subcontractors, will make outside disclosure of information considered confidential under state or federal law, whether the information is provided by parties to the MOU or is developed pursuant to the MOU, without the consent of the appropriate party or parties. This restriction does not apply to information that is in the public domain or information that is required to be disclosed by law.



Local Workforce Development Board New Member Certification and Biennial Board Recertification Form

Name of Local Workforce Development Board: ST. LOUIS COUNTY

(The rows below will expand to fit. Attach additional copies of this page, as needed, to list additional board members. For a board recertification submission, report all current board members (including ex officio non-voting members) not just the members added since the last reporting.)

Appointee's name & title*	Membership category†	Nominating organization	Appointee's company or organization, mailing address, phone #, fax #, and email address	FEIN ‡ (for Business nominees only)	Member being replaced (if applicable)
Hannah Fraser Community Engagement Specialist	FSD/MWA	MO Department of Social Services	Office of Workforce and Community Initiatives 7545 S. Lindbergh Blvd, Ste. 110, St. Louis, MO 63125 (P) 314-244-8231; (E) Hannah.Fraser@dss.mo.gov	N/A	Mary Moriarty
Brad Ackman Organizer	Labor/Workforce	Greater St. Louis Labor Council AFL-CIO	Heat and Frost Insulators, Local #1 3325 Hollenberg Drive, St. Louis, MO 63044 (P) 314-614-3957 (E) backmanlocal1@gmail.com	N/A	Recertification
Jason Archer No longer a member VP of Business Development	Economic Development & Business	St. Louis Economic Development Partnership	St. Louis Economic Development Partnership 7733 Forsyth Blvd., Clayton, MO 63105 (P) 314-615-8139; (E) jarcher@stlpartnership.com	N/A	Recertification
John Gaal No longer a member Worker Wellness Director	Labor/Workforce	MO AFL-CIO	MO AFL-CIO MO Works Initiative 131 E. High Street, Suite 100, Jefferson City, MO 65101 (P) 314-805-9966 (E) jsgaal59@gmail.com	N/A	Recertification
Christy Hernandez Adult Education & Literacy Director	Adult Education & Literacy	MO Department of Elementary & Secondary Education	Parkway-Rockwood Community Education 13157 N. Olive Spur Rd., Creve Coeur, MO 63141 (P) 314-415-4940 (E) chernandez@parkwayschools.net	N/A	Mary Grott
Quintinus Henry Vice President, Facilities	Business	St. Louis Economic Development Partnership	McCormack Baron Salazar 100 N. Broadway Suite 100 St. Louis, MO 63102 (P) (314) 614-2414 (E) gahenry@aol.com	43-1023485	Recertification
Jerri Bowles Job Center Services	DHEWD – Wagner-Peyser	Division of Workforce Development	MO DHEWD 301 W. High Street Suite 870 (P) 573-751-2816 (E) jerri.bowles@dhewd.mo.gov	N/A	Recertification

Lee Metcalf Vice President	Business	St. Louis Economic Development Partnership	Daugherty Business Solutions 3 City Place Drive, #400, Creve Coeur, MO 63141 (P) 314-432-8200 (E) lee.metcalf@daugherty.com	43-1447437	Recertification
Scott Luhrs Business Specialist	Vocational Rehabilitation	MO Department of Elementary & Secondary Education	DESE–Vocational Rehabilitation 4040 Seven Hills Dr., Ste. 257, St. Louis, MO 63033 (P) 314-475-7999 (E) Scott.Luhrs@vr.dese.mo.gov	N/A	Lydia Mitchell
Gwendolyn Mizell No longer a member Director, Diversity & Inclusion	Business	St. Louis Economic Development Partnership	Ameren Services 1901 Chouteau Ave., P.O. Box 66149, St. Louis, MO 63166 (P) 314-554-6119 (E) gmizell@ameren.com	43-1799279	Recertification
Vanessa Parker-Lewis Chief Human Resources Officer	Business	St. Louis Economic Development Partnership	McCormack Baron Salazar 100 North Broadway, Suite 100 St. Louis, MO 63102 (P) 314-335-2716 (E) Vanessa.ParkerLewis@mccormackbaron.com	43-1053637	Recertification
Reginald Scott No longer a member Associate Director of Real Estate	Business	St. Louis Economic Development Partnership	Washington University in St. Louis – Office of Real Estate 700 Rosedale Ave, Campus Box 1016, St. Louis, MO 63112 (P) 314-935-4238 (E) reginald.scott@wustl.edu	43-0653711	Recertification
John Bowman Sr. Midwest Development Manager Statewide Apprenticeship Coordinator	Labor/Workforce	St. Louis Economic Development Partnership	UAW-LETC 721 Dunn Road, Florissant, MO 63016 (P) 314-899-0648 (E) jbowman.uawletc@gmail.com	N/A	Recertification
Brian Carp No longer a member Chief Operating Officer Gateway Studios and Production Services	Business (SB)	St. Louis Economic Development Partnership	Gateway Studios and Production Services 3615 Tree Court Industrial Blvd, St. Louis, MO 63122 (P) 855-332-4777 (E) brian.carp@gsp.com	85-1766160	Recertification
Jim Barrett No longer a member Business Representative/Political and Education Director	Labor/Workforce	Teamsters Local Union No. 688	Teamsters Local Union No. 688 4349 Woodson Rd., Suite 200 St. Louis, MO 63134-3718 (P) 314-513-5800 (E) jbarrett@688online.org	N/A	Recertification
Phyllis Ellison No longer a member Associate Vice Chancellor, Workforce Solutions Group	Higher Education	St. Louis Community College	St. Louis Community College 3221 McKelvey Road, Bridgeton, MO 63044 (P) 314-539-5000 (E) Phyllisellison@stlcc.edu	N/A	Recertification
Robert Morrison Senior Director, Pfizer Global Research, Development, and Medicine; Biotherapeutics Pharmaceutical Sciences	Business	St. Louis Economic Development Partnership	Pfizer, Inc. 875 Chesterfield Parkway West Chesterfield, MO 63017 (P) 636-247-7131 (E) Robert.j.morrison@pfizer.com	13-5315170	Recertification
Linda Huntspon President and CEO	Business (SB)	St. Louis Economic Development Partnership	Community Action Agency of St. Louis County 2709 Woodson Road, St. Louis, MO 63108 (P) 314-446-4402 (E) lhuntspon@caastlc.org	23-7037248	Recertification
Caroline Battles No longer a member System Vice President, Administration and Governance	Business	St. Louis Economic Development Partnership	SSM Health (P) 314-475-5810 (E) caroline.battles@gmail.com	43-1343281	New member (previously ex-officio)

* Include the names of all ex officio, non-voting members of the board appointed to the board by the CEO.

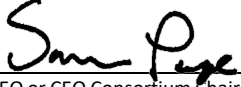
†Categories include Business, Small Business, Workforce (Labor/Apprenticeship/Employees-Workforce), AEL, VR, Wagner/Peyser (DWD), Higher Education, Economic Development, TANF/MWA, or OTHER additional categories designated by the Chief Elected Official. If "OTHER," specify the category or reason for the appointment. If a member is "double hatting" (representing two board categories) list both categories that person represents.

‡Use the Federal Employer Identification Number (FEIN) issued by the U.S. Internal Revenue Service *for the business the nominee represents*, not a personal FEIN.

ATTESTATION

I, SAM PAGE, the undersigned Chief Elected Official (CEO) or CEO Consortium Chair (as applicable) of the
(PLEASE PRINT OR TYPE)

ST. LOUIS COUNTY Local Workforce Development Area hereby attest that the information provided within this Local Workforce Development Board certification application is complete and accurate to the best of my knowledge. I also certify that all applicable provisions of the Workforce Innovation and Opportunity Act, federal regulation, and any additional requirements by the state of Missouri have been followed in the selection process of the appointee(s) listed above.



(CEO or CEO Consortium Chair signature)

4/30/2025

(Date)

For information about [Missouri Division of Workforce Development](#) services, contact a [Missouri Job Center](#) near you. Locations and additional information are available at [jobs.mo.gov](#) or 1-(888)-728-JOBS (5627). Missouri Division of Workforce Development is an [equal opportunity](#) employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

BYLAWS of the ST. LOUIS COUNTY WORKFORCE DEVELOPMENT BOARD

A board formed pursuant to Section 630.300 St. Louis County Revised Ordinances. References herein to St. Louis County Workforce Development Board (“WDB”) (“the Board”) shall include Workforce Investment Board (“WIB”).

(Capitalized words not otherwise defined herein have the meanings set forth in therein)

ARTICLE I - OFFICERS

A. Officers

The officers shall be a Chair, a Vice-Chair, Secretary, Treasurer, and Parliamentarian, collectively “Leadership”.

B. Chair

The Chair shall be elected from among the business representative members on the Board in accordance with Title 20 Section 679.330 Code of Federal Regulations. The Chair shall be the principal officer of the Board and shall in general supervise and control all the business and affairs of the Board membership. The Chair shall preside over meetings of the Board. The Chair shall appoint committee members and chairs of the committees except as otherwise provided herein. The Chair may sign any instruments which the Board has authorized to be executed; and in general, shall perform all duties incident to the office of Chair and such other duties as may be prescribed by the Board from time to time. The outgoing Board Chair will chair the Nominating Committee to nominate a successor.

C. Vice Chair

The Vice-Chair shall be elected from among the business representative members on the Board. In the absence of the Chair, or in the event of their inability to act, the Vice-Chair will perform the duties of the Chair, and when so acting, shall have all the powers of and be subject to all the restrictions upon the Chair. The Vice-Chair shall preside over meetings of the Board in the Chair’s absence. The Vice-Chair shall perform such other duties as from time to time may be assigned to them by the Chair or by the Board. The Vice Chair must meet the eligibility criteria for the Board Chair, specifically eligibility as a business representative.

D. Secretary

The Secretary, in conference with the Board staff, as designated by the Director of the Department of Human Services, shall be responsible for the recording of Board business, attesting the Chair’s signature as may be required, recording attendance at meetings, and determining and certifying that a quorum is present on an appropriate record. During a meeting when roll-call voting is required, the Secretary is responsible to preside over the conduction of the “call-the-roll”, recording and certifying individual member’s votes on an appropriate record. The Secretary shall be responsible for validating the accuracy of minutes, particularly recording of motions and their outcomes. As such, the Secretary is expected to confer with the Board’s Director and Administrator prior to meetings of the Executive/Finance Committee and Board to review business matters.

E. Treasurer

The Treasurer shall be the Vice Chair of the Executive/Finance Committee. The Treasurer is expected to confer with the Director of Workforce Development and Fiscal staff prior to meetings of the Executive/Finance Committee and Board to review financial matters.

F. Parliamentarian

The Parliamentarian shall, at the request of the presiding officer at any meeting of the Board or the committees of the Board, provide advice regarding parliamentary procedure.

G. Presiding Officer

The Chair shall act as the Presiding Officer at all meetings of the Board. In the absence of the Chair, the Vice-Chair shall act as the Presiding Officer. At any meeting of the Board from which both the Chair and Vice-Chair are absent, the Board shall by majority vote of those present elect a member to serve as Presiding Officer at that meeting.

H. Elections

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

I. Term of Office and Vacancies

Any term of office for officers is two (2) years. Such term shall commence on July 1 and shall expire on June 30 two years later. Election of officers shall be held every two (2) years at the last Board meeting of the program year prior to the commencement of a new two (2) year term. A program year shall run July 1 through June 30 of the following year. Terms should be staggered to ensure continuity of leadership, with the elections for the Chair and Vice-Chair occurring on alternating years. Elections for Treasurer, Secretary and Parliamentarian may occur on the same or alternating years.

The total time a member may serve in leadership does not have to be consecutive but may not exceed eight (8) years. An officer may be elected to another office during their tenure in leadership but may not exceed eight (8) years.

A member is eligible to be re-elected to an office after a period of two years out of leadership but may not exceed the eight (8) year total.

Vacancies may be filled at any meeting of the Board in the manner set forth above, and if unfilled after a meeting of the Board, may be appointed by the Chair.

The Chief Elected Official (“CEO”) of the Board is the County Executive. The CEO will be notified of any vacancy as soon as possible, but no later than thirty (30) days after the vacancy is effective. Notification will be done in writing via email or printed document. The authorized party(ies) to receive initial notification of a vacancy or pending vacancy will make the report, ensuring that all relevant parties are notified, including the CEO, Department Director, Division Director, Board Administrator, Office of Workforce Development (“OWD”), and/or the Board Chair. The authorized parties include the Director of Workforce Development, the Workforce Development Administrator, Director of the Department of Human Services, and the CEO or the CEO’s designee.

J. Eligibility

A member must be on the Board for a minimum of two (2) years before being eligible to hold an office.

K. Removal of Officers

Any officer elected or appointed by the Board may be removed from the office by the membership whenever in its judgement, the best interest of the Board would be served thereby. Removal shall be affected by majority vote of members attending a meeting wherein a quorum is present. An officer removed pursuant to this section will retain membership on the Board.

ARTICLE II - MEMBERSHIP

A. The membership of the Board shall be determined by the Workforce Innovation and Opportunity Act (“WIOA”) laws, regulation, and State Issuances. The CEO must appoint members to the Board in accordance with the criteria established in Title 20 Section 679.320 Code of Federal Regulations.

B. The Board must be certified or recertified by the Governor of the State of Missouri every two (2) years.

C. Required Membership – Eligibility –The CEO may solicit nominations from the appropriate organizations for eight (8) categories of appointees to the Board:

1. Business (51% of the Board must consist of business representatives), a minimum of two must represent “small business,” as defined by the Small Business Administration (“SBA”).
2. Labor/Workforce – no less than 20% of the members shall be representatives of labor/workforce
3. Adult Education and Literacy (“AEL”)
4. Higher Education
5. Economic Development
6. Wagner-Peyser (OWD)
7. Rehabilitation Act (Vocational Rehabilitation (“VR”))
8. Temporary Assistance to Needy Families (Family Support Division (“FSD”))

D. Elective Board Appointments – The CEO has the discretion to add other representatives to the Board membership. The appointment of additional members cannot reduce the requirement of a 51% business representative majority.

E. Nominations – Members (except non-voting members) must be appointed based upon letters of nomination to the CEO. Nominations must come from business, labor/workforce, education, state-level agencies, or other organizations appropriate to the position being filled.

F. Board Appointments – it is the responsibility of the CEO to make appointments to the Board. Applicants not nominated and desiring a position on the Board must complete the St. Louis County Boards or Commissions application process as provided herein. Applicants are required to complete an online application and submit a resume at the time of application. The submitted documents will be reviewed by the CEO’s office and Division of Workforce

Development. Interviews will be conducted with each applicant prior to appointment by the CEO to the Board.

- G. Vacancies – The CEO will be notified of any vacancy as soon as possible, but no later than thirty (30) days after the vacancy is effective. Notification will be done in writing via email or printed document. The authorized party(ies) to receive initial notification of a vacancy or pending vacancy will make the report, ensuring that all relevant parties are notified, including the CEO, the Director of Human Services, the Director of Workforce Development, OWD, and the Board Chair. The authorized parties include the Director of Workforce Development, the Workforce Development Administrator, Director of the Department of Human Services, and the CEO, or the CEO’s designee.
- H. Term Limits – Members may serve an initial four (4) year term, with up to two (2) renewable four (4) year terms, not to exceed a total of twelve (12) years (three (3) four (4) year terms) and/or until the member’s replacement is nominated and appointed. The Board will observe staggered terms to ensure the Board’s succession and continuity. All current membership eligibility criterion will apply. A member is eligible to reapply or be reappointed to the Board after a period of one (1) year of not serving on the board.

For the duration of the term, a voting member must maintain the WIOA eligibility qualification justifying that appointment at the time it was certified. Members who fail to retain eligibility to remain on the Board due to a change in the eligibility status, must be removed from the Board or appointed as a non-voting member at the discretion of the CEO.

- I. Active Participation – Members are expected to actively participate in convening the workforce development system’s stakeholders, brokering relationships with the diverse range of employers and other entities, leveraging support for workforce development activities, and ensuring that workforce investment activities meet the needs and support the economic growth in the region as outlined in Title 20 Section 679.370 Code of Federal Regulations. Board staff will provide an orientation for new members that outlines expectations for engagement. Active members will be provided periodic training on WIOA related topics and invited to join committees authorized by the Board.

Absence – Any member absent from three (3) or more meetings in any program year, and/or more than three (3) consecutive Board meetings may be terminated by the Board. The Executive / Finance Committee shall review the circumstances of the absences and make a recommendation of retention or termination to the full Board.

Expulsion – A member may be recommended for expulsion from the Board when an action is deemed inappropriate and determined to be averse to the credibility and mission and/or violation of standard ethical norms of the Board as a whole. Expulsion will occur when two-thirds of the current Board members elect to so remove, by public vote. Each member must sign and adhere to the standard ethical norms statement contained in the membership nomination form.

ARTICLE III – COMMITTEES

A. Standing Committees

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

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

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

- a. Responsible for acting on behalf of the Board as authorized by the Board.
 - b. Responsible for making policy recommendations to the Board which meet the needs of both the area employers and job seekers.
 - c. Responsible for reviewing recommendations for revisions to the Board's governing documents.
2. YOUTH COMMITTEE – An advisory committee to the Board, charged with developing the portions of the local plan relating to eligible youth, recommending eligible providers of youth activities to be considered for grants or contracts on a competitive basis, conducting oversight with respect to eligible providers of youth activities, coordinating youth activities that are authorized by the act, and other duties required by applicable law and to the extent consistent with applicable law, requested by the Board's Chair.
3. DISABILITY RESOURCE COMMITTEE – An advisory committee to the Board, charged with developing policies for St. Louis County Career Centers as related to WIOA and serving customers with disabilities. The Committee will coordinate with surrounding regions to develop a regional strategy linking job seekers with disabilities and the business community.
4. THE EMPLOYER ENGAGEMENT AND CAREER PATHWAYS COMMITTEE – An advisory committee to the Board, consisting of private sector companies across key industry sectors that will actively recruit local business leaders to partner with the Board and create programs that lead to quality jobs for adults, dislocated workers, and youth. This committee will specifically serve as an advisory group to the Business Services Unit of the Office of Workforce Development and will shape workforce solutions offered through this unit.
5. NOMINATING COMMITTEE – At a regular meeting of the Board, the Chair shall seek volunteers for the Nominating Committee from eligible members for the purpose of nominating a slate of officers of the Board. The committee shall seek willing nominees from active Board members and shall make its best effort to nominate at least one candidate for each office.

B. Ad Hoc Committees

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

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

C. Quorum (Committees)

At all committee meetings, one-half of all the members of such committee shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the members of the committee present at such meeting shall be the act of the committee. If a quorum shall not be present at any meeting of a committee, the members of the committee present thereat may adjourn the meeting, from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

D. Virtual Meetings

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

ARTICLE IV – BOARD MEETINGS AND PROCEDURES

A. Regular Meetings

The Board shall hold at least four (4) regular meetings each year to discuss progress or other matters affecting the operation of the Board. Meetings will be open to the public. A Board member may send an alternate designee to attend a meeting in his/her stead. The alternate designee may serve in an information-gathering capacity only. The designee will have no voting privileges, nor will their attendance count toward establishing a quorum.

B. Special Meetings

Special meetings may be called by the Chair. Alternatively, a special meeting may be called by a majority of the members of the Board during a regular Board meeting.

C. Notice

Notice of all regular meetings of the Board shall be given at least 24 hours previous thereto by written communication, emailed, mailed, faxed, or delivered personally to each member at the member's business address. Said notice shall be the responsibility of the Board's staff, which shall also be responsible for making such notice public. Notice of special meetings of the Board shall be given in compliance with all applicable law, including Chapter 610 RSMo and Chapter 114 SLCRO.

D. Attendance at or participation in a meeting by a member of the Board waives any required notice of the meeting unless the Board member, upon arriving at the meeting or prior to the vote on any matter before the Board, objects to lack of notice and does not vote for or assent to the objected to action. Agenda

The business of all meetings of the Board shall be those matters identified in the meeting agenda. All requests of matters for Board consideration are to be communicated to the Chair and Director of Workforce Development at least ten (10) days before the scheduled Board meeting.

E. Quorum (Full Board)

At all meetings of the Board, 50% of all the members of the Board who are entitled to a vote shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the members of the Board who are entitled to a vote and who are present at any meeting at which there is a quorum shall be the act of the Board, unless the action is one upon which, by express provision of applicable law, or these Bylaws, a different vote is required, in which case such express provision shall govern and control. If a quorum shall not be present at any meeting of Board, the Chair may declare the meeting adjourned.

F. Virtual Meetings

The Board may conduct meetings by means of a virtual conference platform, telephone, or similar communications equipment whereby all persons participating in the meeting can hear each other, and participation in a meeting in this manner shall constitute presence in person at the meeting. The Board shall conduct virtual meetings in compliance with Chapter 610 RSMo and Chapter 114 SLCRO.

G. Voting

Each member shall have one (1) vote on all matters. Members must be present to vote. Proxy voting is not permitted.

Subject to the conflict-of-interest policy set forth herein, the act of a majority of the voting members in attendance at a duly organized meeting at which a quorum is present shall be the act of the Board. Voting shall be conducted in compliance with Chapter 610 RSMo. Chapter 114 SLCRO and other applicable law. In the absence of a specific provision of applicable law or these bylaws, voting shall be conducted per Robert's Rules of Order Newly Revised 12th Edition.

H. Proceedings for Meetings

Robert's Rules of Order Newly Revised 12th Edition are adopted as though fully set out herein and shall be followed in the absence of a specific provision of applicable law or these bylaws.

ARTICLE V – BYLAW AMENDMENTS

A. Proposal

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

B. Review of Proposed Amendments

Upon receipt of proposed amendments, the Board shall refer such proposed amendments to the Executive/Finance Committee for review and recommendation. The Executive/Finance Committee may adopt recommendations pertaining to such proposed amendments. The Executive/Finance Committee shall submit such recommendations for consideration by the

Board at the first board meeting following adoption of such recommendation(s) by the Executive/Finance Committee.

C. Voting

A vote will be taken at the first Board meeting following review by the Executive/Finance Committee. A two-thirds majority of those in attendance at all Board meetings shall be required to amend these bylaws.

ARTICLE VI – CONFLICTS OF INTEREST

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

If a Board member has a concern regarding a potential conflict of interest, the concern should be immediately reported to the Director of Workforce Development. Each instance will be evaluated on a case-by-case basis by the appropriate County officers and in accordance with all applicable County laws and policies.

AMENDMENT

PURPOSE FOR AMENDMENT:

The purpose of this amendment is to bring the St. Louis County Workforce Development Board By-Laws into compliance with 20 CRF §679.310(g) (1-7) regarding the minimum requirements of WIOA Local Workforce Development Board (LWDB).



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**Office of
Compliance
Issuance**

16-2026

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Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Local Fiscal Agent

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance – Designation of a Local Fiscal Agent

SUMMARY

The St. Louis County Workforce Development Board (STLCOWDB) must utilize a Fiscal Agent to oversee programs and finance-related activities for the St. Louis County Region - Workforce Innovation and Opportunity Act (WIOA) grant. This policy details the Fiscal Agent's contact information.

SUBSTANCE

A. FISCAL AGENT

- Fiscal Agent Name: Family and Workforce Centers of America

B. CONTACT

- Carolyn Seward
Chief Executive Officer
Family and Workforce Centers of America/MET Center
6347 Plymouth Avenue
St. Louis, MO 63133
Direct Office #: 314-377-0495

INQUIRIES

Please direct all questions or comments regarding this Issuance document to info@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

**Office of
Compliance
Issuance**

42-2026

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Active Date: 04/30/2026

Effective Date: 04/30/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

WIOA Workforce Development Board Conflict of Interest & Code of Conduct Policy

ATTACHMENTS (if any):

(A) - Conflict of Interest and Code of Conduct Signature Form

<i>This Issuance is an official policy of St. Louis County Workforce Development.</i>	This Issuance Affects: • Workforce Innovation and Opportunity Act (WIOA) Programs • Title I: Adult • Title I: Dislocated Worker • Title I: Youth FOR THE ATTENTION OF: <i>All applicable WIOA staff or subcontractors—Implementation of this issuance is immediate and continuous.</i>

RESCISSIONS: N/A

REFERENCES: N/A

SUMMARY

St. Louis County Workforce Development Board (STLCOWDB) policy is to provide requirements for code of conduct and conflicts of interest.

BACKGROUND

STLCOWDB policy is to provide board members requirements for code of conduct and conflicts of interest.

SUBSTANCE

A. WORKFORCE DEVELOPMENT BOARD CONFLICT OF INTEREST AND CODE OF CONDUCT

Where this document references “Member” it shall mean any agent, STLCOWDB employee, WIOA sub-recipient, STLCOWD (Saint Louis County Workforce Development) employee, officer, Committee Member, Ex-Officio, and Board Member.

The key responsibilities of STLCOWDB includes broad-based strategic planning, more efficient use of resources, improved service delivery, results-based accountability and increased employer involvement. In order to ensure that the citizens of St. Louis County (Region 13) have complete confidence in those members appointed by the County Executive to serve on the Workforce Development Board, these individuals agree to abide by the following conflict of interest provisions as required by the Workforce Innovation and Opportunity Act (WIOA).

B. RESTRICTED ACTIVITIES

I. No Member of the Workforce Development Board shall:

- a. Cast a vote or participate in any decision-making capacity on any matter under consideration:
 - regarding the provision of services by such member (or by an entity that such member represents); or
 - that would provide direct financial benefit to such member or the immediate family of such member.
- b. Engage directly or indirectly in any business transactions or private arrangement for profit that accrues from or is based upon his or her official position or authority on the Board.
- c. Participate in the negotiation of or decision to award contracts or grants, the settlement of any claims or charges in any contracts or grants, the certification of any eligible providers or the establishment of any designation of any local workforce investment areas or the establishment of any one stop delivery system, with or for any entity in which he or she has a financial or personal interest.

- d. No individual may be placed in a Workforce Innovation and Opportunity Act employment activity if a member of that person's immediate family is directly supervised by or directly supervises that individual.

II. Representation of interests

No Member of the board shall represent or act as agent for any private interest, whether for compensation or not, in any transaction in which the board has a direct and substantial interest and which could be reasonably expected to result in a conflict between a private interest of the board and his official board responsibility. A business sector representative may not be an employee of a public sector organization represented on the local Workforce Development Board, including state and local government agencies.

III. Misuse of information

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

IV. Misuse of board facilities and equipment

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

V. Prohibition of gratuities or favors

No Member of the board shall solicit or accept gratuities, favors, or anything of monetary value from awardees, potential awardees, or other parties to agreements.

C. DUTIES OF BOARD MEMBERS

It shall be the duty of all board members to:

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

D. VIOLATIONS OF THE CONFLICT OF INTEREST & CODE OF CONDUCT

If, after a detailed review the board believes that this Code has been violated, it can recommend to the County Executive that the individual who has violated the Code be

removed as a Member of the board for a violation of this Code, even if the board has not made such a recommendation.

E. SIGNATURE PAGE

St. Louis County Workforce Development Board (STLCOWDB) Conflict of Interest and Code of Conduct

The key responsibilities of the Workforce Development Board Members include broad-based strategic planning, more efficient use of resources, improved service delivery, results-based accountability and increased employer involvement. In order to ensure that the citizens of St. Louis County (Region 13) have complete confidence in those individuals appointed by the County Executive to serve on and work under the Workforce Development Board, these individuals agree to abide by the following conflict of interest provisions as required by the Workforce Innovation and Opportunity Act (WIOA).

Restricted Activities:

1. No Member of the Workforce Development Board shall:
 - a. Cast a vote or participate in any decision-making capacity on any matter under consideration:
 - regarding the provision of services by such member (or by an entity that such member represents); or
 - that would provide direct financial benefit to such member or the immediate family of such member.
 - b. Engage directly or indirectly in any business transactions or private arrangement for profit that accrues from or is based upon his or her official position or authority on the Board.
 - c. Participate in the negotiation of or decision to award contracts or grants, the settlement of any claims or charges in any contracts or grants, the certification of any eligible providers or the establishment of any designation of any local workforce investment areas or the establishment of any one stop delivery system, with or for any entity in which he or she has a financial or personal interest.
 - d. No individual may be placed in a Workforce Innovation and Opportunity Act employment activity if a member of that person's immediate family is directly supervised by or directly supervises that individual.
2. Representation of interests. No Member of either of the boards shall represent or act as agent for any private interest, whether for compensation or not, in any transaction in which the board has a direct and substantial interest and which could be reasonably expected to result in a conflict between a private interest of the board and his official board responsibility. A business sector representative may not be an employee of a public sector organization represented on the local Workforce Investment Board, including state and local government agencies.

3. Misuse of information. No Member of the board shall, for his or her own personal gain or for the gain of others, use any information obtained as a result of his or her board membership and not available to the public at large or divulge such information in advance of the time prescribed for its authorized release.
4. Misuse of board facilities and equipment. No Member of the board shall use any board equipment, supplies or properties for his or her own private gain or for other designated purposes.
5. Prohibition of gratuities or favors. No Member of the board shall solicit or accept gratuities, favors, or anything of monetary value from awardees, potential awardees, or other parties to agreements

Duties of Board Members:

It shall be the duty of all board members to:

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

Violations of the Conflict of Interest and Code of Conduct:

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

Disclosure:

If, after reading the above policy and code of conduct, you have determined you have a potential conflict of interest, please use the space below to describe the nature of the conflict of interest or attach a description to this document.

Attestation:

By signing below, you acknowledge that you have reviewed and will adhere to the Conflict of Interest Policy and Code of Conduct outlined in this document.

Signature of Member

Date

Printed Name of Member

*This attestation will be completed and submitted annually.

TIMELINE

Immediate and continuous.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to stlcowd@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

ATTACHMENT A – Conflict of Interest and Code of Conduct Signature Form



St. Louis County Workforce Development Board (STLCOWDB) Conflict of Interest and Code of Conduct

The key responsibilities of the Workforce Development Board Members include broad-based strategic planning, more efficient use of resources, improved service delivery, results-based accountability and increased employer involvement. In order to ensure that the citizens of St. Louis County (Region 13) have complete confidence in those individuals appointed by the County Executive to serve on and work under the Workforce Development Board, these individuals agree to abide by the following conflict of interest provisions as required by the Workforce Innovation and Opportunity Act (WIOA).

Restricted Activities:

1. No Member of the Workforce Development Board shall:
 - a. Cast a vote or participate in any decision-making capacity on any matter under consideration:
 - regarding the provision of services by such member (or by an entity that such member represents); or
 - that would provide direct financial benefit to such member or the immediate family of such member.
 - b. Engage directly or indirectly in any business transactions or private arrangement for profit that accrues from or is based upon his or her official position or authority on the Board.
 - c. Participate in the negotiation of or decision to award contracts or grants, the settlement of any claims or charges in any contracts or grants, the certification of any eligible providers or the establishment of any designation of any local workforce investment areas or the establishment of any one stop delivery system, with or for any entity in which he or she has a financial or personal interest.
 - d. No individual may be placed in a Workforce Innovation and Opportunity Act employment activity if a member of that person's immediate family is directly supervised by or directly supervises that individual.
2. Representation of interests. No Member of either of the boards shall represent or act as agent for any private interest, whether for compensation or not, in any transaction in which the board has a direct and substantial interest and which could be reasonably expected to result in a conflict between a private interest of the board and his official board responsibility. A business sector representative may not be an employee of a public sector organization represented on the local Workforce Investment Board, including state and local government agencies.
3. Misuse of information. No Member of the board shall [DS1.1], for his or her own personal gain or for the gain of others, use any information obtained as a result of his or her board membership and not available to the public at large or divulge such information in advance of the time prescribed for its authorized release.
4. Misuse of board facilities and equipment. No Member of the board shall use any board equipment, supplies or properties for his or her own private gain or for other designated purposes.
5. Prohibition of gratuities or favors. No Member of the board shall solicit or accept gratuities, favors, or anything of monetary value from awardees, potential awardees, or other parties to agreements.

Duties of Board Members:

It shall be the duty of all board members to:

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

Violations of the Conflict of Interest and Code of Conduct:

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

Disclosure:

If, after reading the above policy and code of conduct, you have determined you have a potential conflict of interest, please use the space below to describe the nature of the conflict of interest or attach a description to this document.

Attestation:

By signing below, you acknowledge that you have reviewed and will adhere to the Conflict of Interest Policy and Code of Conduct outlined in this document.

Signature of Member

Date

Printed Name of Member



314-377-0445



stlcowd@fwca-stl.com



MET Center
6347 Plymouth Ave.
St. Louis, MO 63133

STLCOWD

Active Date: 04/30/2026

Effective Date: 04/30/2026

STLCOWD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services 711.

STLCOWD

Active Date: 04/30/2026

Effective Date: 04/30/2026

STLCOWD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services 711.



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**Office of
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Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

STLCOWD Procurement Policy

ATTACHMENTS (if any): (N/A)

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance – Selection or Designation of Service Providers, Including One-Stop-Operators, Training Providers, and Youth Providers by Local Workforce Development Boards.

SUMMARY

This policy describes the policies and procedures of St. Louis County Workforce Development (STLCOWD) procurement procedures.

BACKGROUND

STLCOWD and its sub-recipients have the responsibility to institute internal controls that safeguard funding. STLCOWD and its sub-recipients must make the best judgement in instituting the most appropriate and cost-effective internal control processes in their respective organizations.

SUBSTANCE

The following are STLCOWD's procurement procedures. In addition, staff members with the authority to approve purchases will receive a copy of and be familiar with 2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

A. PROCUREMENT PROCEDURES

1. STLCOWD shall avoid purchasing items that are not necessary for the performance of its activities, particularly those activities required by an award.
2. Where appropriate, an analysis shall be made of lease and purchase alternatives to determine which would be the most economical and practical procurement. This analysis should only be made when both lease and purchase alternatives are available to the program.
3. Some form of cost or price analysis shall be made for every procurement. Price analysis may be made in various ways, including comparison of price quotations submitted or market prices. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability, and allowability.

Note: OMB has explained this requirement by providing for "considerable latitude in determining the appropriate form of the cost or price analysis, depending on the nature and size of the procurement." Therefore, STLCOWD shall implement efficient and reasonable comparison procedures. Cost/price analysis for routine supplies may be performed at the beginning of the year to identify a vendor to be used for the entire year.

4. Documentation of the cost and price analysis associated with each procurement decision shall be retained in the procurement files pertaining to each Federal award.
5. For all procurements that exceed the Simplified Acquisition Threshold (\$350,000); procurement records and files shall be maintained to include all the following:
 - a. The basis for contractor selection.
 - b. Justification for lack of competition when competitive bids or offers are not obtained.
 - c. The basis for award cost or price.

6. STLCOWD shall make all procurement files available for inspection upon request by an awarding agency, auditors or STLCOWD Board of Directors.
7. (Federal awards only) All contracts with vendors shall require the vendor to certify in writing that it has not been suspended or disbarred from doing business with any Federal agency. (Alternatively, STLCOWD may research potential vendors on the Excluded Parties List at the GSA\ website).
8. STLCOWD shall not utilize the "cost-plus-a-percentage-of-costs method of contracting.

All staff members with the authority to approve purchases will receive a copy of and be familiar with 2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

B. PROCUREMENT METHODS

STLCOWD utilizes several methods to procure goods and services:

- Purchasing cards
- Purchase requests (generally for procured items >\$3,500)

See page 4 - 5 for a summary of approved methods and limits for acquiring goods and services. Purchase requests are:

- Used to give a vendor approval to sell to STLCOWD
- Used to control expenses
- Approved and issued prior to purchase

A properly completed purchase request shall be required for each purchase decision (i.e., total amount of goods and services purchased, not unit cost) with the exception of travel advances and expense reimbursements, which require the preparation of a separate form described elsewhere in this manual. A properly completed purchase requests shall contain the following information, at a minimum:

1. Specifications or statement of services required
2. Vendor name, address, point of contact and phone number
3. Delivery or performance schedules
4. Delivery, packing and transportation requirements
5. Special conditions (if applicable)
6. Catalogue number, page number, etc. (if applicable)
7. Net price per unit, less discount, if any
8. Total amount of order
9. Authorized signature
10. Date purchase request was prepared
11. Source of funding (if applicable)

Note: A requisition form is the official STLCOWD document used to initiate a purchase request. The requisition must be completed in detail, as described above, and approved by the appropriate personnel

based on approval guidelines stated below. Once completed and approved, the requisition is forwarded to Finance for review and issuance of the purchase request.

Blanket purchase requests (for an accrued amount) can be established at the start of a fiscal period to authorize purchases from a vendor up to a set amount, thereby eliminating the need for monthly purchase requests for standard purchases.

Purchase requests shall be pre-numbered. Purchase request numbers are generated sequentially from STLCOWD's automated purchasing system. The use of unauthorized purchase request numbers (i.e. either numeric or alphanumeric-such as an individual's name) will be considered a violation of STLCOWD purchasing policies.

C. CHANGES TO PURCHASE REQUESTS

Any alteration in specifications, delivery point, period of performance, price, quantity, or other terms will require a change in the existing purchase request. The Change Request must be approved by the same approval authority or higher that approved the original requisition.

Note: for purchases made with unrestricted funds, Finance is authorized to approve price increases of 10% or less of the total cost. Finance must be notified in writing in order to make this change. If the 10% price increase causes the price to exceed the micro-purchase amount, then the transaction is subject to the bid process.

This exemption does not apply to purchases made with funds restricted by either award or contributor.

A completed Change Request Requisition should include a list of all the changes referencing the item, line number, quantity, and new total dollar amount. Once a completed and approved Change Request Requisition is received in Finance, Finance will issue a Change Request document to the vendor.

The Finance Department is not authorized to make any other changes without written approval from the requestor and Chief Executive Officer. Any changes made that are not in accordance with change request policy will be considered unauthorized and must be approved by the Chief Executive Officer or his/her designee.

D. CANCELLATION OF PURCHASE REQUESTS

The requesting department must provide a written notification to STLCOWD of a cancellation of a Purchase Request. Written notification of cancellation must occur within seven (7) days of initial purchase. Include the identifying purchase request number, vendor name, reason for cancellation, your department and account number (if applicable). Cancellations must be fully coordinated with the vendor to ensure that canceled items are not subsequently received. Some cancellations could result in a penalty and a charge to the department.

E. AUTHORIZATIONS & PURCHASING LIMITS

All completed purchase requests must be signed by the preparer and approved by the Executive Director. The following table displays required approvals and solicitations:

Amount of Purchase	Required Approvals	Required Solicitation
< \$500 ≤ \$3,500	Exec. Director of STLCOWD Exec. VP of Finance - FWCA President/CEO of FWCA	2 Telephone, fax or electronic bids
\$3,501 ≤ \$10,000	Exec. Director of STLCOWD Exec. VP of Finance - FWCA President/CEO of FWCA	2 Telephone, fax or electronic bids
\$10,001 ≤ \$150,000	Exec. VP of Finance - FWCA President/CEO of FWCA	3 written or electronic bids
> \$150,001	President/CEO of FWCA	3 written or electronic bids

The Chief Executive Officer is authorized to enter into any contract on behalf of STLCOWD.

Editor's Note: Organizations may also consider establishing a policy whereby certain types of contracts, such as leases and others, or contracts in excess of a specified dollar threshold shall be reviewed by outside legal counsel.

F. REQUIRED SOLICITATION OF QUOTATIONS FROM VENDORS

Solicitations for goods and services (requests for proposals (RFP) ≥ \$50,000) should provide for all of the following:

1. A clear and accurate description of the technical requirements for the material, product or service to be procured. Descriptions shall not contain features which unduly restrict competition.
2. Requirements which the bidder/offeror must fulfill and all other factors to be used in evaluating bids or proposals (see the next section entitled "Evaluation of Alternative Vendors" for required criteria).
3. Technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.
4. The specific features of "brand name or equal" descriptions that bidders are required to meet when appropriate.
5. The acceptance, to the extent practical, of products and services dimensioned in the metric system of measurement.
6. Preference, to the extent practical, for products and services that conserve natural resources and protect the environment and are energy efficient.
7. Preference for recycled products pursuant to EPA guidelines.

8. A description of the format, if any, in which proposals must be submitted, including the name of the person to whom proposals should be sent.
9. The date by which proposals are due.
10. Required delivery or performance dates/schedules.
11. Clear indications of the quantity(ies) requested and unit(s) of measure.
12. Some Request for Quotes/Request for Proposals solicitations may be posted on our website.
13. As appropriate, STLCOWD reserves the right to select contractors based on experience and previous performance. STLCOWD will complete a Grant Award Subrecipient Selection Justification form to procure services approved by the CEO.
14. For RFP, if less than three written or electronic bids are received, an extension of the due date is allowed (if time permits). If no additional entries or the received number of entries are less than three (3), the RFP committee will provide reasoning why a selection was determined.

G. EXTENSIONS OF DUE DATES & RECEIPT OF LATE PROPOSALS

Solicitations should provide for sufficient time to permit the preparation and submission of offers before the specified due date. However, an extension may be granted if a prospective offeror so requests. Vendor proposals are considered late if received after the due date and time specified in the solicitation. Late proposals shall be so marked on the outside of the envelope and retained, unopened, in the procurement folder. Vendors that submit late proposals shall be sent a letter notifying them that their proposal was late and could not be considered for award.

H. EVALUATION OF ALTERNATIVE VENDORS

Vendors shall be evaluated on a weighted scale that considers the following criteria:

1. Adequacy of the proposed methodology
2. Demonstrated experience and skilled key personnel
3. Other technical specifications designated by department requesting proposals
4. Compliance with administrative requirements of the request for proposal (format, due date, etc.)
5. Vendor's financial stability
6. Vendor's demonstrated commitment to the nonprofit sector
7. Results of communications with references supplied by vendor
8. Ability/commitment to meeting time deadlines
9. Cost
10. Minority- or women-owned business status of vendor
11. Other criteria (to be specified by department requesting proposal)

Not all of the preceding criteria may apply in each purchasing scenario. However, the department responsible for the purchase shall establish the relative importance of the

appropriate criteria prior to requesting proposals and shall evaluate each proposal on the basis of the criteria and weighting that have been determined.

After a vendor has been selected and approved, the final selection shall be approved by the Chief Executive Officer prior to entering into a contract.

I. AFFIRMATIVE CONSIDERATION OF MINORITY, SMALL & WOMEN-OWNED BUSINESSES

Positive efforts shall be made by STLCOWD to utilize small businesses, minority-owned firms, and women's-owned business enterprises, whenever possible. Therefore, the following steps shall be taken:

1. Ensure that small business, minority-owned firms, and women's business enterprises are used to the fullest extent practicable.
2. Make information on forthcoming opportunities available and arrange time frames for purchases and contracts to encourage and facilitate participation by small business, minority-owned firms and women's business enterprises.
3. Consider in the contract process whether firms competing for larger contracts tend to subcontract with small businesses, minority-owned firms and women's business enterprises.
4. Encourage contracting with consortiums of small businesses, minority owned firms and women's business enterprises when a contract is too large for one of these firms to handle.
5. Use the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Department of Commerce's Minority Business Development Agency in the minority-owned firms and women's business enterprises.

J. AVAILABILITY OF PROCUREMENT RECORDS

STLCOWD shall, on request, make available for the Federal awarding agency, pre-award review and procurement documents, such as requests for proposals, when any of the following conditions apply:

- The process does not comply with STLCOWD's procurement standards.
- The procurement is expected to exceed the Simplified Acquisition Threshold (\$350,000) and is to be awarded without competition or only one bid is received.
- The procurement exceeds the Simplified Acquisition Threshold and specifies a "name brand" product.
- The proposed award exceeds the Simplified Acquisition Threshold and is to be awarded to other than the apparent low bidder under a sealed bid procurement.
- A proposed contract modification changes the scope of a contract or increases the contract amount by more than the amount of the Simplified Acquisition Threshold.

I. Provisions Included in All Contracts – Government Grants per 2 CFR 200

STLCOWD includes all of the following provisions, as applicable, in all contracts charged to Federal awards (including micro-purchases) with vendors and subgrants to grantees:

- a) *Equal Employment Opportunity*: All contracts shall contain a provision requiring compliance with E.O. 11246, "Equal Employment Opportunity," as amended by E.O. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."
- b) *Anti-Kickback Act of 1986*: All contracts and subgrants in excess of \$2,000 for construction or repair awarded by STLCOWD and its subrecipients shall contain a provision for compliance with the Copeland "Anti-Kickback" Act (18 U.S.C. 874), as supplemented by Department of Labor regulations 29 CFR part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States." This Act provides that each contractor or subrecipient shall be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. STLCOWD will report all suspected or reported violations to the Federal awarding agency.
- c) *Davis-Bacon Act, as amended (40 U.S.C. 3141-3148)*: If included in the Federal agency's grant program legislation, all construction contracts of more than \$2000 awarded by STLCOWD and its subrecipients shall include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144 and 3146-3148) and as supplemented by Department of Labor regulations (29 CFR part 5, "Labor Standards Provisions Applicable to Contracts Governing Federally Financed and Assisted Construction"). Under this Act, contractors are required to pay wages to laborers and mechanics at a rate not less than the minimum wages specified in a wage determination made by the Secretary of Labor. In addition, contractors shall be required to pay wages not less than once a week. STLCOWD will place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation and the award of a contract shall be conditioned upon the acceptance of the wage determination. STLCOWD shall also obtain reports from contractors on a weekly basis in order to monitor compliance with the Davis-Bacon Act. STLCOWD shall report all suspected or reported violations to the Federal awarding agency.
- d) *Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708)*: [Where applicable] All contracts awarded by STLCOWD in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and

laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than 1-1/2 times the basic rate of pay for all hours worked in excess of 40 hours in the work week. Section 40 U.S.C. .3704 of the Act is applicable to construction work and provides that no laborer or mechanic shall be required to work in surroundings or under working conditions that are unsanitary, hazardous, or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

- e) *Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act 33 U.S.C. 1251-1387, as amended:* Contracts and subgrants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).
- f) *Byrd Anti-Lobbying Amendment (31 U.S.C. 1352):* For all contracts or subgrants of \$100,000 or more, STLCOWD shall obtain from the contractor or subgrantee a certification that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352.
- g) *Debarment and Suspension (E.O.s 12549 and 12689):* For all contracts, STLCOWD shall obtain from the contractor a certification that neither the contractor nor any of its principal employees are listed on the governmentwide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.
- h) *Remedies:* All contracts in excess of the Simplified Acquisition Threshold, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, shall contain contractual provisions or conditions that allow for administrative, contractual, or legal remedies in instances in which a contractor violates or breaches the contract terms.
- i) *Termination:* All contracts in excess of \$10,000 shall contain suitable provisions

for termination by STLCOWD, including the manner by which termination shall be effected and the basis for settlement. In addition, such contracts shall describe the conditions under which the contract may be terminated for default as well as conditions where the contract may be terminated due to circumstances beyond the control of the contractor.

II. Special Purchasing Conditions

Special Purchasing Conditions (SPO) include types of conditions that require compliance with local, state, and federal acquisitions, regulations, product/service considerations, and emergency conditions (public health, safety, etc.). SPOs should detail the supplier's obligations and acceptance of the order.

a) *Emergencies:*

Where equipment, materials, parts, and/or services are needed, quotations will not be necessary if the health, welfare, safety, etc., of staff and protection of Organization property is involved. Must follow specific procurement standards, providing available cost/service comparisons, and written justification.

b) *Single Distributor/Source:*

Sole source purchases will be made only when solicitation of multiple vendors is not feasible and one of the following conditions apply:

- a. The item of service is only available from one source,
- b. The situation is a public emergency
- c. The awarding agency approves the purchase, or
- d. Competition is deemed inadequate (insufficient bidders)

A cost/price analysis is required and (if charged to an award) approval from the funding agency may be necessary if the purchase is over the Simplified Acquisition Threshold.

c) *Noncompetitive Procurement:*

In accordance with 2CFR 200. STLCOWD may utilize a noncompetitive procurement method in the event of a public exigency or emergency that will not permit a delay resulting from providing public notice of a competitive solicitation. In the event STLCOWD chooses to use this method, it shall, as necessary, make such request in writing to the Federal agency or pass-through entity for written approval.

III. Right to Audit Clause

STLCOWD requires a "Right to Audit" clause in all contracts between STLCOWD and vendors that either:

1. Take any form of temporary possession of assets (including payments) directed for STLCOWD, or

2. Process data that will be used in any financial function of STLCOWD.

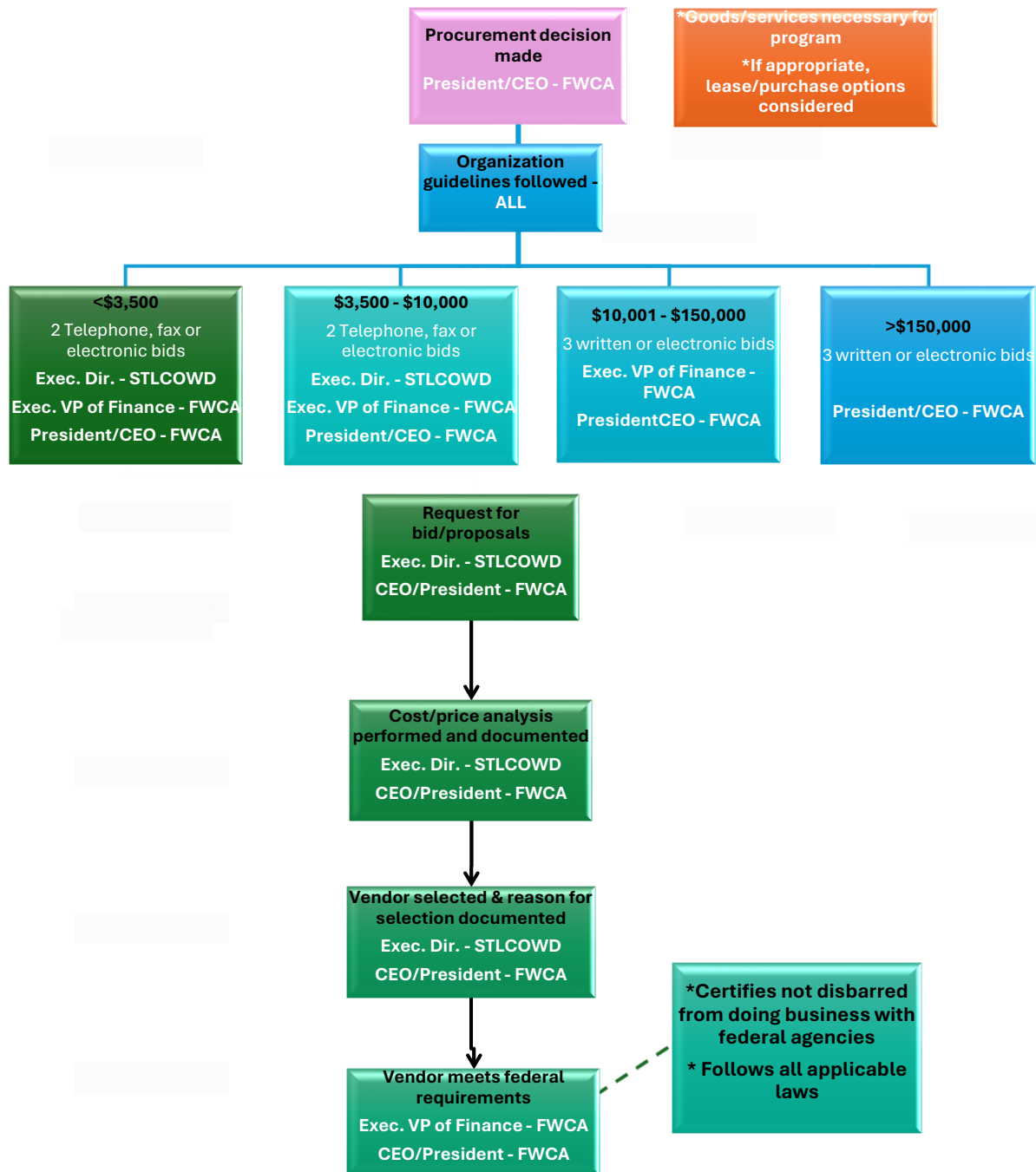
This Right to Audit clause shall permit access to and review of all documentation and processes relating to the vendor's operations that apply to STLCOWD, as well as all documents maintained or processed on behalf of STLCOWD, for a period of three years. The clause shall state that such audit procedures may be performed by STLCOWD employees or any outside auditor or contractor designated by STLCOWD.

IV. Vendor Files and Required Documentation

The Finance Department shall create a vendor file for each new vendor from whom STLCOWD purchases goods or services.

The Finance Department shall mail a blank Form W-9 to new vendors and request that the vendor complete and sign the W-9 (or provide equivalent, substitute information) and return it in the postage-paid envelope provided. Completed, signed Forms W-9 or substitute documentation shall be filed in each vendor's folder. Vendors who do not comply with this request shall be issued a Form 1099 at the end of each calendar year in accordance with the policies described in the section of this manual on "Government Returns." The Finance Department may also withhold payment from vendors who do not comply with this request until such documentation is received. See the section on "Payroll and Related Policies" for guidance on determining whether a vendor should be treated as an employee.

The following flowchart summarizes the procurement process under Federal regulations:



V. Receipt and Acceptance of Goods

A designated individual shall inspect all goods received. Upon receipt of any item from a vendor, the following actions shall immediately be taken:

1. Review bill of lading for correct delivery point
2. Verify the quantity of boxes/containers with the bill of lading
3. Examine boxes/containers for exterior damage and note on the bill of lading any discrepancies (missing or damaged boxes/containers, etc.)
4. Sign and date the bill of lading
5. Remove the packing slip from each box/container
6. Compare the description and quantity of goods per the purchase request to the packing slip
7. Examine goods for physical damage
8. Count or weigh items, if appropriate, and record the counts on the purchase request (receiving report in system). (NOTE: It is imperative that only items received be recorded.)

This inspection must be performed in a timely manner (within two (2) business days) to facilitate prompt return of goods and/or communication with vendors.

Note: To the extent possible, the person(s) assigned responsibility for receiving and accepting goods should be separate from the person(s) responsible for purchasing and bill-paying.

TIMELINE

Immediate and continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance document to ita-etp@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

**Office of
Compliance
Issuance**

34-2026

Release Number-Program Year

Active Date: 03/31/2026

Effective Date: 03/31/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

STLCOWD Complaints and Grievances

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this issuance is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

DWD Issuance – Disseminating Notices for Equal Opportunity Complaints and WIOA Complaints & Grievances

SUMMARY

STLCOWD Complaint and Grievance policy provides guidance and orderly resolution of complaints or disputes that arise. As we hope to resolve any issue on the local level, WIOA individual, employers, non-individuals, activities financial assisted by WIOA funding, and WIOA funded training employers must be aware of their EO rights and responsibilities, as well as the programmatic complaint and grievance rights and responsibilities under WIOA.

BACKGROUND

Any person or the person's representative who believes that any of the following circumstances exist may file a written complaint:

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

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

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

“Recipients of federal financial assistance must take reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.”¹

Recipients to be notified are the following:

- Registrants, applicants, and registrants and applicants for whom an eligibility determination has been made;
- Participants;
- Applicants for employment and employees;
- Unions or professional organizations that hold collective bargaining or professional agreements with the recipient;
- Recipients that receive WIOA Title I financial assistance; and
- Members of the public, including those with impaired vision or hearing and those with limited English proficiency.

¹ DWD Issuance – Disseminating Notices for Equal Opportunity Complaints and WIOA Complaints & Grievances

Notification applies whether in person, over the Internet, or using other technology, a recipient must include a discussion of rights and responsibilities under the nondiscrimination and EO provisions, including the right to file a complaint of discrimination. Communication of information in appropriate languages and formats accessible for individuals with disabilities.

SUBSTANCE

A. Complaint

A discrimination complaint must be filed within 180 days of the violation. The following is STLCOWD's suggested procedures for filing a complaint:

1. Contact STLCOWD's Local EO Officer:
 - a. Trence (TJ) James
Location: Missouri Career Center
3757 Harry S. Turman Blvd.
St. Charles, MO 63301
Phone: 816-804-2956
Email: trence.james@dhewd.gov

or
2. Contact the State of Missouri EO Officer or The Director, Civil Rights Center (CRC):
 - a. Danielle Smith
State WIOA Equal Opportunity Officer
Location: P.O. Box 1087
Jefferson City, MO 65102-1087
Phone: 573-751-2428
TTY: 800-735-2966 (or 711)
Fax: 573-751-4088
Email: danielle.smith@dhewd.mo.gov

or

 - b. The Director, Civil Rights Center (CRC)
U.S. Department of Labor
200 Constitution Avenue NW Room N-4123
Washington, DC 20210
www.dol.gov/crc (electronic submission)

An individual must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (CRC). An individual must file the CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days of the day the complaint was filed).

If the individual is dissatisfied with the decision or resolution, they may file a complaint with the CRC. The individual must file the CRC complaint within 30 days of the date on which they received the Notice of Final Action.

B. Grievance

Grievance is considered a nondiscriminatory issue a recipient believes to be wrong or unfair. WIOA regulations require each state to establish a procedure for grievances from individuals being served by the workforce system. To seek a formal resolution, the individual must first file the complaint locally. This process is intended to allow for a resolution of the issue with STLCOWD. The individual must start the process by submitting a grievance to STLCOWD. An individual has up to one year to file a grievance.

An Individual may file a grievance to:

1. STLCOWD's Executive Director
Kelley Lingle
Location: MET Center
6347 Plymouth Ave.
St. Louis, MO 63133
Phone: 314-399-4376

or

2. STLCOWD's Local EO Officer:
Trence (TJ) James
Location: Missouri Career Center
3757 Harry S. Turman Blvd.
St. Charles, MO 63301
Phone: 816-804-2956
Email: trence.james@dhewd.gov

The following information may be requested:

1. Full name, telephone number and address of the person making the complaint
2. Full name and address of the respondent
3. Statement of the facts (including dates) that constitutes the alleged violation(s)
4. A statement of how the individual would like the matter to be resolved (e.g. if the agency finds in their favor what they would like to see happen or to receive)
5. Any applicant, employee, participant, service provider, program recipient, or other interested party may file complaint alleging a violation of local WIOA programs, agreements or STLCOWD policies and activities.

Within 60 calendar days of filing grievance, WIOA requires STLCOWD to provide a formal hearing, if the issue is not resolved informally prior to the hearing. If the individual finds the local hearing decision unsatisfactory, or if STLCOWD does not respond in the allotted 60 days, the individual can file a request for review by the State. At the State level, WIOA requires an opportunity for an informal resolution and hearing to be completed within 60 calendar days of the filing. If the State does not respond within the 60 days, or either party wants to appeal, WIOA allows for a formal appeal to the U.S. Department of Labor (DOL). Federal appeals must be made within 60 calendar days of the receipt of the decision being appealed. DOL will make a final decision no later than 120 days after receiving a formal appeal. DOL will only investigate

grievances and complaints arising through the established procedures. WIOA does not allow for federal intervention until the formal procedure has been followed.

Retaliation: No DWD employee, recipient or sub-recipient may discharge, intimidate, retaliate, threaten, coerce or discriminate against any individual because the individual has filed a discrimination complaint or otherwise participated in the investigation of a discrimination complaint.

TIMELINE

Immediate and continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance document to stlcowd@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

Office of Compliance Issuance

10-2026

Release Number-Program Year

Active Date: 02/09/2026

Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Substate Monitoring

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance – Statewide Sub-State Monitoring Policy

OWD Issuance – Local and Regional Plan Guidelines for Local Workforce Development Boards

TEGL 7-18

TEGL 23-19, Change 2

SUMMARY

This policy communicates St. Louis County Workforce Development (STLCOWD) monitoring procedures for all Workforce Innovation and Opportunity Act (WIOA) programs funded by local, state, federal, non-profit, private and any other funding sources where adherence to policies, procedures and performance measures are required.

BACKGROUND

This policy outlines substate monitoring as specified by the State of Missouri. STLCOWD is focused on ensuring adherence to applicable regulations and policies while maximizing available resources to support the goal of providing excellent support to WIOA staff and management.

Responsible Representative: Family and Workforce Centers of America (FWCA) is responsible for monitoring activities. Family and Workforce Centers of America on behalf of the Saint Louis County Workforce Development (STLCOWD) will ensure selected monitors are independent of the duties or systems being monitored.

SUBSTANCE

Accountability: FWCA staff prepares and submits annual monitoring reports to FWCA, Chief Local Elected Officials (CLEOs), and Office of Workforce Development (OWD).

A. RISK ASSESSMENT

Prior to issuing any award under WIOA title I, FWCA will conduct a risk assessment to assess the Sub-recipient's overall ability to administer Federal funds as required under 2 CFR 200.205. As part of the assessment, FWCA will consider any information that has come to its attention and will consider the organization's history with regard to the management of other grants. The tool created by FWCA will take into account the organization's financial stability, quality of management systems and standards, history of performance, timeliness of compliance, conformance to terms and conditions of previous awards, reports, and findings from audits, and ability to implement effectively statutory, regulatory, or other requirements. This Risk assessment will be completed annually following the completion of all other monitoring and will be part of the contract award or renewal process.

B. ONE-STOP OPERATOR

FWCA and the WIOA Director of Compliance will conduct an annual review of their one-stop operator to ensure compliance with the requirements, as well as the responsibilities outlined in the current MOU and One-Stop Operator Contract. The monitoring tool used by FWCA will ensure the One-Stop Operator complies with the requirements of WIOA, the activities per the Scope of Work, performance reporting requirements, and the terms and conditions of the contract or agreement governing the one-stop operator. If it is determined that the one-stop operator is not meeting expectations, corrective action must be taken, which may include contract termination.

C. PROGRAM MONITORING

FWCA and the WIOA Director of Compliance will conduct quarterly monitoring of each subrecipient.

When reviewing WIOA Adult and Dislocated Worker participant records, the FWCA and the Director of Compliance must ensure the review has a statistically valid sample of both Adult and Dislocated Worker participants enrolled in each of the following services:

1. ABC Enrollments;
2. Classroom Training;
3. On-the-Job Training;
4. Work experience/Internship/Apprenticeship;
5. Pre-Vocational, Entrepreneurial, Incumbent Worker
6. Supportive Services/Needs-related payments; and
7. Any other services that result in a direct payment to, or on behalf of a participant.

When reviewing WIOA In-School (ISY) and Out-of-School Youth (OSY) participant records sample by each program. Ensure both ISY and OSY reviews has a statistically valid sample enrolled in each of the following:

1. Work Experiences(each category);
2. Classroom Training;
3. On-the-Job Training;
4. Follow up;
5. Supportive Services and Incentives; and
6. Entrepreneurial

This monitoring will include reviewing sample participant files of each funding stream each sub-recipient receives. This review will include, but is not limited to:

- Documentation of participant eligibility and/or priority for the programs and services received;
- Orientation to services;
- Signed acknowledgment from the participant that notification of complaint and grievance rights and procedures was received;
- Justification for the provision of Individualized Career Services or Training services;
- Method of assessment;
- Employment planning;
- Individual Training Accounts including all applicable paperwork/documentation;
- Work-Based Learning including all applicable paperwork/documentation;
- Appropriateness and accuracy of participant payments (i.e., Supportive Services);
- Appropriate data entry;
- Posting of outcomes, including the attainment of a degree or certificate, measurable skill gains, and any supplemental employment data;
- Examination of historical change requests;

- Compliance issues cited in prior federal, state, and local reviews;
- Determination if prior corrective measures have proven effective.
- Compliance with the requirements outlined in the region's Methods of Understanding, Requests for Proposals, and Contract Agreements

In addition to the items above, WIOA Youth program monitoring will take into account:

- Out-of-School Youth 75% expenditure requirement
- 20% work-based learning with an educational component requirement
- 5% limit on In-School Youth enrolled with "Requires additional assistance" barrier, and
- 5% over-income exception

FWCA and the WIOA Compliance Director will also monitor any special initiatives and grants for which FWCA has a contract. The monitoring of special initiatives/grants will be based on the scope of work for the specific initiative/grant.

To determine the files to be monitored, FWCA will use the following criteria:

- FWCA staff and the WIOA Compliance Director will monitor a minimum of 20% of the combined total of active participants in the Adult and Dislocated Worker Programs from the previous quarter for each sub-recipient.
- FWCA staff and the WIOA Compliance Director will monitor a minimum of 20% of the active participants in the Youth Program from each sub-recipient.
- The sampling of all programs will be randomly selected, but if activities are not represented in the random sample, files may be replaced to ensure an accurate sampling of activities
- FWCA staff and the WIOA Compliance Director may monitor more than the minimum, if necessary, based on the results of the risk assessment, prior monitoring, or other identified issues.
- Samples should include records enrolled in the current program year but may include samples from the previous quarter if needed to meet the sample size.

D. MONITORING REPORTS

FWCA designated staff and the WIOA Compliance Director will prepare and present monitoring reports to each sub-recipient, to identify any and all issues found, the corrective action and an explanation of the action required, and a deadline for completion of the required actions to cover each monitoring required above. The cumulative findings of these reports during the program will be presented during the regularly scheduled FWCA Meeting in June of each year. The annual report will also be provided to each sub-recipient no later than June 30th of the program year the report was created. The content of the reports shall include but is not limited to:

- The adequacy of assessment,
- Planning of activities and services,

- Coordination with One-Stop Delivery System partners to meet the comprehensive needs of customers and customer outcomes.
- Areas of non-compliance
- Corrective actions proposed to resolve the issue that could include training and technical assistance. FWCA will review subrecipients corrective action responses and issue a determination of acceptance or alternative corrective action as well as technical assistance when appropriate.

E. FISCAL MONITORING

FWCA will conduct financial monitoring at least annually to ensure fiscal integrity.

- At a minimum, one fiscal monitoring will be conducted on-site of in-state providers.
- The financial monitoring will ensure the adequacy of internal controls and the reliability of the sub-recipient financial management system as they relate to the administrative sub-award and the fiscal goal requirements, and that amounts reported are accurate, allowable, supported by documentation, and properly allocated.

The financial monitoring review will include, but is not limited to:

- Audit Resolution/Management Decision;
- Financial Reports;
- Internal Control;
- Source Documentation;
- Cost Allocation/Indirect Costs
- Cash Management;
- Procurement; and
- Compliance with FWCA Policies and Procedures/Scopes of Work including stand-alone special initiatives/grants administered.

F. EQUAL OPPORTUNITY MONITORING

FWCA staff are responsible for coordinating each recipient's obligations under 29 CFR Part 38, Section 188 of WIOA and the State of Missouri's Nondiscrimination Plan. The Equal Opportunity Officer will conduct quarterly monitoring that includes, but is not limited to:

- Ensuring compliance with the nondiscrimination and equal opportunity provisions of WIOA, 29 CFR Part 38, and the Missouri Nondiscrimination Plan, and negotiating, where appropriate, with a recipient to secure voluntary compliance when noncompliance is found under §38.91(b).
- The Local Equal Opportunity Officer is responsible for monitoring small service providers (ETPS, OJTs, Work Experience Employers only) defined under 29 CFR 38.4(hhh) which includes monitoring the small service provider for adopting and publishing complaint procedures, and processing complaints, in accordance with Section 188 of WIOA, 29 CFR Part 38 and the Missouri Nondiscrimination Plan.

Page 5 of 6

STLCOWD

Active Date: 02/09/2026

Effective Date: 02/09/2026

STLCOWD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services 711.

- Quarterly monitoring for the compliance of recipients with WIOA section 188, 29 CFR Part 38, and the Missouri Nondiscrimination Plan, including a
- A determination as to whether each recipient is conducting its WIOA Title I-financially assisted program or activity in a non-discriminatory way. At a minimum, each annual monitoring review required must include:
 - A statistical or other quantifiable analysis of records and data kept by the recipient under §38.41, including analyses by race/ethnicity,
 - sex, limited English proficiency, preferred language, age, and
 - disability status;
 - An investigation of any significant differences identified in paragraph (b)(1) of this section in participation in the programs, activities, or employment provided by the recipient, to determine whether these differences appear to be caused by discrimination. This investigation must be conducted through a review of the recipient's records and any other appropriate means; and
 - An assessment to determine whether the recipient has fulfilled its administrative obligations (for example, recordkeeping, notice, and communication) and any duties assigned to it under the Missouri Nondiscrimination Plan.

ADDITIONAL RESPONSIBILITIES

To ensure FWCA and WIOA staff are conducting business openly and transparently, FWCA is required to make available to the public, regularly through electronic means (website www.stlcowfd.com) and open meetings the following information: Local Plan and Modifications

- FWCA and their affiliations
- Selection of One-Stop Operators
- Award of Grants or Contracts to Eligible Training Providers of WIOA activities including Youth Programs and Activities,
- Minutes of formal meetings of the Local FWCA, and
- FWCA By-Laws, consistent with 20 CFR 679.310 (g)

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

**Office of
Compliance
Issuance**

06-2026

Release Number-Program Year

Active Date: 02/09/2026

Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Supportive Services

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD – Supportive Service Policy
DOL TEGL 19-16

SUMMARY

This policy outlines St. Louis County Workforce Development (STLCOWD) supportive services applicable to WIOA programming: Adult (AD), Dislocated Workers (DW), and Youth (Y).

BACKGROUND

This policy details the Supportive Services process provided to eligible WIOA individuals who are enrolled in WIOAAD/DW and Youth. This policy is focused on ensuring adherence to applicable regulations and policies while maximizing available resources.

SUBSTANCE

There are nonacademic and nonfinancial barriers that can affect one's physical, mental, or social health and impact an individual's ability to fully engage in society.

Supportive Services are defined as Services necessary to enable an individual to participate in activities authorized under WIOAAD/DW and WIOA Youth. Supportive Services may include but are not limited to transportation; childcare; housing; needs-related payments; testing fees; linkages to community services, and other supportive services which will remove a barrier and positively impact the individual (for example: covering the cost of medication).

A. TRANSPORTATION

Gas cards (restricted for gas only), bus tickets, or transportation services (Uber/Lyft) will be awarded (to be determined by eligibility circumstances and documentation) to the maximum \$1,000 yearly limit per client for total supportive services. Assistance may be provided to individuals during job search, training participation, and during the initial weeks of employment.

B. CHILD CARE

Childcare Supportive Services will be awarded (to be determined by eligibility circumstances and documentation) to the maximum \$1,000 yearly limit per client for total supportive services. Childcare assistance is allowed for individuals to attend training, work experience, complete job search, or the initial weeks of OJT or unsubsidized employment. The childcare provider's weekly rate will be used; minus assistance in that same week paid by other supporting agencies such as FSD childcare payments. The weekly rate and amounts received from other agencies, in requested week(s) must be documented by the childcare provider. Childcare costs will be paid directly to the provider. If the provider only charges a daily rate for a child, then this rate will need to be documented and explained by the provider that they are charging the individual a daily rate and how the rate is charged based on attendance of the child.

C. HOUSING

Housing Supportive Services will be awarded (to be determined by eligibility circumstances and documentation) to the maximum \$1,000 yearly limit per client for total

supportive services. Housing related expenses may include a one-time house or rental payment and/or deposit, utility payment, or a deposit to activate service.

D. NEEDS RELATED PAYMENTS

Needs Related Payments will be awarded (to be determined by eligibility circumstances and documentation) to the maximum \$1,000 yearly limit per client for total supportive services. Examples may include background checking, medical testing, and clothing/uniforms. All must be required for the individual to enter training or employment.

E. TESTING/APPLICATION FEES

Testing Fees will be awarded (to be determined by eligibility circumstances and documentation) to the maximum \$1,000 yearly limit per client for total supportive services. Testing/Application fees are allowed when the training provider requires a fee for a required test or application. Documentation from the Provider showing it is a requirement is needed for approval.

F. LINKAGE TO COMMUNITY SERVICES

Linkage to Community Services (medication, mental health) will be awarded (to be determined by eligibility circumstances and documentation) to the maximum \$1,000 yearly limit per client for total supportive services.

G. SUPPORTIVE SERVICES FUNDING LEVELS

STLCOWD allows \$1,000 (one thousand dollars) per calendar year per individual. Due to the amount of \$1,000 per participation year, the size of the Metropolitan Service Area, and a large individual base, this amount cannot be exceeded unless first authorized by WIOA Designated Staff (Compliance Director, AJC Executive Director and/or FWCA Executive Leadership).

H. SUPPORTIVE SERVICES PROCEDURES

Supportive Services are not an entitlement. Supportive Services are a method to assist individuals with their participation in WIOAAD/DW, WIOA Youth, and/or STLCOWD funded programs. All Supportive Service payments will be made on a case-by-case basis when deemed necessary and reasonable. All staff should follow the steps below prior to the provision of any Supportive Service.

Supportive Service needs will be determined, after evaluation and discussion with individuals, by WIOA staff.

Upon disbursing Supportive Services, WIOA Staff must open activity code, document, via case note, the justification of need, including other alternative funding sources that were attempted, the approval date, type of Supportive Service approved, approved amount paid, and a "running total" of the Supportive Services provided during calendar year.

In addition, copies of disbursed cards, bus tickets, checks and other proof of payment (receipts) must have activity code open, uploaded to State/Federal MIS, and case noted.

All documents determined to be confidential (mental/physical health, housing, DV) will be retained in a separate locked file cabinet and marked as "Confidential". Case note will be added to State/Federal MIS.

RESPONSIBILITIES

WIOA Staff will be responsible for assessing the needs of Individuals to receive appropriate Supportive Services. The Program Director of each Grant will be responsible for monitoring the Supportive Services budget.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to complianceteam@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

Office of Compliance Issuance

11-2026

Release Number-Program Year

Active Date: 02/09/2026

Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Priority of Services – Adults and Veterans

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance 01-2023 – Statewide Enrollment and Exit Policy

OWD Issuance 11-2023 – Veterans Priority of Service

OWD Issuance 13-2025 – Federal Income Level Guidelines for Workforce Innovative and Opportunity Act (WIOA)

Title I Eligibility Determinations

TEGL 10-09

20 CFR 680.650

SUMMARY

This policy provides St. Louis County Development (STLCOWD) to Workforce Staff regarding priority of service for public-assistance, low income and other disadvantaged individuals.

This policy also provides requirements and procedures regarding providing priority of service for veterans and their eligible spouses who are individuals of Missouri Job Centers.

SUBSTANCE

The WIOA regulations require states and Local Workforce Development Areas (LWDAs) to establish priority of service criteria for Adult program-funded Individualized Career Services and Training Services. STLCOWD established tiered, local, priority-of-service policies. These policies assign top priority to:

1. Veterans and their eligible spouses
2. Public assistance recipients;
3. Low-income individuals;
4. Individuals who are basic-skills deficient (including English language learners);
5. Low-income and economically disadvantaged individuals, and individuals who do not qualify for other programs;
6. Up to 45% of the WIOA Title Adult funds may be used to serve those clients who have incomes not exceeding 250% of the Lower Living Standard Income Level or Missouri Poverty Guideline;
7. Missouri residents.

This is in addition to the mandate that requires veterans and their spouses receive priority of service for all DOL funded job training programs, including the WIOA Adult program. These policies must also allow other eligible individuals outside of the top-priority group to have access to these services. DOL's recommendation¹ is to give priority of service to these individuals, ensuring that at least 75% of a state's individuals receiving individualized career and training services, *in the Adult* program, are from at least one of the priority groups mentioned above. The priority of service rate must never be lower than 50.1%. An Individual who does not fall within these seven (7) categories may be approved on a case-by-case basis with approval by WIOA designated staff.

These priorities are in addition to the requirements in the WIOA regulations at 20 CFR 680.650 that mandate veterans and their eligible spouses receive priority of service for all DOL funded job training programs, including the WIOA Adult program.

Individuals who do not meet one of the above listed criteria may still be eligible for Individual Career Services and Training Services, with approval from designated WIOA Designated staff (Executive Director, Director of Compliance, FWCA Executive Leadership).

¹ TEGL 7-20, "Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program," November 24, 2020.

A. VETERANS PRIORITY OF SERVICE

Veterans defined under the Workforce Innovation and Opportunity Act (WIOA), receive priority of service in all Department of Labor-funded training programs. Priority of Service is the right of eligible, covered individuals to take precedence over eligible, non-covered individuals in obtaining services funded, in whole or in part, by the U.S. Department of Labor (DOL). This priority means:

- The covered individual receives access to the service or resource earlier in time than the non-covered individual; or
- If the service or resource is limited, the covered individual receives access to the service or resource instead of, or before, the non-covered individual. Priority of Service does not change the eligibility requirements or the intended function of a program or service. To receive priority for a program or service, covered individuals still must meet all statutory eligibility and program requirements for participation.

Every Missouri Job Center located in the STLCOWD area must identify veterans and eligible spouses, at the point of entry, to ensure they are aware of:

- Their entitlement to priority of service
- The full array of employment, training, and placement services available under priority of service; and
- Any applicable eligibility requirements for those programs and/or services that veterans and eligible spouses, including widows and widowers, as defined in the statute and regulations, are eligible for priority of service. The term “veteran” means a individual who served at least one day in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable. Active service includes full-time Federal service in the National Guard or a Reserve component. This definition of “active service” does not include full-time duty performed strictly for training purposes (i.e., that which often is referred to as “weekend” or “annual” training), nor does it include full-time active duty performed by National Guard personnel who are mobilized by State rather than Federal authorities.

“Eligible spouse” means the spouse of any of the following:

- a) Any veteran who died of a service-connected disability;
- b) Any member of the Armed Forces serving on active duty who, at the time of application for priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days
 - i. Missing in action;
 - ii. Captured in the line of duty by a hostile force; or
 - iii. Forcibly detained or interned in the line of duty by a foreign government or power;
- c) Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or

- d) Any veteran who died while a disability was in existence. A spouse whose eligibility is derived from a living veteran or service member (i.e., categories b. or c. above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (e.g. if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member.

Priority of service means that veterans and eligible spouses are given priority over non-covered individuals for the receipt of employment, training, and placement services provided under a qualified job training program. Priority means that veterans and eligible spouses are entitled to precedence over non-covered individuals for services. This means that a veteran or an eligible spouse either receives access to a service earlier in time than a non-covered individual or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of, or before, the non-covered individual. It is important to note that state and local program operators do not have the discretion to establish further priorities within the overall priority established by the regulations.

- For a service such as classroom training, priority of service applies to the selection procedure, as follows:
- First, if there is a waiting list for the formation of a training class, priority of service is intended to require a veteran or eligible spouse to go to the top of that list.
- Second, priority of service applies up to the point at which an individual is both: a) approved for funding; and b) accepted or enrolled in a training class.

Once a non-covered individual has been both approved for funding and accepted/enrolled in a training class, priority of service is not intended to allow a veteran or eligible spouse who is identified subsequently, to “bump” the non-covered individual from that training class. The WIOA Title I Adult program also provides priority services for public assistance recipients, other low-income individuals, or individuals who are basic skills deficient. States and local areas must apply priority of service in the order below:

- First, to veterans and eligible spouses who also are included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who also are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
- Second, to non-covered individuals (individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
- Third, to veterans and eligible spouses who are not included in WIOA’s priority groups.
- Fourth, to any other populations identified by the Governor or Local Board for priority.
- Last, non-covered individuals outside the groups given priority under WIOA.

ADDITIONAL

Priority 6: Health and Human Services (HHS) Poverty Guidelines - Calculation at 250%

FAMILY SIZE	ANNUAL INCOME
1	\$39,900
2	\$54,100
3	\$68,300
4	\$75,000
5	\$96,700
6	\$110,900
7	\$125,100
8	\$139,300

For families with more than 8 persons, add \$14,200 for each additional family member.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

**Office of
Compliance
Issuance**

01-2026

Release Number-Program Year

Active Date: 02/09/2026

Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Individual Training Accounts

ATTACHMENTS (if any):

(A) – STLCOWD - ITA Approval Form

(B) – STLCOWD - ITA Request for Training

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Policy – ITA Policy

SUMMARY

This policy provides St. Louis County Workforce Development (STLCOWD) directives for providing Individual Training Accounts (ITAs) for WIOA-eligible Adults, Dislocated Workers, and Youth.

BACKGROUND

This policy provides guidance for Consumer Choice Individual Training Account (ITA) as specified by the State of Missouri. Consumer Choice Individual Training Account is defined as an eligible individual who chooses an approved training provider and a payment is made for training services. Training services for eligible individuals are typically provided by training providers who receive payment for their services through an ITA.

SUBSTANCE

ITAs may only be established for eligible and enrolled individuals for WIOA services. Costs may not be incurred prior to WIOA participation. If a customer applies for WIOA funds and they have already started classes WIOA cannot fund those classes. If an individual has already started training, an ITA can be issued to cover costs only after the next natural break in training (i.e. semester).

An ITA is not an entitlement. Every request for an ITA will be assessed on an individual basis to determine if the training investment will produce the desired results. Program training is a structured regimen leading to a recognized post-secondary credential, industry-recognized credential, employment, and measurable skill gains towards credential and employment.

The amount of the training investment is determined by reasonable, prevailing costs provided by local and eligible providers for similar types of training.

- There is a program year maximum of \$8,000 per individual if the field of study leads to employment opportunities within the priority sectors (Healthcare and Biosciences, Manufacturing, Transportation and Logistics, Technology and Innovation, etc.).
- There is a program year maximum of \$6,000 per individual if the field of study does not lead to employment opportunities identified within the priority sectors.

The limit may be waived by STLCOWD Director or WIOA Designated Staff (FWCA Executive leadership) for extenuating circumstances and/or based on available annual budget. Extenuating circumstances include, but are not limited to, special grants and priority populations such as Justice Involved Individuals, historically marginalized populations, and individuals impacted by special events, such as a natural disaster or other extenuating circumstances.

Training funding will be used for tuition and related education costs for the approved training program. The amount will be reduced proportionately to other financial resources available to the customer. Training provided through an Individual Training Account is for the sole purpose of facilitating transition into the workforce.

The training provider and program must be listed as approved on the Eligible Training Provider System for both the State of Missouri and STLCOWD Region. A printout from the ETPS system showing the approved program is required in the individual's file. The allotted time for training is 24 months or the last 30 credit hours to complete degree at higher education institution (whichever is less). Individuals will only receive one ITA funded training service at a time. WIOA funds will not pay for repeated courses.

Individuals must be unable to obtain other grant assistance or require assistance beyond the assistance made available, including Federal Pell Grants. WIOA is funding of last resort. Individuals that already have an in-demand degree are not priority of service. Training must be in an occupation that leads to economic self-sufficiency or wages comparable to or higher than the wages from previous employment and directly linked to in-demand employment opportunities in the St. Louis area, or an area to which the individual is willing to relocate, as determined by current labor market information. ITA funding is contingent on availability of funds. The reason the individual is not PELL eligible must be documented in the state data management system. Training providers must release the individual's financial aid information, attendance, progress made, and any concerns to the funding agency.

A comprehensive assessment will be conducted, including an evaluation of skills. These may include National Career Readiness Certificate (NCRC) scores, MAPT, CASAS, BEST, TABE, ACT WorkKeys. ACT WorkKeys Level 3 in Applied Math, Graphic Literacy and Workplace Document will be considered as passing score. Customers who took and passed WorkKeys within last 3 years will be exempt from retaking test. WIOA Staff will be responsible for checking MoJobs records for existing WorkKeys scores or collecting proof of test from Individual. In addition, a recent college placement test may be allowed if approved by the training Provider. Results must confirm adequate skills are in place to complete training and enter employment at a wage that leads to self-sufficiency. One-stop Job Center assessments will be used to identify occupational interests, values, and aptitudes for occupational matching. Assessment results are utilized to establish an Employment Plan (EP) or Individual Service Strategy (ISS) that includes long-term employment goals, transferable skills, and skills that need to be developed through occupational training. Individuals that need training to develop job skills and obtain credentials are considered for enrollment in the occupational skills training program. Test results must be within six months of enrollment. Reasonable accommodation will be provided, if needed, for the assessment of individuals with disabilities.

To qualify for, and continue receiving training funds, individuals must:

1. Demonstrate through assessment results the basic skill sets to successfully complete training that is required by the Training Provider.
2. Maintain attendance of 90% or as defined by the training provider.
3. Maintain contact with the program case manager as specified by the case manager.
4. Comply with training provider policies and requirements pertaining to classroom behavior.
5. For on-line courses, the individual must contact their case manager every other week to advise them of course progress.

Priority of service is given to:

1. Veterans and their eligible spouses
2. Public-assistance recipients;
3. Low-income individuals;
4. Individuals who are basic-skills deficient (including English language learners);
5. Low-income and economically disadvantaged individuals, and individuals who do not qualify for other programs;
6. Up to 45% of the WIOA Title Adult funds may be used to serve those clients who have incomes not exceeding 250% of the Lower Living Standard Income Level or Missouri Poverty Guideline;
7. Missouri residents.

See the Enrollment Policy for further priority of service details. This is in addition to Veteran's priority of service.

Completed STLCOWD ITA Forms (Attachment A and Attachment B) are to be sent for approval to ita-etp@fwca-stl.com. Individuals cannot start training prior to approval. Once approval was received CM should place a case note in MoJobs stating the ITA was approved.

TIMELINE

An individual's ITA is valid for 180 days from the initial approval date. A manager must reapply after 180 days.

Immediate and continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance document to ita-etp@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

ATTACHMENT A: STLCOWD - ITA APPROVAL FORM

STLCOWD - ITA Approval Form



Email to: ita-etp@fwca-stl.com
www.stlcowd.org

DATE:	PROGRAM: WIOA

TO BE COMPLETED BY REFERRING OFFICE	REFERRED BY (COMPANY):

PARTICIPANT INFORMATION:			
NAME (LAST, FIRST)		ADDRESS OF PARTICIPANT & COUNTY OF RESIDENCE	
STATE ID			
TRAINING INSTITUTION		TRAINING INSTITUTION ADDRESS	
PROGRAM TITLE			

FUNDING: (Total Amount Approved and Obligated):

COURSE TITLE			
TUITION		BOOKS	
PELL GRANT/LOAN AMOUNT		SCHOLARSHIP(S) AMOUNT	
SUPPLIES		FEES	
		TOTAL:	
PROGRAM START DATE:		PROGRAM END DATE:	
TOTAL ITA FUNDING REQUESTING:	\$		
SIGNATURE CASE MANAGER		DATE:	
APPROVAL SIGNATURE WIOA DESIGNATED STAFF		DATE:	

STLCOWD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services 711.

ITA FORM A 01/26

ATTACHMENT B: ITA Request for Training

STLCOWD - Request for Training



DATE:	PROGRAM: WIOA
TO BE COMPLETED BY REFERRING OFFICE	REFERRED BY:

PARTICIPANT INFORMATION (Complete by Case Manager):

NAME (LAST, FIRST)		ADDRESS OF PARTICIPANT & COUNTY OF RESIDENCE	
STATE ID			
REFERRING OFFICE		REFERRING OFFICE ADDRESS	
TRAINING INSTITUTION		PROGRAM TITLE	

FUNDING: (Total Amount Approved and Obligated) – Completed by Training Institution:

TUITION		BOOKS	
PELL GRANT/LOAN AMOUNT		SCHOLARSHIP(S)	
SUPPLIES		EMPLOYEE REIMBURSEMENT	YES NO AMOUNT
OTHER FEES		REGISTRATION FEE(S)	
		TOTAL	
PROGRAM START DATE		PROGRAM END DATE	
COMMENTS			
CUSTOMER SIGNATURE:		DATE:	
SIGNATURE TRAINING REPRESENTATIVE:		DATE:	

STLCOWD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services 711. ITA FORM B 2026



www.stlcowd.org

**Office of
Compliance
Issuance**

15-2026

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Active Date: 02/09/2026

Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Youth Requires Additional Assistance

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD – WIOA Youth Program Eligibility and Documentation Technical Assistance Guidance
WIOA Sec. 129(a)(1)(B)(iii)(VIII)
WIOA Sec. 129(a)(1)(C)(iv)(VII)
20 CFR 681.310

SUMMARY

This policy communicates the St Louis County Workforce Development (STLCOWD) the barrier of youth requiring additional assistance applicable to In-School and Out of School Youth individuals who may require additional assistance for registration into a WIOA program.

BACKGROUND

This policy outlines the procedures for selecting the barrier Youth Requires Additional Assistance for WIOA eligibility as specified by the State of Missouri. Out of School Youth (OSY) eligibility criteria states “A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.” In School Youth (ISY) eligibility criteria states “An individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.”

It also states that in any given program year, not more than five percent (5%) of the ISY newly enrolled may be eligible based on the “requires additional assistance” definition and five percent (5%) over-income exception.

SUBSTANCE

A. ADDITIONAL ASSISTANCE BARRIER CRITERIA:

STLCOWD has identified the following barriers that meet the definition of a participant “who requires additional assistance to enter or complete an educational program or to secure or hold employment” for its regional area.

The following are options for youth requiring additional assistance barrier:

- I. **No record of Paid Employment** - Youth has never had any paid employment or has only had sporadic employment in the last 12 months.

Acceptable Documentation: Self- Attestation

- II. **Immigrant/refugee youth with substantial cultural barriers** - Youth who need an introduction to culturally relevant workplace conduct/expectations

Acceptable Documentation: Case note explaining the substantial cultural barrier

- III. **Incarcerated Parent** - Youth with a parent or legal guardian who is currently or has been incarcerated within the last five years.

Acceptable Documentation: Letter or other documentation from a correctional facility, corrections/parole/police officer, or the court system; a criminal background check; self-attestation.

- IV. **Member of a Migrant Family** - Youth whose parent(s) is/are migrant worker(s).

Acceptable Documentation: Letter from the business that employs parent(s); self-attestation.

- V. **Exposed to Domestic Abuse** - Youth who is a member of a family that has experienced domestic abuse within the past five years.

Acceptable Documentation: Letter from a family member, mental health practitioner, school counselor, police department, or the court system; self-attestation.

- VI. **Behavioral Challenges Linked to Home Environment Restrictions in Obtaining Employment and Education** - Youth who exhibit one or more of the following: violent behavior, excessive absenteeism, record of school suspension, expulsion, or school probation. Youth with family environment not conducive to education or employment. Youth lacking motivation or maturity to pursue education or employment. Youth with health issues that impair education or employment.

Acceptable Documentation: Letter from a family member, mental health practitioner, school counselor, police department, or the court system; self-attestation.

- VII. **Restrictions in Obtaining Employment and Education** - Youth who experience one or more of the following: geographic location, restrictive public transportation, lack of job openings for youth and competition with adults for existing jobs, and limited number of training facilities.

Acceptable Documentation: Letter from a family member, school counselor, or town office; self-attestation.

TIMELINE

Immediate and continuous.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

**Office of
Compliance
Issuance**

07-2026

Release Number-Program Year

Active Date: 02/09/2026

Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Incentives - Youth

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance – Statewide WIOA Youth Program Incentive Policy
OWD Issuance - Document Management

SUMMARY

This policy communicates St. Louis County Workforce Development (STLCOWD) incentives applicable to In School Youth (ISY) and Out School Youth (OSY) programs.

BACKGROUND

This policy details the incentive process provided to eligible WIOA individuals who are enrolled in WIOA Youth work experience and/or school/training specified by the State of Missouri. This policy is focused on ensuring adherence to applicable regulations and policies while maximizing available resources.

SUBSTANCE

Incentives are a type of monetary compensation (i.e. gift card) provided to an individual for participation in work experience activities and/or attending school/training. Incentive payments may be provided to WIOA Youth individuals who are completing/completed their eligible educational and/or work experience activity.

The following incentives will also be paid for meeting educational milestones:

- Fifty dollars and zero cents (\$50.00) will be paid for successfully completing Quarter 1 grades (C and above).
- Fifty dollars and zero cents (\$50.00) will be paid for successfully completing Quarter 2 grades (C and above).
- Fifty dollars and zero cents (\$50.00) will be paid for successfully completing Quarter 3 grades (C and above).
- Seventy-five dollars and zero cents (\$75.00) will be paid for successfully completing Quarter 4 grades (C and above).
- For semesters (not quarters):
 - Semester 1: One hundred dollars and zero cents (\$100.00) will be paid for successfully completing Semester 1 grades (C and above).
 - Semester 2: One hundred twenty-five dollars and zero cents (\$125.00) will be paid for successfully completing Semester 2 grades (C and above).
- For HiSET or GED – each passing score on tests will receive:
 - Forty-five dollars and zero cents (\$45.00) will be paid for successfully passing the **Math** test.
 - Forty-five dollars and zero cents (\$45.00) will be paid for successfully passing the **Science** test.
 - Forty-five dollars and zero cents (\$45.00) will be paid for successfully passing the **Social Studies** test.
 - Forty-five dollars and zero cents (\$45.00) will be paid for successfully passing the **Reading** test. For HiSET exam takers only.
 - Forty-five dollars and zero cents (\$45.00) will be paid for successfully passing the **Language** test. For HiSET exam takers only.

- Forty-five dollars and zero cents (\$90.00) will be paid for successfully passing the **Reading/Writing** test. For GED exam takers only.
- Two hundred twenty-five dollars and zero cents (\$225.00) for successful completion of skilled training **and** received a certificate/license; this applies if certified training does not offer quarters or semesters.
- One hundred dollars and zero cents (\$100.00) for successful completion of high school diploma, HISET/GED, associate's degree, or bachelor's degree

The following incentives will also be paid for meeting Work Experience milestones:

- Fifty dollars no cents (\$50.00) will be paid for completing the first two weeks of Work Experience.
- Fifty dollars no cents (\$50.00) will be paid for completing 80 hours of Work Experience.
- Fifty dollars no cents (\$50.00) will be paid for completing 160 hours of Work Experience.
- Seventy-five dollars no cents (\$75.00) will be paid for completing 240 hours of Work Experience.

The maximum amount for incentives per individual should not exceed five hundred and fifty dollars and zero cents (\$550.00).

REQUIREMENTS

All incentive payments must be documented in the statewide electronic case management system and must include:

- The amount paid for the incentive
- Description of the activity the incentive supports.
 - Upload any supporting documents into MoJobs (i.e. diploma, certificate, license, etc.)
- The date the incentive was paid (must match MoJobs)
- Upload signed copy of the gift card received

Staff must upload all associated documentation into MoJobs following the current OWD policy on Documents Management.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



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**Office of
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Issuance**

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Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Priority of Services – Adults and Veterans

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance 01-2023 – Statewide Enrollment and Exit Policy

OWD Issuance 11-2023 – Veterans Priority of Service

OWD Issuance 13-2025 – Federal Income Level Guidelines for Workforce Innovative and Opportunity Act (WIOA)

Title I Eligibility Determinations

TEGL 10-09

20 CFR 680.650

SUMMARY

This policy provides St. Louis County Development (STLCOWD) to Workforce Staff regarding priority of service for public-assistance, low income and other disadvantaged individuals.

This policy also provides requirements and procedures regarding providing priority of service for veterans and their eligible spouses who are individuals of Missouri Job Centers.

SUBSTANCE

The WIOA regulations require states and Local Workforce Development Areas (LWDAs) to establish priority of service criteria for Adult program-funded Individualized Career Services and Training Services. STLCOWD established tiered, local, priority-of-service policies. These policies assign top priority to:

1. Veterans and their eligible spouses
2. Public assistance recipients;
3. Low-income individuals;
4. Individuals who are basic-skills deficient (including English language learners);
5. Low-income and economically disadvantaged individuals, and individuals who do not qualify for other programs;
6. Up to 45% of the WIOA Title Adult funds may be used to serve those clients who have incomes not exceeding 250% of the Lower Living Standard Income Level or Missouri Poverty Guideline;
7. Missouri residents.

This is in addition to the mandate that requires veterans and their spouses receive priority of service for all DOL funded job training programs, including the WIOA Adult program. These policies must also allow other eligible individuals outside of the top-priority group to have access to these services. DOL's recommendation¹ is to give priority of service to these individuals, ensuring that at least 75% of a state's individuals receiving individualized career and training services, *in the Adult* program, are from at least one of the priority groups mentioned above. The priority of service rate must never be lower than 50.1%. An Individual who does not fall within these seven (7) categories may be approved on a case-by-case basis with approval by WIOA designated staff.

These priorities are in addition to the requirements in the WIOA regulations at 20 CFR 680.650 that mandate veterans and their eligible spouses receive priority of service for all DOL funded job training programs, including the WIOA Adult program.

Individuals who do not meet one of the above listed criteria may still be eligible for Individual Career Services and Training Services, with approval from designated WIOA Designated staff (Executive Director, Director of Compliance, FWCA Executive Leadership).

¹ TEGL 7-20, "Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program," November 24, 2020.

A. VETERANS PRIORITY OF SERVICE

Veterans defined under the Workforce Innovation and Opportunity Act (WIOA), receive priority of service in all Department of Labor-funded training programs. Priority of Service is the right of eligible, covered individuals to take precedence over eligible, non-covered individuals in obtaining services funded, in whole or in part, by the U.S. Department of Labor (DOL). This priority means:

- The covered individual receives access to the service or resource earlier in time than the non-covered individual; or
- If the service or resource is limited, the covered individual receives access to the service or resource instead of, or before, the non-covered individual. Priority of Service does not change the eligibility requirements or the intended function of a program or service. To receive priority for a program or service, covered individuals still must meet all statutory eligibility and program requirements for participation.

Every Missouri Job Center located in the STLCOWD area must identify veterans and eligible spouses, at the point of entry, to ensure they are aware of:

- Their entitlement to priority of service
- The full array of employment, training, and placement services available under priority of service; and
- Any applicable eligibility requirements for those programs and/or services that veterans and eligible spouses, including widows and widowers, as defined in the statute and regulations, are eligible for priority of service. The term “veteran” means a individual who served at least one day in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable. Active service includes full-time Federal service in the National Guard or a Reserve component. This definition of “active service” does not include full-time duty performed strictly for training purposes (i.e., that which often is referred to as “weekend” or “annual” training), nor does it include full-time active duty performed by National Guard personnel who are mobilized by State rather than Federal authorities.

“Eligible spouse” means the spouse of any of the following:

- a) Any veteran who died of a service-connected disability;
- b) Any member of the Armed Forces serving on active duty who, at the time of application for priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days
 - i. Missing in action;
 - ii. Captured in the line of duty by a hostile force; or
 - iii. Forcibly detained or interned in the line of duty by a foreign government or power;
- c) Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or

- d) Any veteran who died while a disability was in existence. A spouse whose eligibility is derived from a living veteran or service member (i.e., categories b. or c. above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (e.g. if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member.

Priority of service means that veterans and eligible spouses are given priority over non-covered individuals for the receipt of employment, training, and placement services provided under a qualified job training program. Priority means that veterans and eligible spouses are entitled to precedence over non-covered individuals for services. This means that a veteran or an eligible spouse either receives access to a service earlier in time than a non-covered individual or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of, or before, the non-covered individual. It is important to note that state and local program operators do not have the discretion to establish further priorities within the overall priority established by the regulations.

- For a service such as classroom training, priority of service applies to the selection procedure, as follows:
- First, if there is a waiting list for the formation of a training class, priority of service is intended to require a veteran or eligible spouse to go to the top of that list.
- Second, priority of service applies up to the point at which an individual is both: a) approved for funding; and b) accepted or enrolled in a training class.

Once a non-covered individual has been both approved for funding and accepted/enrolled in a training class, priority of service is not intended to allow a veteran or eligible spouse who is identified subsequently, to “bump” the non-covered individual from that training class. The WIOA Title I Adult program also provides priority services for public assistance recipients, other low-income individuals, or individuals who are basic skills deficient. States and local areas must apply priority of service in the order below:

- First, to veterans and eligible spouses who also are included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who also are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
- Second, to non-covered individuals (individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
- Third, to veterans and eligible spouses who are not included in WIOA’s priority groups.
- Fourth, to any other populations identified by the Governor or Local Board for priority.
- Last, non-covered individuals outside the groups given priority under WIOA.

ADDITIONAL

Priority 6: Health and Human Services (HHS) Poverty Guidelines - Calculation at 250%

FAMILY SIZE	ANNUAL INCOME
1	\$39,900
2	\$54,100
3	\$68,300
4	\$75,000
5	\$96,700
6	\$110,900
7	\$125,100
8	\$139,300

For families with more than 8 persons, add \$14,200 for each additional family member.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

Basic Skills Assessment Screening Tool

Name: _____

Date of Birth: _____

- 1) Do you have a high school diploma, General Education Development (GED) certificate or High School Equivalency Diploma (HSED)? ☐ Yes ☐ No ☐ Currently in school
- 2) Can you follow basic written instructions and diagrams without assistance? ☐ Yes ☐ No
- 3) Can you fill out basic medical forms and job applications? ☐ Yes ☐ No
- 4) Without the aid of a calculator, can you add, subtract, multiply, and divide with whole numbers up to 3 digits? ☐ Yes ☐ No
- 5) Can you do basic tasks on a computer? ☐ Yes ☐ No
- 6) Are you an English Language Learner? ☐ Yes ☐ No

Signature: _____ Date Signed: _____

For Internal Use Only:

Was the individual able to complete the screening tool without help? ☐ Yes ☐ No

For the Adult Program Only:

If any question is answered, "No" or the form could not be completed independently, the individual should receive priority.

Does the individual receive priority?

☐ Yes

☐ No

For the Youth Program Only:

If any question is answered, "No" or the form could not be completed independently, the individual may need additional assessments.

Does the individual lack basic skills?

☐ Yes

☐ No

Name of WIOA Staff: _____

WIOA Staff

Signature: _____ Date Signed: _____



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**Office of
Compliance
Issuance**

01-2026

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Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Individual Training Accounts

ATTACHMENTS (if any):

(A) – STLCOWD - ITA Approval Form

(B) – STLCOWD - ITA Request for Training

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Policy – ITA Policy

SUMMARY

This policy provides St. Louis County Workforce Development (STLCOWD) directives for providing Individual Training Accounts (ITAs) for WIOA-eligible Adults, Dislocated Workers, and Youth.

BACKGROUND

This policy provides guidance for Consumer Choice Individual Training Account (ITA) as specified by the State of Missouri. Consumer Choice Individual Training Account is defined as an eligible individual who chooses an approved training provider and a payment is made for training services. Training services for eligible individuals are typically provided by training providers who receive payment for their services through an ITA.

SUBSTANCE

ITAs may only be established for eligible and enrolled individuals for WIOA services. Costs may not be incurred prior to WIOA participation. If a customer applies for WIOA funds and they have already started classes WIOA cannot fund those classes. If an individual has already started training, an ITA can be issued to cover costs only after the next natural break in training (i.e. semester).

An ITA is not an entitlement. Every request for an ITA will be assessed on an individual basis to determine if the training investment will produce the desired results. Program training is a structured regimen leading to a recognized post-secondary credential, industry-recognized credential, employment, and measurable skill gains towards credential and employment.

The amount of the training investment is determined by reasonable, prevailing costs provided by local and eligible providers for similar types of training.

- There is a program year maximum of \$8,000 per individual if the field of study leads to employment opportunities within the priority sectors (Healthcare and Biosciences, Manufacturing, Transportation and Logistics, Technology and Innovation, etc.).
- There is a program year maximum of \$6,000 per individual if the field of study does not lead to employment opportunities identified within the priority sectors.

The limit may be waived by STLCOWD Director or WIOA Designated Staff (FWCA Executive leadership) for extenuating circumstances and/or based on available annual budget. Extenuating circumstances include, but are not limited to, special grants and priority populations such as Justice Involved Individuals, historically marginalized populations, and individuals impacted by special events, such as a natural disaster or other extenuating circumstances.

Training funding will be used for tuition and related education costs for the approved training program. The amount will be reduced proportionately to other financial resources available to the customer. Training provided through an Individual Training Account is for the sole purpose of facilitating transition into the workforce.

The training provider and program must be listed as approved on the Eligible Training Provider System for both the State of Missouri and STLCOWD Region. A printout from the ETPS system showing the approved program is required in the individual's file. The allotted time for training is 24 months or the last 30 credit hours to complete degree at higher education institution (whichever is less). Individuals will only receive one ITA funded training service at a time. WIOA funds will not pay for repeated courses.

Individuals must be unable to obtain other grant assistance or require assistance beyond the assistance made available, including Federal Pell Grants. WIOA is funding of last resort. Individuals that already have an in-demand degree are not priority of service. Training must be in an occupation that leads to economic self-sufficiency or wages comparable to or higher than the wages from previous employment and directly linked to in-demand employment opportunities in the St. Louis area, or an area to which the individual is willing to relocate, as determined by current labor market information. ITA funding is contingent on availability of funds. The reason the individual is not PELL eligible must be documented in the state data management system. Training providers must release the individual's financial aid information, attendance, progress made, and any concerns to the funding agency.

A comprehensive assessment will be conducted, including an evaluation of skills. These may include National Career Readiness Certificate (NCRC) scores, MAPT, CASAS, BEST, TABE, ACT WorkKeys. ACT WorkKeys Level 3 in Applied Math, Graphic Literacy and Workplace Document will be considered as passing score. Customers who took and passed WorkKeys within last 3 years will be exempt from retaking test. WIOA Staff will be responsible for checking MoJobs records for existing WorkKeys scores or collecting proof of test from Individual. In addition, a recent college placement test may be allowed if approved by the training Provider. Results must confirm adequate skills are in place to complete training and enter employment at a wage that leads to self-sufficiency. One-stop Job Center assessments will be used to identify occupational interests, values, and aptitudes for occupational matching. Assessment results are utilized to establish an Employment Plan (EP) or Individual Service Strategy (ISS) that includes long-term employment goals, transferable skills, and skills that need to be developed through occupational training. Individuals that need training to develop job skills and obtain credentials are considered for enrollment in the occupational skills training program. Test results must be within six months of enrollment. Reasonable accommodation will be provided, if needed, for the assessment of individuals with disabilities.

To qualify for, and continue receiving training funds, individuals must:

1. Demonstrate through assessment results the basic skill sets to successfully complete training that is required by the Training Provider.
2. Maintain attendance of 90% or as defined by the training provider.
3. Maintain contact with the program case manager as specified by the case manager.
4. Comply with training provider policies and requirements pertaining to classroom behavior.
5. For on-line courses, the individual must contact their case manager every other week to advise them of course progress.

Priority of service is given to:

1. Veterans and their eligible spouses
2. Public-assistance recipients;
3. Low-income individuals;
4. Individuals who are basic-skills deficient (including English language learners);
5. Low-income and economically disadvantaged individuals, and individuals who do not qualify for other programs;
6. Up to 45% of the WIOA Title Adult funds may be used to serve those clients who have incomes not exceeding 250% of the Lower Living Standard Income Level or Missouri Poverty Guideline;
7. Missouri residents.

See the Enrollment Policy for further priority of service details. This is in addition to Veteran's priority of service.

Completed STLCOWD ITA Forms (Attachment A and Attachment B) are to be sent for approval to ita-etp@fwca-stl.com. Individuals cannot start training prior to approval. Once approval was received CM should place a case note in MoJobs stating the ITA was approved.

TIMELINE

An individual's ITA is valid for 180 days from the initial approval date. A manager must reapply after 180 days.

Immediate and continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance document to ita-etp@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

ATTACHMENT A: STLCOWD - ITA APPROVAL FORM

STLCOWD - ITA Approval Form



Email to: ita-etp@fwca-stl.com
www.stlcowd.org

DATE:	PROGRAM: WIOA

TO BE COMPLETED BY REFERRING OFFICE	REFERRED BY (COMPANY):

PARTICIPANT INFORMATION:			
NAME (LAST, FIRST)		ADDRESS OF PARTICIPANT & COUNTY OF RESIDENCE	
STATE ID			
TRAINING INSTITUTION		TRAINING INSTITUTION ADDRESS	
PROGRAM TITLE			

FUNDING: (Total Amount Approved and Obligated):

COURSE TITLE			
TUITION		BOOKS	
PELL GRANT/LOAN AMOUNT		SCHOLARSHIP(S) AMOUNT	
SUPPLIES		FEES	
		TOTAL:	
PROGRAM START DATE:		PROGRAM END DATE:	
TOTAL ITA FUNDING REQUESTING:	\$		
SIGNATURE CASE MANAGER		DATE:	
APPROVAL SIGNATURE WIOA DESIGNATED STAFF		DATE:	

STLCOWD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services 711.

ITA FORM A 01/26

ATTACHMENT B: ITA Request for Training

STLCOWD - Request for Training



DATE:	PROGRAM: WIOA
TO BE COMPLETED BY REFERRING OFFICE	REFERRED BY:

PARTICIPANT INFORMATION (Complete by Case Manager):

NAME (LAST, FIRST)		ADDRESS OF PARTICIPANT & COUNTY OF RESIDENCE	
STATE ID			
REFERRING OFFICE		REFERRING OFFICE ADDRESS	
TRAINING INSTITUTION		PROGRAM TITLE	

FUNDING: (Total Amount Approved and Obligated) – Completed by Training Institution:

TUITION		BOOKS	
PELL GRANT/LOAN AMOUNT		SCHOLARSHIP(S)	
SUPPLIES		EMPLOYEE REIMBURSEMENT	YES NO AMOUNT
OTHER FEES		REGISTRATION FEE(S)	
		TOTAL	
PROGRAM START DATE		PROGRAM END DATE	
COMMENTS			
CUSTOMER SIGNATURE:		DATE:	
SIGNATURE TRAINING REPRESENTATIVE:		DATE:	

STLCOWD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services 711. ITA FORM B 2026



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**Office of
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Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Reasonable Accommodations

ATTACHMENTS (if any): (N/A)

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

Section 188 of WIOA
29 CFR Part 1630
29 CFR 38
29 CFR 32 subparts B & C, and appendix A
Missouri Nondiscrimination Plan

SUMMARY

St. Louis County Workforce Development (STLCOWD) policy is to provide requirements for reasonable accommodation and modification for individuals, applicants, workforce staff, and registrants.

BACKGROUND

Definitions

1. Reasonable accommodation. The term reasonable accommodation means:

- Modifications or adjustments to a job application process that enable a qualified applicant with a disability to be considered for the position such qualified applicant desires; or
- Modifications or adjustments to the work environment, or to the manner or circumstances under which the position held or desired is customarily performed, that enable an individual with a disability who is qualified to perform the essential functions of that position; or
- Modifications or adjustments that enable a covered entity's employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by its other similarly situated employees without disabilities.

Reasonable accommodation may include but is not limited to:

- Making existing facilities used by employees readily accessible to and usable by individuals with disabilities; and
- Job restructuring; part-time or modified work schedules; reassignment to a vacant position; acquisition or modifications of equipment or devices; appropriate adjustment or modifications of examinations, training materials, or policies; the provision of qualified readers or interpreters; and other similar accommodations for individuals with disabilities.
- To determine the appropriate reasonable accommodation it may be necessary for the covered entity to initiate an informal, interactive process with the individual with a disability in need of the accommodation. This process should identify the precise limitations resulting from the disability and potential reasonable accommodations that could overcome those limitations.
- A covered entity is required, absent undue hardship, to provide a reasonable accommodation to an otherwise qualified individual who meets the definition of disability under the "actual disability" prong¹, or "record of" prong², but is not required

¹ A physical or mental impairment that substantially limits one or more of the major life activities of such individual

² A record of such an impairment

to provide a reasonable accommodation to an individual who meets the definition of disability solely under the “regarded as” prong.³

2. Disability⁴

In general. Disability means, with respect to an individual—

- A physical or mental impairment that substantially limits one or more of the major life activities of such individual;
- A record of such an impairment; or
- Being regarded as having such an impairment as described in [paragraph \(I\)](#) of this section. This means that the individual has been subjected to an action prohibited by the ADA as amended because of an actual or perceived impairment that is not both “transitory and minor.”
- Being regarded/proven as having such impairment.

3. Essential functions

The term *essential functions* means the fundamental job duties of the employment position the individual with a disability holds or desires. The term “essential functions” does not include the marginal functions of the position.

A job function may be considered essential for any of several reasons, including but not limited to the following:

- The function may be essential because the reason the position exists is to perform that function;
- The function may be essential because of the limited number of employees available among whom the performance of that job function can be distributed; and/or
- The function may be highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function.

Evidence of whether a particular function is essential includes, but is not limited to:

- The employer’s judgment as to which functions are essential;
- Written job descriptions prepared before advertising or interviewing applicants for the job;
- The amount of time spent on the job performing the function;
- The consequences of not requiring the incumbent to perform the function;
- The terms of a collective bargaining agreement;
- The work experience of past incumbents in the job; and/or
- The current work experience of incumbents in similar jobs.

³ Establishing that an individual is “regarded as having such an impairment” does not, by itself, establish liability. Liability is established under title I of the ADA only when an individual proves that a covered entity discriminated on the basis of disability within the meaning of section 102 of the ADA, [42 U.S.C. 12112](#).

⁴ Refer to 29CFR 1630.3 for exceptions to this definition.

4. Major Life Activities

- Functions such as caring for oneself, performing manual tasks, walking seeing, hearing, speaking, breathing, learning, and working.
- Major life activities are those functions that are important to most people's daily lives. Examples of major life activities are breathing, walking, talking, hearing, seeing, sleeping, caring for one's self, performing manual tasks, and working. Major life activities also include major bodily functions such as immune system functions, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

SUBSTANCE

The purpose of this policy is to assist the STLCOWD staff and its service providers (sub recipients) in establishing programmatic and physical accessibility practices as well as processing accommodation requests. This policy and procedure guide is to provide a framework for serving individuals with disabilities and handling accommodation requests, not to replace the policies of the service provider's organization. It is the policy of the STLCOWD to comply with the Americans with Disabilities Act and **Section 188 of WIOA, 29 CFR 38**, providing program accessibility and reasonable accommodations to qualified individuals with disabilities to enable them to:

- Be considered for the aid, benefits, services, training, or employment as desired; and/or
- Perform the essential functions of their jobs; or receive aid, benefits, services, or training equal to that provided to qualified individuals without disabilities; and/or
- When receiving aid, services, training, or employment, it is equal to those individuals without disabilities, unless providing such accommodation would impose an undue hardship.

A. WHAT ACCOMMODATIONS ARE REASONABLE?

The reasonableness of accommodation will depend upon the circumstances of each case.⁵

The providers are not required to provide personal items to individuals with disabilities. Such items include hearing aids, prosthetic limbs, wheelchairs, or eyeglasses. However, such items may constitute reasonable accommodation where they are specifically designed to meet needs that are related to the program or activity in which the person is participating, or the job the person is performing. For example, eyeglasses designed to enable the individual to view a computer monitor, but which are not otherwise needed outside of the program or activity in which the person is participating, or the job the person is performing, may constitute reasonable accommodation.

Where more than one possible reasonable accommodation exists, the provider should give primary consideration to the individual's preference in determining what accommodation it will provide.

⁵ eCFR :: 29 CFR 32.13 -- Reasonable accommodation.

Accommodations may be considered “unreasonable” only if they impose an undue hardship for the specific program/job in question. For example, shifting tasks among clerical employees to accommodate an employee with a disability may be reasonable where a sufficient number of employees exist among whom the tasks can be distributed; however, such accommodation may be unreasonable in a very small office with few employees.

Where the service provider determines that the accommodation requested by the individual would impose an undue hardship, or the modification requested would result in a fundamental alteration, the service provider must propose an alternative accommodation or modification that would ensure that, to the maximum extent possible, the person with a disability receives the aid, benefits, services, training, or employment offered by the program.

Accommodations can be simple, but most importantly, should be offered in response to any request or Individual identified need. Examples of simple accommodations might include holding a spot in line for an Individual who has difficulty standing for long periods, taking notes for an Individual during a Job Center workshop, adjusting table height for an Individual with physical disability, or providing a quiet work area. In many cases, accommodations may require staff to “think outside the box” or research accommodation resources. Because there are sometimes multiple options for a reasonable accommodation, the individual making the request and Job Center staff should work together to identify the most effective accommodation using the “interactive process”. Through informal discussion, individuals are provided the opportunity to articulate their needs, and staff are able to determine how best to meet those needs. It is important to note that an Individual request can be made in “plain language” and need not mention the Americans with Disabilities Act, the Rehabilitation Act, or even use the phrase “reasonable accommodation”. As such, the request does not have to be in writing, and may be made by a family member, friend, or other representative on the Individual’s behalf.

B. EFFECTIVE COMMUNICATION & OTHER ASSISTANCE

Workforce Innovation and Opportunity Act (WIOA) Title I-financially assisted programs and activities must be programmatically accessible. This includes providing reasonable accommodations for individuals with disabilities and communicating as effectively as with others. Recipients must provide appropriate auxiliary aids or services, including Assistive Technology devices and services, upon request, where necessary to afford individuals with disabilities an equal opportunity to participate in and enjoy the benefits of the program or activity.

Assistive Technologies are mitigating measures to aid people with disabilities that substantially limit their abilities to receive or communicate information about themselves, programs, or services. Assistive Technologies usually take the form of auxiliary aids or services but also may include modifications to the physical environment related to the use of devices.

Each service provider shall be responsible for establishing a procedure that ensures effective communication between the qualified individual with a disability and service provider staff throughout the service provision and accommodation process. Effective communication may require arranging for sign language interpreters, assistive listening equipment, alternative formats for people with visual impairments, or other approaches. In addition, the service provider shall also be responsible for providing such other reasonable assistance as is requested throughout the accommodation process, as well as through the process of any necessary appeals.

The definition of auxiliary aids or services includes:

- Communications accessibility for individuals with hearing impairments
- Qualified interpreters, on-site or through video remote interpreting (VRI) services;
- Note takers;
- Real-time computer-aided transcription services;
- Written materials;
- Exchange of written notes;
- Telephone handset amplifiers;
- Assistive listening devices;
- Assistive listening systems;
- Telephones compatible with hearing aids;
- Closed caption decoders;
- Open and closed captioning, including real-time captioning;
- Voice, text, and video-based telecommunications products and systems, including TTY;
- Videophones, captioned telephones, or equally effective telecommunications devices
- Videotext displays; or
- Accessible electronic and information technology.
- Staff will use the “Sign Language Interpreter Desk Aid and Checklist” to further assist individuals with hearing impairments.
- Communications for individuals who are blind or have low vision
- Qualified readers;
- Taped texts;
- Audio recordings;
- Brailled materials and displays;
- Screen reader software;
- Magnification software;
- Optical readers;
- Secondary auditory programs (SAP);
- Large print materials; or
- Accessible electronic and information technology.

C. PROCESS FOR INDIVIDUALS & GENERAL PUBLIC

Individuals and members of the general public may request accommodation(s) through any staff member of the service provider. Signage notifying Individuals and the general public of the availability of accommodations shall be posted prominently in the reception area of each service provider. Literature (in the appropriate format) shall be provided to Individuals by the service provider as part of the registration process.

Individuals desiring accommodation shall meet with a member of the service provider staff to discuss their need for accommodation. Requests for accommodation can be made verbally or in writing.

Each service provider shall designate a staff member responsible for reviewing accommodation requests.

Within ten (10) business days of receipt, the designated staff person shall either grant or deny the request in writing. Provisions for this accommodation should commence immediately, once the request is granted.

Where the request is denied based on undue hardship or fundamental alteration, the program must propose alternative accommodation or modification that would ensure that, to the maximum extent possible, the person with a disability receives the aid, benefits, services, training, or employment offered by the program.

Recipients must make the decision that the accommodation would cause such hardship only after considering all factors listed in the definition of "undue hardship" in § 38.4(rrr)(1). The decision must be accompanied by a written statement of the recipient's reasons for reaching that conclusion. The recipient must provide a copy of the statement of reasons to the individual or individuals who requested the accommodation.

Individuals and members of the general public who are not satisfied with the final decision/outcome of a service provider of STLCOWD may file a complaint by following the non-discrimination complaint and grievance policies set forth by the Board and OWD.

D. PROCESS FOR SERVICE PROVIDER STAFF

It is the responsibility of each service provider's organization to disseminate to their employees, their respective reasonable accommodation policy. Each service provider's reasonable accommodation policy shall include an internal appeals process.

Employees shall also be made aware that if they are not satisfied with the final decision/outcome of their employer, they may file a complaint by following the non-discrimination complaint and grievance policies set forth by STLCOWD and OWD.

E. PROCESS FOR STLCOWD STAFF

The staff of STLCOWD will follow the policy as set forth. STLCOWD staff shall also be made aware that if they are not satisfied with the decision of STLCOWD, they may file a grievance by following the non-discrimination complaint and grievance policies set forth by STLCOWD and OWD.

F. CONFIDENTIALITY

Medical information obtained in connection with the reasonable accommodation process must be kept confidential. This means all medical information obtained by the Job Center, subcontracted, partner or STLCOWD staff in connection with a request for reasonable accommodation must be kept in a separate file from the individual's participant or personnel files. This includes the fact that reasonable accommodation has been requested, approved, and information about functional limitations. All instruction and guidance regarding confidentiality and record keeping provided by the Office of Workforce Development (OWD) will be followed.

TIMELINE

Immediate and continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance document to stlcowd@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



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**Office of
Compliance
Issuance**

29-2026

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Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this issuance is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance – Section 188 of WIOA Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy

SUMMARY

The policy is to ensure STLCOWD's Workforce staff effectively communicates and provide meaningful access to individuals with limited English proficiency (LEP).

BACKGROUND

This policy provides guidelines STLCOWD to provide guidelines and meaningful access for individuals with LEP. No person shall be denied access to any WIOA program, activity, or service because they do not speak English or communicate in English on a limited basis.

SUBSTANCE

STLCOWD ensures LEP have meaningful access to programs and services regardless of an individual's ability to speak, read, write, or understand English.

A. Language Assistance Plan

1. "Your Right to an Interpreter" - workforce staff must inform all LEP individuals of their right to timely and complimentary interpreter services. "Your Right to an Interpreter" posters are prominently displayed at STLCOWD informing individual in English and other primary languages "You have the right to an interpreter at no cost to you. Please point to your language.
2. "Point to your language" posters. Workforce staff may distribute the cards to assist individuals with LEP in selecting a language needed for an interpreter.
3. "Notice of Right to Language Assistance" – this notice provides LEP their right to an interpreter at STLCOWD.
4. Telephone Interpreter Service An interpreter will be called. Please wait." The poster informs LEP speakers of their right to an interpreter at STLCOWD. Competent interpreters will be used to provide effective services to LEP individuals. Interpreters will have demonstrated proficiency in both English and the intended language. The Office of Administration maintains statewide contracts with qualified vendors of spoken language interpreter services. In-person, videoconferencing, and telephone interpreting services are available.855-295-9177

The State of Missouri's Language Line Services provides telephone interpretation in over 240 languages. Staff will use Language Line Services when bilingual staff are not available, when the language is one not commonly encountered in Missouri, or when staff are not sure what language an individual speaks.

B. General Individual Service Requirements

1. Verify individual identity – before releasing case-specific information, staff must verify the identity of the individual through the help of bilingual staff, Language Line

Services staff, or vendors providing interpretation or translation services assist making verifications.

2. Document the use of interpreter in the individual's file or when an individual makes use of another form of language assistance.
3. Workforce staff must not use minor children as interpreters.
4. In-person interpreter services workforce staff will arrange to have an interpreter available at a time and place that is convenient for both the interpreter and the individual. Staff may arrange for in-person interpreting by contacting vendors directly.
5. Protection of confidentiality and accuracy of interpretation will always be of the highest concern.
6. Free interpreter services will always be offered, as an individual may not be aware of interpreter services.
7. If an individual prefers to have a family member or friend serve as an interpreter, ask if the individual will allow a trained interpreter to listen in to ensure accuracy of interpretation. If the offer is refused, document the offer and refusal and accommodate the individual's wishes.
8. STLCOWD contracted interpreters or bilingual staff should be used in circumstances when an individual is giving information that may negatively affect his/her eligibility for services.
9. STLCOWD contracted interpreters or bilingual staff are preferred in situations where an individual must answer complicated or detailed questions. If family or friends handle the interpreting, follow-up calls or letters should be done by bilingual staff, Language Line Services staff, or contractors.
10. Uncommon languages – when interpreter services are needed for a language not commonly spoken in Missouri, staff should notify STLCOWD's Executive Director for additional information to assist with servicing an individual.

C. Utilizing Bilingual Staff

Bilingual workforce staff can be used to ensure meaningful access by communicating directly in the individual's primary language. Many individuals have some proficiency in more than one language but are not bilingual. These staff may be able to greet a LEP individual in his or her language but, not provide services in that language.

The skill level and training of bilingual workforce staff should be evaluated to determine whether the skill of an interpreter or translator is required when providing services.

D. Emergencies

When programs or the assistance requested require immediate action, workforce staff must take the necessary steps to ensure all individuals, including individuals with LEP, have access to services or information within the appropriate time frames.

E. Translating Requirements for Documents

Vital information is needed to meet eligibility and enrollment. Vital information is necessary for an individual to obtain any aid, benefit, services, and/or training; or required by law as whether written, oral, or electronic. Examples of documents containing vital information that can/should be translated include, but are not limited to:

- Applications
- Consent and complaint forms
- Notices of rights and responsibilities
- Notices advising LEP individuals of their rights and availability of free language assistance
- Written tests that do not assess English language competency, or skill for which English proficiency is not required
- Letters or notices that require a response from the beneficiary or applicant, individual or employee.

Babel notices are short notices included in a document or electronic medium (web site, app, email) in multiple languages informing the reader that communication contains vital information and explains how to access language services. This service is available at STLCOWD.

F. LEP Training for Workforce Staff

STLCOWD will provide ongoing training and education to workforce staff to increase awareness of LEP policies and procedures.

G. LEP Data Collection

STLCOWD must keep record of LEP and the preferred language of each applicant, registrant, individual, and terminée.

TIMELINE

Immediate and continuous

INQUIRIES

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**Office of
Compliance
Issuance**

19-2026

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Active Date: 02/09/2026

Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Adult Education and Literacy

ATTACHMENTS (if any): N/A

This Issuance is an official issuance of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this issuance is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

TEGL – 19-16

SUMMARY

This outlines St. Louis County Workforce Development (STLCOWD) coordination and collaboration that applies to all eligible individuals seeking services under the Workforce Innovation and Opportunity Act (WIOA) Title I program in the St. Louis County Region who require basic skills education and training through the Adult Education and Literacy Program (WIOA Title II).

BACKGROUND

The purpose of this document is to establish guidelines and procedures for the coordination and collaboration between St. Louis County Workforce Development (STLCOWD) and the Adult Education and Literacy (AEL) Program. The goal is to better serve eligible individuals who need basic skills education and training to enter or advance in the workforce.

WIOA identifies individuals as having a barrier to employment if they are English language learners, have low levels of literacy, or face substantial cultural barriers. AEL activities assist adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency. Included in this purpose is assisting adults to attain a secondary school diploma and to transition to postsecondary education, and training and assisting immigrants and other individuals who are English language learners.

STLCOWD goal is to have an effective relationship with AEL. The current AEL providers facilitate educational services that provide AEL services to address the goals and objectives of local, state, and national priorities. AEL, which is part of Department of Elementary and Secondary Education (DESE), helps adults receive basic skills needed to be productive workers, family members and citizens.

SUBSTANCE

1. The Adult Education and Literacy (AEL) Program will collaborate with FWCA-WDB in providing eligible individuals with basic skills education and training.
2. STLCOWD shall provide career counseling and job placement services to eligible individuals who have completed basic skills education and training.
3. The AEL Program shall provide referrals to FWCA-WDB for eligible individuals who have completed basic skills education, training and require job placement services.
4. STLCOWD shall provide referrals to the local AEL providers for individuals who could benefit from the services provided through the AEL programs.
5. STLCOWD will collaborate by providing support and guidance to the AEL Program to ensure that basic skills education and training programs are aligned with the workforce needs of the St. Louis County region by reviewing local grant applications.
6. If STLCOWD or its One-Stop Operator has a documented number of Adult Education students who do not have access to existing AEL classes, the Board staff is to follow these steps:
 - Request additional classes from AEL.
 - STLCOWD can fund an AEL teacher/class if the AEL office does not have sufficient funds to meet the above request. STLCOWD would negotiate with the AEL provider

to create an additional class. The AEL teacher must facilitate in tandem with individuals in current training/services such as:

- Occupational skills training, including training for nontraditional employment
- OJT
- Incumbent worker training
- Programs that combined workplace training and related instruction which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- STLCOWD may become an AEL provider in the event they are unable to negotiate with a local AEL provider. STLCOWD would enter into an agreement with the Department of Elementary and Secondary Education (DESE) and be responsible for meeting all requirements of an AEL Provider.

RESPONSIBILITIES

1. STLCOWD is responsible for coordinating with the Adult Education and Literacy (AEL) Program to identify eligible individuals who require basic skills education and training, providing career counseling and job placement services, monitoring the progress of eligible individuals, and providing support and guidance to the AEL Program.
2. The AEL Program is responsible for providing basic skills education and training to eligible individuals, providing referrals to STLCOWD, and aligning basic skills education and training programs with the workforce needs of the STLCOWD Region.

TIMELINE

Immediate and Continuous

INQUIRIES

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**Office of
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Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Vocational Rehabilitation and Rehabilitation Services for the Blind
Coordination

ATTACHMENTS (if any): N/A

*This Issuance is an official
issuance of St. Louis County
Workforce Development.*

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this issuance is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

DWD Issuance – Minimum Standards for Assistive Technologies in Missouri Job Centers

SUMMARY

This outlines St. Louis County Workforce Development (STLCOWD) coordination and collaboration with services between Workforce Innovation and Opportunity Act (WIOA) Title I programs and the Vocational Rehabilitation (VR), and Rehabilitation Services for the Blind (RSB) programs.

BACKGROUND

The purpose of this document is to establish guidelines and procedures for the coordination of services and resources between the Workforce Innovation and Opportunity Act (WIOA) Title I programs and the Vocational Rehabilitation (VR), and Rehabilitation Services for the Blind (RSB) programs within the jurisdiction of the STLCOWD. This is intended to promote collaboration and ensure that individuals with disabilities receive comprehensive support, including direct linkage referrals, to enhance their vocational rehabilitation and employment opportunities.

SUBSTANCE

A. COLLABORATIVE PARTNERSHIP

The STLCOWD recognizes the importance of a collaborative partnership between WIOA Title I programs and the VR/RSB programs. These entities shall work together to ensure that individuals with disabilities receive seamless services.

B. REFERRAL & ELIGIBILITY DETERMINATION

- The WIOA programs will actively identify and refer job seekers with disabilities to the VR/RSB programs when appropriate.
- The VR/RSB programs will promptly determine the eligibility of referred individuals and initiate services.
- Direct linkage referrals will be made following the procedures set by the region's MOU to facilitate the transfer of necessary information between programs.

C. SERVICE COORDINATION

- WIOA programs and VR/RSB will coordinate services to ensure they are complementary and support the individual's employment objectives.
- Coordination may include career counseling, skills training, case management, assistive technology, and other services as required.
- WIOA staff will be required to track the coordination of services in MoJobs.
- Monthly meetings between program staff will be held to assess progress and address any issues.

D. OUTREACH & AWARENESS

- The programs will collaborate on outreach efforts to ensure that individuals with disabilities are aware of the services and resources available to them.

- Outreach may include joint informational sessions, publications, and online resources.

E. STAKEHOLDER ENGAGEMENT

STLCOWD will engage employers, educational institutions, and disability advocacy organizations in coordination efforts to ensure services are responsive to the needs of individuals with disabilities.

STLCOWD has developed a local Disability Resource Committee (DRC) to ensure that there is equal access to career services for people with disabilities. The committee's goal is to develop practices for the American Job Center (AJC) as it relates to WIOA and serving customers. We are committed to strengthening partnership, communication, cooperation and collaboration between the core partners. The aim is to serve as a resource for employers within the region.

DRC consists of employees and partners from VR/RSB. Listed below are activities and initiatives developed by the Committee:

- Invite representatives from VR/RSB to attend local board meetings as well as subcommittee meetings.
- Provide opportunities for WIOA staff to receive training from VR/RSB staff on working with individuals.
- Establish a protocol for referring individuals to VR/RSB for further services.
- Guidance from VR/RSB staff on the purchase and maintenance of appropriate technology and accommodations.
- Guidance from VR/RSB on ensuring the electronic and written materials are accessible to individuals with visual impairments.
- Host hiring and resource fairs/events for job seekers.

TIMELINE

Immediate and continuous.

INQUIRIES

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Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Work Experiences for Adult and Youth

ATTACHMENTS (if any):

(A) – Worksite Agreement

(B) – Training Plan

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance – Work Experience for Adults and Dislocated Workers

OWD Issuance – Case Note Policy

2) 20 CFR § 680.180 - What is an Internship or Work Experience for Adults and Dislocated Workers?

3) 20 CFR 680.170, 680.180, 680.530.

SUMMARY

This policy communicates the St. Louis County Workforce Development (STLCOWD) work experiences applicable to WIOA programming: Adult (AD) and Dislocated Workers (DW) and Youth (OSY & ISY).

BACKGROUND

STLCOWD policy for Work Experiences that supports an individual's chosen career pathway(s) and facilitates their transition into placement within high growth/high demand regional careers as identified by MERIC.

Work experience is applicable to all WIOA core programs and a valuable tool to engage employers and to support job seekers in overcoming barriers to employment. WIOA Work Experiences are designed to help individuals establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry into, and retention in, unsubsidized employment. Training to Work Experience activity is a contractual exchange between the WIOA service provider, the worksite employer, and the individual. It is not designed to replace an existing employee or position.

SUBSTANCE

A WIOA Work Experience is an individualized career service and is a planned, structured learning experience that takes place in a workplace for a limited period of time.¹ Worksite employers are critical partners that provide significant growth opportunities for adults and dislocated workers through work experiences that give them the ability to learn and apply in-demand skills. Work experience may be paid or unpaid, and may take place in the private sector, non-profit sector, or public sector.

A. VARIOUS TYPES OF WORK EXPERIENCES/LEARNING WHILE WORKING

- **Regular Work Experience** – A planned, structured learning experience that takes place in a workplace for a limited time. Work experience may be paid or unpaid, as appropriate, and may be arranged within the private for-profit sector, the non-profit sector, or the public sector. Work experience must be related to the individual's career pathway.
- **Subsidized/ Unsubsidized Internships** – A planned, structured learning experience that takes place in a workplace for a limited time and is related to a student's field of study or career pathway. An internship may be arranged within the private for-profit sector, the non-profit sector, or the public sector. Internships must be directly in line with the individual's long-term career pathway goal.

¹ 20 CFR 680.180.

- **Transitional Jobs** - A “transitional job” is a work-based learning activity that provides a time-limited work experience, wages-paid, and is subsidized in the public, private, or non-profit sectors.² Transitional jobs serve individuals with barriers to employment due to chronic unemployment or inconsistent work history.

- **Pre – Apprenticeships & Apprenticeships**

Registered Apprenticeship programs include immediate employment for apprentices, they provide an excellent opportunity for dislocated workers, returning military service members, and others needing to transition to new careers. Registered Apprenticeship contributes to career pathways by building worker skills and establishing well-defined steps along pathways to higher levels of employment and wages. All Registered Apprenticeship programs must consist of the following components:

- Industry Led
- On-the-Job Training
- Related Instruction
- Rewards for Skill Gains
- National Occupational Credential

Registered Apprenticeship programs are automatically included on the Missouri Eligible Training Provider List (ETPL).

Apprenticeship programs are well positioned to impart skills to workers, which would meet the WIOA measurable skills gain performance indicator.

- **Pre-Apprenticeships AD/DW/Youth**

Pre-apprenticeship programs are designed to assist individuals who do not currently possess the minimum (academic or skills) requirements for selection into an apprenticeship program.

Pre-apprenticeship programs generally consist of the following:

- Training and curriculum that aligns with the skill needs of employers in the economy of the State or region involved;
- Access to educational and career counseling and other supportive services, directly or indirectly;
- Hands-on, meaningful learning activities that are connected to education and training activities, such as exploring career options, and understanding how the skills acquired through coursework can be applied toward a future career;
- Opportunities to attain at least one industry-recognized credential; and
- A partnership with one or more Registered Apprenticeship programs that assists in placing individuals who complete the pre-apprenticeship program into a Registered Apprenticeship program.

² 20 CFR 680.190.

- **Customized Training**

Customized Training (CT) is designed to meet the unique training needs of an employer or a group of employers. CT can be used for training prospective (new) workers. CT is business-driven where the employer decides who will provide the training (e.g., external trainer, internal manager), what curriculum will be used, and which workers will be trained. The following should be met:

- Designed to meet the unique needs of an employer or a group of employers
- Commitment by the employer(s) to employ the individual upon successful completion of the training
- For which the employer pays for not less than 50% of the cost of the training.

- **Prospective or incumbent workers**

These individuals benefit by learning new skills and obtaining or retaining employment after successful training completion. The approved employer commits to hire or—in the case of incumbent workers—retain individuals who successfully complete training. Contracted Education Training (CET) provides STLCOWD the flexibility to contract directly with institutions of higher education or eligible training providers under certain conditions.

B. INDIVIDUAL ELIGIBILITY & ENROLLMENT

Individuals must meet program eligibility requirements, be enrolled into the respective WIOA program, and must have received an assessment resulting in the development of an Employment Plan (EP) that documents the individual's need for, and benefit from, a Work Experience (i.e. little or no prior work experience, difficulty maintaining employment, displaced worker needing to learn new skills, etc.). Individuals who have received funding through an ITA, cohort, or other WIOA funded training are also eligible for Work Experience. *Individual's file must show WIOA activity within the last 90 days.*

C. MAXIMUM HOURS

A WIOA Work Experience is allowable for up to 300 hours. STLCOWD may limit the duration and the number of hours for an individual to participate in a work experience. To determine the duration of a Work Experience activity, the following will be considered:

- the duration needed to acquire necessary skills or knowledge;
- the objectives of the work experience;
- the quality and benefit of the employer's work activity; and
- the budget of the WIOA service provider.

STLCOWD may recognize a need for additional Work Experience training hours to be approved in the initial Training Plan. Additional Work Experience hours may be requested with WIOA designated staff approval.

If, upon completion of the maximum work experience hours, the STLCOWD determines the individual requires additional hours to be successful or to obtain unsubsidized employment, the STLCOWD may extend the work experience hours to an additional 240 hours, provided that the following criteria are met and documented.

- An updated Training Plan justifying the need for the additional hours;
- A detailed case note detailing the need for the additional hours; and
- A statement from the worksite employer confirming the need for additional hours.

D. COMPENSATION

Individuals enrolled in a paid work experience shall be compensated an hourly wage at not less than the State or local minimum wage. Individuals shall be paid only for the hours worked during the work experience and the hours must be documented on the individual's work experience time sheet. Work Experience individuals are not authorized to be paid for sick leave, vacations, or holidays and are not authorized to work overtime (no more than 8 hours per day, 40 hours per week).

E. WORKSITE EMPLOYER ELIBILITY

- Employers must be licensed to operate in Missouri, be in good standing and must provide their Federal Employer Identification Number (FEIN). Additionally, employers must adhere to the following requirements:
 - Must have safe and healthy working conditions with no previously reported health and safety violations that have been reported but have not been corrected; and
 - Must be compliant with all Equal Opportunity (EO) regulations
 - Shall not terminate the employment of any of their current employees or otherwise reduce its workforce either fully or partially (such as reduction in hours or benefits) with the intention of filling the vacancy with an individual or as the result of having an individual; and
 - Shall not allow the individual's activity to result in the infringement of promotional opportunities of their current employees; and
 - Shall not allow the individual to be involved in the construction, operation, or maintenance of any part of any facility that is used, or to be used, for religious instruction or as a place for religious worship.

F. EMPLOYER OF RECORD REQUIREMENTS

- The employer of record must carry workers' compensation to the extent available, and if the States workers' compensation law does not apply, insurance coverage must be secured for injuries suffered by the individual in the course of such work experience;
- Ensure work experiences will be conducted in a safe and sanitary work environment;
- Complete an EO-15 document

- Ensure all work experience individuals have adequate worksite supervision;
- Must conduct a WIOA worksite orientation with the worksite employer and the individual prior to the start date; and
- Complete the federal E-Verify requirement within three (3) business days of the individual's hire/start date.

G. CASE MANAGEMENT & DOCUMENTATION

The following must be completed and documented prior to the start date of the work experience;

- Comprehensive Assessment identifying the need and ability for successful completion of work experience;
- Employment Plan (work experience must align with the identified career pathway);
- Documentation of an Employer Pre-award Review (case note or signed document);
- EO-15 document signed by worksite employer;
- Completed and signed Worksite Agreement (good for one year);
- Work experience dates must fall within the dates of the agreement;
- Detailed Work Experience Training Plan;
- Federal E-Verify documentation completed within three (3) business days of the individual's hire/start date; and
- Work Experience Starting Case Notes³, must include:
 - Name of worksite employer;
 - Employer of record;
 - Job title;
 - Begin date and project end date;
 - Total number of hours approved for the work experience;
 - Hourly wage; and
 - Funding source

The following documents must be uploaded, and case notes must be entered in the case management system throughout the duration of the work experience until the final payment to the individual is made:

- Completed timesheets, signed by the individual and the worksite supervisor;
- Payroll documentation, to include a copy of the pay stub and verification of payment to the individual;
- Case Notes⁴, describing the individual's progression in the work experience; and
- Work Experience Timesheet Payment Case Notes, to include:
 - The payroll or monthly invoice period;
 - Number of hours worked;

⁸ Missouri OWD Issuance - Case Note Policy

⁹ Missouri OWD Issuance - Case Note Policy

- Gross wages for the pay period;
- Number of hours remaining; and
- Funding source(s).

An example of a pre-award case note:

“Met with Worksite employer (xyz) to complete the Worksite Agreement, for WIOA. In discussing the Agreement, it was shown that the employer meets the criteria set forth in the Employer Pre-Award review, (adherence to EO regulations, American with Disabilities Act provisions, maintaining safety standards for the business and employees, current on all taxes etc.). All forms related to the Worksite Agreement have been uploaded into MoJobs (Documents).”

H. MONITORING REQUIREMENT

The WIOA service provider’s oversight of the paid and unpaid work experience individual’s training and payroll records may be reviewed by Federal, State, and local fiscal and program monitors. Such monitoring may include, but is not limited to, on-site visits and phone/email communication with the employer/trainer and individual, to review progress and provide technical assistance as needed.

I. EXEMPTIONS FROM UNEMPLOYMENT INSURANCE

Individuals in work-relief or work-training programs authorized by WIOA, or any other programs funded in whole or in part by Federal, State, or local awards or grants, are exempt from UI wage reporting requirements if the employer of record is:

- The State, or any (local) political subdivision of the State, or any instrumentality (board, commission, etc.) of the same; or
- A not-for-profit corporation, community chest fund, or foundation organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or for the prevention of cruelty to children or animals, or other organization as described in Section 501(c)(3) of the Internal Revenue Code. For the purposes of this exemption, DOL’s guidance defines work-relief and work-training programs thus:
- Conditions for all work-relief and work-training programs require:
 - The employer-employee relationship is based more on the individuals’ and communities’ needs than on normal economic considerations (such as increased demand or the filling of a bona fide job vacancy); and
 - The products or services are secondary to providing financial assistance, training, or work experience to individuals to relieve them of their unemployment or poverty or to reduce their dependence on various measures of relief, even though the work may be meaningful or serve a useful public purpose.

- Both work-relief and work-training programs also must have one or more of the following characteristics:
 - The wages, hours, and conditions of work are not commensurate with those prevailing in the locality for similar work; or
 - The jobs did not, or rarely did, exist before the program began (other than under similar programs) and there is little likelihood they will be continued when the program is discontinued; **OR**
 - The services furnished, if any, are in the public interest and are not otherwise provided by the employer or its contractors; OR
 - The jobs do not displace regularly employed workers or impair existing contracts for services.

For work-relief programs only, the qualifications for the jobs must take into account, as indispensable factors, the economic status (i.e., the standing conferred by income and assets) of the applicants.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

ATTACHMENT A – WORKSITE AGREEMENT (FRONT)



Missouri Department of Higher Education and Workforce Development
Office of Workforce Development

Work Experience Worksite Agreement

This Agreement is made between (1) _____ hereafter called AGENCY , and (2) _____ hereafter called WORKSITE EMPLOYER . These parties agree that the WORKSITE EMPLOYER shall provide meaningful work experience and supervision to participant(s) in accordance with the General Assurances and the Training Plan which are part of this agreement, during the period beginning _____ and ending _____.			
WORKSITE EMPLOYER INFORMATION	Company Name:		
	Federal Employer ID Number (FEIN)		
	Address		
	City, State, Zip Code		
	Telephone Number		
	Contact Person		
	Collective Bargaining Agent (if Applicable)		
	Location of Training Facility		
	TRAINING OCCUPATIONS	NUMBER OF PARTICIPANTS	SUPERVISOR NAME
WORK EXPERIENCE INFORMATION			
Signature of Employer/Authorized Representative		Type/Print Name	Title Date
Authorized Agency Signature		Type/Print Name	Title Date

For additional information about Missouri Office of Workforce Development services, contact a Missouri Job Center near you. Locations and additional information are available at jobs.mo.gov or 1-888-726-JOBS (5627). The Missouri Department of Higher Education and Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services at 711.

ATTACHMENT A – WORKSITE AGREEMENT (BACK)

- The AGENCY will provide each worksite supervisor with a Supervisor Orientation for the program, which covers WIOA rules, requirements, timesheet information, and other information as applicable.
- The WORKSITE EMPLOYER agrees to provide constructive and meaningful work experience and training activities for the participant as follows and ensure that:
 - Each worksite supervisor shall be provided a Supervisor Orientation for the program.
 - The Participant duties and activities are described in the training plan.
- The WORKSITE EMPLOYER shall provide the participant with a formal orientation to the requirements of the job, work rules, expectations, hours of work, and any other special requirements of the WORKSITE EMPLOYER.
- The worksite will provide a sufficient quantity of work/training to fully occupy participant.
- The worksite will provide all necessary materials, supplies and equipment for the purpose of completing assigned tasks.
- The worksite shall ensure consistent supervision of participants and of tasks performed.
- The worksite supervisor shall maintain close liaison with program staff regarding:
 - Participant performance and behavior
 - Immediate notification of irregular or lack of attendance
 - Immediate notification of injury on the job
- The WORKSITE EMPLOYER shall be responsible for reporting termination of participants to the AGENCY immediately.
- The WORKSITE EMPLOYER agrees to provide the instruction, supervision of employees, equipment tools, etc. that are necessary for the participant to conduct their job duties.
- The WORKSITE EMPLOYER will agree to absorb the financial liability for any costs that may result from participant damage.
- Ensure that accurate time and attendance records are completed on a daily basis and that the hours recorded will only reflect the hours the participant worked.
- **MONITORING:** The WORKSITE EMPLOYER understands that the AGENCY, Office of Workforce Development, or other such related agencies may monitor this worksite to ensure compliance with rules and regulations.
- **EMPLOYEE DISPLACEMENT/REPLACEMENT:** No participants shall displace (including a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits) any currently employed employee (as of date of participation). A participant in a program or activity may not be employed in or assigned to a job if:
 - (1) Any other individual is on layoff from the same or any substantially equivalent job;
 - (2) The WORKSITE EMPLOYER has terminated the employment of any regular, unsubsidized employee or otherwise caused an involuntary reduction in its workforce with the intention of filling the vacancy so created with the participant; or
 - (3) The job is created in a promotional line that infringes in any way on the promotional opportunities of current employed workers.
 - (4) Regular employees and program participants alleging displacement may file a complaint under the applicable grievance procedures.
- **WORKERS COMPENSATION:** The AGENCY is responsible for job related injuries to the participant and will provide insurance through Workers Compensation or other adequate medical and accident insurance. The WORKSITE EMPLOYER supervisor MUST contact the program staff immediately upon a workplace injury of a participant and complete the necessary forms.
- **HEALTH AND SAFETY:** No participant will be permitted to work or train in buildings or surroundings under working conditions that are unsanitary, hazardous, or dangerous to the participant's health or safety. Participants employed or trained in inherently dangerous occupations shall be assigned to work in accordance with reasonable safety practices.
- The WORKSITE EMPLOYER agrees to maintain sanitary facilities, safe working conditions, within a drug-free workplace and compliance with the OSHA and Child Labor Laws and laws of the Fair Labor Standards Act (FLSA) provided to the training site by the program staff.
- No participant will be allowed to perform work activities that are not federally legal.
- **Employment or training of participants in sectarian activities is prohibited.** This limitation is more fully described at 29 CFR 37.6(f)(1). Under 29 CFR 37.6(f)(1), participants must not be employed to carry out the construction, operation, or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place for religious worship.
- **NEPOTISM:** No participant may be placed in an employment activity of a member of that person's immediate family is directly supervised by or directly supervises that individual.
- **UNION COMPLIANCE:** The WORKSITE EMPLOYER/AGENCY will ensure this work experience will not impair existing contracts for services or collective bargaining agreements. When a program or activity would be inconsistent with a collective bargaining agreement, the appropriate labor organization and employer must provide written concurrence before the program or activity begins.
- **DISCLOSURE OF CONFIDENTIAL INFORMATION:** The WORKSITE EMPLOYER agrees to maintain the confidentiality of any information regarding applicants and participants, or their families, which may be obtained through application forms, interviews, tests, and reports from public agencies, counselors or any other source.
- **EQUAL OPPORTUNITY:** The EMPLOYER agrees not to discriminate against any participant because of age, race, creed, color, religion, political belief or affiliation, sex, national origin, ancestry or disability. The EMPLOYER further agrees that it will take affirmative action to ensure that applicants are employed, and that employees are treated without discrimination during employment, upgrading, demotion or transfer, recruitment or recruitment advertising; layoff or terminations; rates of pay or other forms of compensation and selection for training, including apprenticeship.
- **AMERICAN WITH DISABILITIES ACT:** The EMPLOYER shall comply with the Americans with Disabilities Act of 1990, Public Law 101-336, or as amended and associated code of federal regulations published in the Federal Register as applicable to the EMPLOYER directly or indirectly as recipients of contracted funds from the State of Missouri.
- The WORKSITE EMPLOYER will perform its duties in accordance with the regulations, procedures and standards promulgated there under, as well as any subsequent legislation, regulations, procedures and standards enacted in substitution or in addition thereto.
- **RELATIONSHIP OF PARTIES:** The WORKSITE EMPLOYER does not become the agent of the AGENCY for any purpose pursuant to this contract and will make no representation of any such agency. In agreeing to employ and provide training for participant, the WORKSITE EMPLOYER understands that this does not make the participant an employee or agent of the AGENCY.
- **TERMINATION OF AGREEMENT:** The performance of work under this agreement may be terminated by the AGENCY when, for any reason, it is determined that such termination is in the best interest of the program. Termination may also occur with it has been determined that the WORKSITE EMPLOYER has failed to provide any of the training specified or failed to comply with any of the other provisions contained in the agreement.
- **AVAILABILITY OF FUNDS:** This contract is predicated on the continuing availability of funds from the AGENCY and the Office of Workforce Development.

Acknowledgement: I have received the above information:

Employer's Initials: _____ **Date:** _____

STLCOWD

Active Date: 02/09/2026

Effective Date: 02/09/2026

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WIOA Title I Work Experience Training Plan

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**Office of
Compliance
Issuance**

04-2026

Release Number-Program Year

Active Date: 02/09/2026

Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Eligible Training Provider Policy

ATTACHMENTS (if any):

(A) – ETPL Application

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

1. OWD Issuance – Eligible Training Provider Policy
2. MoJobs <https://app-jobs.mo.gov>
3. <https://jobs.mo.gov/community/missouri-eligible-training-provider-system>
4. WIOA Section 122 [29 U.S.C. 3152]
5. WIOA sec. 107(d)(10) [29 U.S.C. 3122(d)(10)]
6. 20 CFR 680.230
7. 20 CFR 680.430
8. 20 CFR 680.510

SUMMARY

Policy outlines the process of Saint Louis County Workforce Development (STLCOWD) selecting and approving Eligible Training Providers.

BACKGROUND:

Policy is based on OWD Issuance's Eligible Training Provider Policy and STLCOWD's initial approval process.

SUBSTANCE:

A. INITIAL LOCAL APPROVAL PROCESS

When a WIOA training eligible individual selects a training provider from the Missouri's Eligible Training Provider System (ETPS), WIOA staff must ensure the program is approved and in good standing with St. Louis County Workforce Development (STLCOWD). The individual's training program must be approved on the ETPS, not just the provider. This may result in a number of programs per training provider. ETPS must also show that the program is approved by STLCOWD.

The WIOA designated staff will then contact the training provider to provide local requirements outlined in this policy.

STLCOWD will ensure all of the following requirements are met before approving the provider for local funds:

- The program is listed on the Missouri ETPS.
- Training-related performance of past graduates will be evaluated for entered employment, retention and wage performance rates. This requires the training provider to collect and report job placement data on its graduates. After the establishment of data collection and reporting systems, training provider performance will impact WIOA financial support.
- WIOA Designated Staff will be required to keep data of the number of individuals starting each program versus the number of individuals completing the program. Completion rates below STLCOWD's current Program Year performance rate, the program will not be approved at the local level.

WIOA staff will keep an updated list of approved Training Providers to be shared with customers. During a transition period or other emergency events, the previously approved list of training providers will carry over.

B. DOCUMENTATION

WIOA Requirements of Providers:

Training providers must agree to follow all requirements of the Workforce Innovation and Opportunity Act (WIOA), including:

- The organization should have an EO Officer or a staff person that deals with nondiscrimination and equal opportunity policies and regulations
- The Missouri Office of Workforce Development's "Equal Opportunity is the Law" poster should be posted in the facility
- Contract agreements should contain nondiscrimination and equal opportunity provisions
- The organization should be compliant with the Americans with Disabilities Act (ADA)
- The training provider should have a confidentiality policy including a process for collecting confidential information
- The training provider should have a written complaint policy
- The training provider should be able to modify training curriculum to meet the needs of customers
- Applications are submitted to ita-etp@fwca-stl.com.

Additionally, the training provider must allow monitoring visits for EO compliance and/or FWCA designated staff regarding the individuals' progress or fidelity of training program(s).

C. TERMS & EXPECTATIONS OF ELIGIBLE TRAINING PROVIDERS

- The training program is listed on the Missouri ETPS.
- Training provider submits request for application to the Director of Compliance for approval.
- Training-related job placements of past graduates equal the entered employment, retention and wage performance rate required of STLCOWD for the current Program Year. This requires the training provider to collect job placement data on its graduates.
- WIOA designated staff providing services of STLCOWD will keep data of the number of individuals starting each program versus the number of individuals completing the program. Completion and placement rates below STLCOWD's current Program Year performance rate, the program will not be approved at the local level.
- Training providers will collect the required data for EO requirements.

- Training providers will submit verification of student progress toward the training goal, (attendance, Measurable Skills Gains, grades, attained Credentials and/or licenses.) Students will sign a release of information form with WIOA staff for this information to be shared. Any absence of the individual from training over three (3) days must be reported to the WIOA staff.
- Training providers will allow WIOA staff to monitor program compliance and to ensure compliance with EO requirements.
- STLCOWD will rescind unused WIOA funds per training provider's Refund Policy for non-completers.

D. RENEWAL OF ELIGIBILITY & TERMINATION PROCEDURES

- Programs will retain their STLCOWD approval status per program year from the initial approval.
- At the end of the program year, the school will complete the process of the original approval for subsequent approval.
- If at any time the WIOA Designated Staff (ITA-ETP Committee Members, FWCA Executive Leadership, Executive Director) determines the training provider is no longer adhering to the terms and expectations listed in this document, the approval will be disqualified and the training provider notified. STLCOWD may grant a probationary period for corrective action before disqualifying the program for STLCOWD approval.
- Applications are submitted to ita-etp@fwca-stl.com.

TIMELINE

Immediate and continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance document to ita-etp@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

ATTACHMENT A: ETPL APPLICATION (PAGE 1)



ETPL APPLICATION

SUBMIT COMPLETED APPLICATION TO ITA-ETP@FWCA-STL.COM
QUESTIONS - 314-377-0445

DATE:

TRAINING INSTITUTION	
TRAINING INSTITUTION ADDRESS	
TRAINING SITE ADDRESS (if different than above)	
EIN	
TRAINING CONTACT PERSON AND PHONE NUMBER	
PROGRAM TITLE	
PROGRAM SUMMARY (PHYSICAL SITE, ONLINE, HYBRID LEARNING, SKILLS GAINED)	

TUITION COST	
LIST FINANCIAL ASSISTANCE AVAILABLE (SCHOLARSHIP, FEDERAL GRANTS/LOANS)	
AVERAGE ASSISTANCE PROVIDED	
GRADUATION PERCENTAGE	
PERCENTAGE EMPLOYED AFTER GRADUATION	
AVERAGE WAGE OF GRADUATE	
AVERAGE EMPLOYER RETENTION RATE OF GRADUATES	

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ATTACHMENT A: ETPL APPLICATION (PAGE 2)



ETPL APPLICATION

DO YOU REQUIRE AN ENTRANCE EXAM, IF SO, NAME AND SCORE(S) NEEDED	☐ YES ☐ NO NAME: _____ REQUIRED SCORE: _____ NAME: _____ REQUIRED SCORE: _____
DURATION OF TRAINING PROGRAM	_____
DOES YOUR ORGANIZATION HAVE AN EO OFFICER OR STAFF PERSON THAT DEALS WITH NONDISCRIMINATION, EO POLICIES AND REGULATIONS? IF YES, NAME AND CONTACT INFO	☐ YES ☐ NO CONTACT INFO: _____
DO YOU HAVE "EQUAL OPPORTUNITY IS LAW" POSTER AT YOUR TRAINING SITE?	☐ YES ☐ NO
ARE YOU COMPLIANT WITH THE AMERICANS WITH DISABILITIES (ADA)?	☐ YES ☐ NO
DO YOU HAVE A CONFIDENTIALITY POLICY?	☐ YES ☐ NO
DO YOU HAVE A WRITTEN COMPLAINT POLICY?	☐ YES ☐ NO
DOES YOUR TRAINING COURSE PROVIDE FLEXIBILITY FOR CUSTOMER NEEDS?	☐ YES ☐ NO
ARE YOU APPROVED BY THE STATE OF MISSOURI AS AN EDUCATION AND TRAINING PROVIDER (ETP)?	☐ YES ☐ NO
ARE YOU APPROVED TO TRAIN IN THE STL FUNDING REGION BY THE STATE OF MISSOURI	☐ YES ☐ NO
SIGNATURE TRAINING PROVIDER	_____ DATE: _____
APPROVAL SIGNATURE WIOA DESIGNATED STAFF	_____ DATE: _____

NO ADDITIONAL CHANGES OR MODIFICATIONS TO THIS DOCUMENT ARE TO BE ACCEPTED. ANY CHANGES AND/OR MODIFICATION (BY ANYONE OTHER THAN FWCA) RENDER THIS DOCUMENT VOID. REVISED 01/26

STLCOWD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services 711. ETP FORM 01/26



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Office of
Compliance
Issuance

21-2026

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Active Date: 02/09/2026

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Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Rapid Response Activities

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Policy – Statewide Rapid Response Activity Policy
20 CFR Part 682.330 Subpart C

SUMMARY

This policy outlines St. Louis County Workforce Development (STLCOWD) Rapid Response activities.

BACKGROUND

STLCOWD will lead Rapid Response activities involving dislocation events impacting forty-nine (49) or fewer full-time workers.

SUBSTANCE

The purpose of this policy is to establish guidelines, procedures, and activities, for the coordination of events. STLCOWD will provide Rapid Response activities for impacted employers and employees during dislocation. The goal is to better serve eligible individuals who need employment and/or training.

According to 20 CFR 682.330, required Rapid Response activities include the following:

- Layoff aversion activities, if applicable.
- Immediate and onsite contact with affected employers, worker representatives, local community representatives to assess and plan:
 - Layoff schedule
 - Assistance needs
 - Reemployment prospects and
 - Available resources to meet the needs of the affected workers.
- Provide information and access to unemployment compensation benefits and programs, comprehensive one-stop system services, employment and training activities, including information for TAA program, PELL Grants, GI Bill, workshops, resource fairs, and job fairs to support reemployment efforts.
- Provide necessary resources and services including workshops, training, use of Missouri Job Centers, and career fairs to support reemployment.
- Facilitate regional partnerships, chief elected officials, community leaders, and others to ensure a coordinated response.
- Provide emergency assistance to customized layoffs or for disaster relief.
- Develop systems and processes to identify and gather information for early warnings about potential layoffs or opportunities for layoff aversion. This includes analyzing and acting on dislocation data and tracking outcome and performance data related to the Rapid Response activity.
- Develop and maintain partnerships with appropriate federal, state, and local agencies, employer groups, business and technical councils, labor organizations, and other organizations to conduct strategic planning to address dislocations and assess information.
- Provide additional assistance to local areas that experience disasters, mass layoffs, or dislocation events.
 - Calling, emailing, mailing, and posting on social media are methods to notify employees or employers of opportunities at the Missouri Job Center.

- If the employee's bargaining representative and management agree voluntarily, Rapid Response staff will establish a labor committee known as the Transition Team.

Additional Strategies include:

- STLCOWD will lead Rapid Response activities involving dislocation events impacting forty-nine (49) or fewer full-time workers.
- STLCOWD will be responsible for coordinating with employers, impacted workers, Wagner-Peyser staff in the Missouri Job Center, Division of Employment Security, and other organizations as necessary.
- STLCOWD must provide on-site worker and employer informational meetings as needed.
- Workers impacted by smaller layoffs may be provided with informational packets.
- STLCOWD must:
 - Contact affected employees within twenty-four (24) hours of being informed of a potential layoff.
 - Inform the affected employer(s) about services.
 - Calling, emailing, mailing, and posting on social media are methods to notify employees or employers of opportunities at the Missouri Job Center.
 - Calling, mailing, and emailing should initially be utilized; social media is an additional option if the employer or employees are unresponsive.
 - Arrange an in-person meeting to plan the informational worker meetings.
 - Collaborate with required partners to ensure effective worker meetings are provided in a timely manner.

Onsite worker meetings and other services will be coordinated with the employer and delivered based on the employer and worker need regardless of the time of day. All on-site worker meeting details and scheduling must be approved by the employer prior to holding the meeting.

- All Rapid Response activities must be documented in the case management system. The Transition Team will submit a request to dwdsupport@dhewd.mo.gov to enter the event in the "Rapid Response Lookup Table" with the following information:
 - Company Name
 - Worksite Location
 - Address
 - Senatorial District
 - House of Representative District
 - Event Begin Date
 - Event End Date
 - Federal Reporting Number
 - Event Type
 - Event Classification
 - Trade (TAA) Petition Status
- STLCOWD and Transition Team must record Rapid Response activity in MoJobs within forty-eight (48) business hours after an event is held.

RESPONBILITIES

STLCOWD is responsible for overseeing activities of the Rapid Response Team (Transition Team).

TIMELINE

Implementation is immediate and continuous.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to stlcowd@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



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**Office of
Compliance
Issuance**

20-2026

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Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Business Service Activities

ATTACHMENTS (if any): N/A

This Issuance is an official issuance of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this issuance is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance – Local Area Designation
CFR – 678.435

SUMMARY

This outlines St. Louis County Workforce Development (STLCOWD) Business Services activities, in serving individuals in WIOA programs (Adult, Dislocated Worker, In School and Out of School Youth).

BACKGROUND

STLCOWD plays a pivotal advisory role in business-related initiatives, particularly when access to industry leaders is required. Board members serve as ambassadors, promoting participation in focus groups and engaging businesses to secure strong public and private-sector support from large and small employers. The Business Service Group (BSG) will create strategies and services to better serve individuals looking for employment.

SUBSTANCE

STLCOWD will support rapid response, outreach, job development, training, and additional business services. The goal is for the American Job Center to be seen as a go-to resource for workforce needs. This network, including local officials, HR managers, community members, and business owners, provides early insights into workforce needs, enabling rapid responsive action.

BSG and STLCOWD will lead groups in the region to coordinate outreach, recruitment, and placement activities that support single point of contact with a myriad of agencies. BSG contributes to the promotion of subsidized placement through face-to-face employer meetings, preparing mass marketing campaigns, conducting business surveys, outreach to individuals, and monitoring MoJobs for potential matches for specific job orders.

A. STRATEGIES & SERVICES

STLCOWD will serve as the coordination hub for individuals seeking employment and regional employers. BSG staff will lead business outreach efforts in collaboration with partner agencies. A strong emphasis will be placed on collaboration and customer service, measured through surveys and feedback, to ensure alignment with regional business needs. The following are strategies and services BSG will coordinate or assist with:

1. Partner with employers in priority workforce sectors and development programs, including small employers;
2. Support the needs of businesses in the local area;
3. Assist employers by providing services and activities to deter layoffs and provide training activities to address potential risks. Assist with Rapid Response activities;
4. Coordinate workforce development programs that impacts the local economy;
5. To form or strengthen partnerships between the one-stop delivery system and unemployment insurance programs;
6. Implement or refer qualified individuals to incumbent worker training (IWT) programs, on-the-job training (OJT) programs, registered apprenticeship programs, customized training programs, priority industry and sector strategies, and career pathways initiatives;
7. Collaborate with regional skills alliances, local skill panels, and sectoral skills partnerships

8. Develop opportunities or refer individuals for skill development, skill enhancement, and postsecondary certifications;
9. Assistance with finding federal, state, and local tax credits;
10. Collaboration will include HR roundtables, chambers of commerce, planning commissions, and other business groups.
11. Funding for individuals seeking in-demand training
12. Workforce Recruitment Assistance
13. Provide outreach or electronic/written notification to local businesses of local services.
 - Information and support services delivered to establishments through mass mailings or communications, cold calling or other follow-up contacts, and regular establishment newsletters, brochures or publications.

B. CUSTOMIZED BUSINESS SERVICES

BSG understands the employment demands of their local region and basic skills needed to obtain and retain employment. Customized business services assist with meeting the needs of employers and potential employees. The following are customized services the BSG provides:

1. Tailored screening and referral of qualified individuals in training services to employers
2. Customized services to employers, employer associations, or other such organizations, on employment-related issues/opportunities
3. Recruitment events and related services for employers including targeted job fairs at employer location or the American Job Center
4. Human resource services:
 - a) Reviewing job descriptions
 - b) Reviewing orientation sessions for new employees
 - c) Job interview techniques
 - d) Creating meeting spaces for employer training or meetings with assistive technologies
 - e) Providing workshops adaptable to specific days, times, cultural, and location of need.
5. Provide labor market information for specific employers, sectors, industries or clusters
6. Tiered services - Identifying key industry clusters allows for tailored training, job matching, and other workforce solutions
7. Conducting special recruitment efforts including out-of-the-area or out-of-state recruitment for candidates with special skills

RESPONSIBILITIES

STLCOWD is responsible for overseeing the activities of the Business Services Group (BSG).

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

**Office of
Compliance
Issuance**

05-2026

Release Number-Program Year

Active Date: 02/09/2026

Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Incumbent Worker Training

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

1. OWD – Incumbent Worker Training Policy
2. WIOA sec. 134(d)(4) [29 U.S.C. 3174(d)(4)];
3. WIOA sec. 181 [29 U.S.C. 3241;
4. 20 CFR Part 680, Subpart F—Work-Based Training.
5. U.S. Department of Labor, Employment and Training Administration Training and Employment Guidance Letter
6. TEGL 19-16, “ Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules,” March 1, 2017
7. RSMo 620.809.4

SUMMARY

This policy outlines St. Louis County Workforce Development (STLCOWD) Incumbent Worker Training (IWT) activities.

BACKGROUND

This policy addressed eligibility for IWT training for individuals and employers. Workforce Innovation and Opportunity Act (WIOA) describes allowable training activities for IWT, a work-based training strategy. IWT is a way to help employees of a company gain the skills necessary for career-advancement opportunities and to retain employment.

SUBSTANCE

IWT meets the needs of an employer or a group of employers by averting potential layoffs, increasing the skill levels of current employees to make the most of company career-advancement opportunities, and by creating backfill opportunities for less skilled employees. STLCOWD and employers cannot use IWT for training new hires. For IWT, STLCOWD may use up to 20 percent of the combined total of its Adult and Dislocated Worker allotments. This 20 percent must be used exclusively for IWT program activities. IWT administrative activities must be paid for out of STLCOWD's administrative funds. WIOA funding is considered the last resort of funding, all other/additional funding opportunities should be utilized.

A. ELECTION TO OFFER IWT

This STLCOWD IWT policy outlines the requirements and definitions of establishing which workers (or groups of workers) and which employers are eligible for incumbent worker services.

Incumbent workers will not have to meet the eligibility requirements of the Adult and Dislocated Worker Programs however, an assessment must be utilized to deem the employee fit for training.¹ IWT will only be allowable for skills required in any of the sectors currently targeted by STLCOWD as areas of growth: Technology and Innovation (including AgTech and Cyber Security), Healthcare and Biosciences, Advanced Manufacturing, Transportation and Logistics, and Construction. With approval by WIOA designated staff (Compliance Director, AJC Executive Director and/or FWCA Executive Leadership), IWT may be provided, on a case-by-case basis, for areas of growth outside of these three sectors, when appropriate.

B. PARTICIPANT REQUIREMENTS

- Must be enrolled into the statewide electronic case management system; and
- They are working a minimum of 32 hours per week (average) at the respective employer for more than six consecutive months (unless IWT is provided to a cohort of employees; in this case, the majority of employees in the cohort must meet the employment history requirement); and

¹ STLCOWD Issuance - Basic Skills Assessment

- They have an established relationship and employment history with their employer; and
- Documentation of skilled training needed to retain employment and increase the competitiveness of both themselves in the labor market and their employer's productivity; or
- Proof of averting the need to lay off employees through assisting workers to obtain the skills necessary to retain employment.

C. EMPLOYER REQUIREMENTS

- Must be registered/enrolled into the statewide electronic case management system; and
- Must increase incumbent worker's wages compared to their wage immediately preceding training and access to company-provided benefits including healthcare for the participant within 30 days of the successful completion of training; and
- Provide documentation of increased skills obtained by the participant, such as an industry-recognized certificate or credential or a promotion that correlates to the competitiveness of the job and the employer.
- Must meet the Fair Labor Standards Act requirements for an employer-employee relationship.
- IWT must lead to opportunities for advancement and wage increases of a minimum of one dollar and zero cents (\$1.00) within 30 days of the successful completion of training. *Payment/reimbursement to the employer will be made after the wage increase is met and documented.*
- Employers must comply with the WIOA requirements for paying the non-federal share of the cost of providing the training. The non-federal share provided by an Employer may include the amount of the wages paid by the Employer to a worker while the worker is attending training, equipment purchased for training, curriculum development costs, and travel and lodging costs. The Employer may provide the share in cash or in kind, fairly evaluated. Official payroll records, time and attendance sheets and invoices for equipment purchases must be utilized to determine the amount of the Employer's share of cost. Employer's share must be reported in the DWD Financial Reporting System (FRS):
 - The Employer non-federal share is dependent on the size of the Employer and shall not be less than:
 - 10 percent of the cost, for Employers with not more than 50 employees;
 - 25 percent of the cost, for Employers with more than 50 employees but not more than 100 employees; and
 - 50 percent of the cost, for Employers with more than 100 employees

STLCOWD will prioritize working with employers that are not eligible for or participating in the State's Missouri Works Training program. STLCOWD will notify DWD if they do consider implementing an IWT project with a company that is participating in the Missouri Works Training Program to ensure no duplication of services.

If a collective bargaining agreement covers the employer, then union concurrence with the IWT is required. An incumbent worker project may employ any training allowable under WIOA and must comply with general WIOA requirements and restrictions.

Participant and employer performance outcomes will be reported as required per DWD IWT policy requirements. STLCOWD will work with the Employer to assist with backfilling any open positions the IWT may create.

The STLCOWD will notify DWD prior to entering into an IWT program agreement. This will allow the necessary approvals and processing of any documentation required per DWD IWT policy requirements.

D. IWT PROGRAM PAPERWORK

STLCOWD will utilize IWT forms created by DWD for agreements and program management. If any STLCOWD forms are used, they will include all information required on the corresponding DWD form.

The WIOA designated staff (Compliance Director, AJC Executive Director and/or FWCA Executive Leadership), will conduct regular oversight and monitoring of its WIOA activities and those of its subrecipients in order to: determine WIOA allowable expenditures; determine compliance with provisions of WIOA regulations and other applicable laws and regulations; provide technical assistance to subrecipients, as necessary and appropriate; and evaluate the effectiveness of the training.

DOCUMENTS

Application, Program Agreement, General Assurances:

[Attachment 23-2017 \(posted 12/18/20\) | JobsMoGov](#)

(<https://jobs.mo.gov/media/pdf/attachment-23-2017-posted-121820>)

TIMELINE

Immediate and continuous.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

The Greater St. Louis Metropolitan WIOA Regional Plan

Program Years 2024-2027

Revised 03-2026

The Workforce Innovation and Opportunity Act (WIOA) of 2014 Section 107(d) requires local WIOA areas that make up an economic region develop and submit a Regional Plan in collaboration with other local areas. This Plan will align service delivery, direct investments, apply job-driven strategies and enable the building of a skilled workforce across the metropolitan area.

The St. Louis Planning Region for the WIOA is comprised of the following Missouri Local Areas: St. Louis City, St. Louis County, St. Charles County and Jefferson/ Franklin Counties. The St. Louis Planning Region also includes the Illinois Counties of Madison and St. Clair.

As a foundation to this Regional Plan, each Local Workforce Development Area's (LWDA) response to the requirements stated in WIOA Section 108(b)(1)-(22) can be found in their Local Plan which is attached to this document. The responses from each Local Plan to the requirements were taken into consideration and incorporated into the development of this collaborative regional effort.

Regional Planning Outcomes/Deliverables

There are eight Outcomes/Deliverables required of Regional Plans. The following sections (A) through (H) fulfill this requirement for the St. Louis Metropolitan Region:

A) "Contain each of the Local Plans within the regional planning area that meets the intent of the law".

As stated above, each local WIOA Area's Plan is attached to this Regional Plan. Additionally, the narrative explaining regional planning is included in each of those Local Plans

B) "Establish regional service strategies, including use of cooperative service delivery agreements".

The Directors of the St Louis Metropolitan Statistical Area (SLMSA) formed a group called the St. Louis Regional Workforce Development Board (WDB) Directors' Consortium.

The St. Louis Regional WDB Directors Consortium was designed to create a forum of workforce development professionals to collaborate and focus on issues

related to the economic development and the workforce systems that impact the greater St. Louis Metropolitan Service Area (SMSA), including the Illinois counties of St. Clair and Madison.

The St. Louis Regional WDB Directors Consortium was created in February 2012 and is comprised of the WDB Directors for St. Louis City, St. Louis County, St. Charles County, Jefferson / Franklin Counties in Missouri and Illinois counties of Madison and St. Clair. Other participants include; Deputy Directors and Wagner Peyser Regional Managers. The consortium schedules quarterly meetings and are hosted by each region on a rotational basis.

In 2017, the Association expanded to include members of the Business Services Team from each of the regional workforce agencies. This helped increase the flow of communication and planning. In 2022, the Committee also agreed to elect a Co-Chairs (one from each state) for one-year terms, with the goal of having the group's leadership rotate throughout the region on an annual basis. Elections are to be held at each December meeting for the coming year.

The vision of the consortium:

- Create a forum designed to promote proactive and effective collaborations and communications among the Workforce Development professionals and other stakeholders in the greater St. Louis MSA.
- To collaborate and develop partnerships for the implementation of regional projects/initiatives which would allow for joint applications for Federal grants.
- To ensure the workforce development activities/services meet the needs of employers and support economic growth in the region by; enhancing communication, coordination, and collaboration among employers, economic development entities and service providers.
- To develop and implement strategies for meeting the employment and skill needs of workers and employers such as; establishing industry and sector partnerships. To fully engage businesses in this endeavor.
- To promote 'value-added' training of the workforce that meets the demand and expectation of businesses, significantly enhancing the skills and abilities of job seekers, and ultimately strengthening the regions' economy.
- To better coordinate and when possible, synchronize regional planning of special workforce events including major job fairs, Annual Manufacturing Day, apprenticeship initiatives and other WIOA services to job-seekers

and employers.

The following regional service strategies have been developed as a result of the WDB Directors Consortium:

Business Service Strategy

Local Business Services Team and NEXUS groups from each area meet regularly to exchange current efforts in working with employers that seek services across the Region.

Additionally, each area uses email blasts to send notice of upcoming recruitment events to others in the St. Louis Region. These notices may then be shared in local Job Centers, local area's web sites and social media posts.

The Business Services Teams in the Region also work with the States' Rapid Response Teams to coordinate State Business services with local Job Center services.

The Regional Workforce Directors or their designee work with the Greater STL and other economic development groups such as the Missouri Partnership and Missouri Economic Development Council (MEDC) to better coordinate efforts between workforce and economic development agencies and professionals.

Serving those with Disabilities

The six WDBs of the region originally coordinated a regional disability initiative called, Accommodations for Success, in August 2015. The intent of this committee was to engage companies to understand the requirements of the new American with Disabilities Act and how public workforce agencies around the region could work with them to fulfill their obligations. A kick-off event, Accommodations for Success – Next Level was planned and successfully held in August 2016.

This has become an annual event and is now held every August and is moved around the region, allowing each Job Center to play a special role in hosting and formatting this successful event.

Referrals of Jobseekers between areas

In the past the Workforce Regions shared a formal referral process including referral forms. However, technology and a shared data system no longer require paper forms. Staff record the services provided to each jobseeker into the

shared case management system. If the individual visits a Job Center in a different area, staff in the new area can see what has already occurred and coordinate services to ensure no duplication of service or expenditure occurs.

The Region has developed a Cooperative Service Delivery Agreement to serve as an umbrella agreement to all these initiatives. See Attachment 1.

C) “Develop and implement sector initiatives for in-demand industry sectors or occupations for the region”.

Background:

The development of WIOA-focused sector strategies for the St. Louis Region began in meetings of the Directors’ Consortium. Strategy development continued at the Sector Strategy Kickoff hosted by the State Division of Workforce Development (DWD) in the fall of 2015. The first two sectors selected as a Regional focus were Advanced Manufacturing and Healthcare.

A formal Regional Sector Strategy was developed and submitted to OWD as required. The six LWDA’s collaborated with a regional effort spearheaded by the St. Louis Partnership (an Economic Development agency) to address the needs of advanced manufacturing throughout the entire Metropolitan Region. Several collaborative initiatives resulted and continue from this effort.

Currently:

The Region re-affirms their continued commitment to Advanced Manufacturing, Information Technology and Healthcare sector initiatives.

D) “Collection and analysis of regional labor market data (in conjunction with the State).... for the purpose of regional planning”

For statistical data and analysis of the entire region’s labor market see the following:

Greater STL 2030 Jobs Plan: <https://www.greaterstlinc.com/wp-content/uploads/2021/05/2030-Jobs-Plan.pdf>

Missouri Workforce 2025 St. Louis Region from Sept of Higher Education & Workforce Development: <https://meric.mo.gov/media/pdf/st-louis-economic-and-workforce-report>

Attachment 2: 2025 State of St. Louis Workforce Report to the Region

Data from these reports and discussion with area business and partners guided the LWDA in developing this Regional Plan.

To see how this analysis breaks out into the local areas see “Section 7. Labor Market Analysis” of each areas’ local plan attached to this document.

6. Economic Analysis

Describe the LWDA’s current economic condition, including the following information by county (if your LWDA includes more than one county) and the overall region.

- a. Average personal income level;
- b. Number and percent of working-age population living at or below poverty level;

Personal Income

In the St. Louis Region, two counties were above the state average of \$64,920 for per capita personal income in 2023. All five counties in the St. Louis Region had per capita personal income over \$55,000.

In 2024, personal income for the US and Missouri increased 4.6 percent and 5.6 percent respectively when compared to 2023.

The statewide poverty rate of working age persons, or those 18-64 years, was 12.1 percent in 2023. In the St. Louis Region, the poverty rate was lower than the state average in four counties. St. Charles County had the lowest poverty rate (4.3%) while St. Louis City had the highest poverty rate (18.2%).

Name	2023 Per Capita Personal Income	Working Age (18-64) Population living below poverty level	
		Number	Percentage
Missouri	\$64,920	435,313	12.1%
Franklin	\$57,522	4,950	8.0%
Jefferson	\$55,195	10,753	7.8%
St. Charles	\$69,693	10,632	4.3%
St. Louis County	\$101,151	51,436	8.9%
St. Louis City	\$63,316	34,267	18.2%

Sources:

Per Capita Personal Income - U.S. Bureau of Economic Analysis, 2023

Poverty Level - American Community Survey-5 Year data (2019-2023)

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

Barriers to employment can include homelessness, disability status, lower education levels, and limited proficiency with the English language. All counties but one in the St. Louis Region had a lower percentage of working age population (18-64 years old) with disabilities as compared to the state average of 12.6 percent. St. Louis City had the highest percentage of the working age population with a disability at 14.4 percent. The percentage of the working age population who speak a language other than English in Missouri was 7.4 percent. St. Louis County and St. Louis City had a higher percentage of the working age population who speak a language other than English, at 11.9 percent and 9.6 percent, respectively.

In Missouri, 8.5 percent of the population 25 years or up did not have a high school diploma in 2023. Two of the five counties in the region had higher percentage of this population group without a high school diploma than the state percentage. St. Louis City had the highest percentage of the population 25 years and up without a high school diploma at 9.5 percent. St. Charles County had the lowest percentage of this population group without a high school diploma, at 5.6 percent.

Barriers To Employment									
Area	Total Population	Total Population 18-64	% of 18-64 in Population	25 years or up with less than high school diploma	% of 25 years or up without high school diploma	Total Population 18-64 with a disability	% of Population 18-64 with a disability	Total Population 18-64 who speak language other than English	% of Population 18-64 who speak language other than English
Missouri	6,168,181	3,702,481	60.0%	354,732	8.5%	457,446	12.6%	274,910	7.4%
Franklin	105,316	62,031	58.9%	6,602	9.0%	6,876	11.2%	1,330	2.1%
Jefferson	228,227	139,461	61.1%	13,602	8.5%	15,260	11.0%	5,528	4.0%
St. Charles	409,830	248,899	60.7%	12,875	4.5%	21,879	8.8%	15,943	6.4%
St. Louis County	996,618	589,997	59.2%	38,616	5.6%	56,300	9.6%	70,378	11.9%
St. Louis City	293,109	195,078	66.6%	20,282	9.5%	27,782	14.4%	18,782	9.6%

Source: American Community Survey-5 Year data (2019-2023)

d. Employment rates for the last 5 years;

The unemployment rate in the St. Louis Region is declining after peaking in 2020. The unemployment rate for 2024 was below the state average of 3.7 percent in four of the five counties. St. Charles County had the lowest unemployment rate at 3.1 percent. The highest unemployment rate was in St. Louis City, at 4.1 percent.

Unemployment Rate by County - St. Louis Region					
Year	2020	2021	2022	2023	2024
US	8.1%	5.3%	3.6%	3.6%	4.0%
Missouri	6.1%	4.2%	2.6%	3.1%	3.7%
Franklin	6.4%	3.9%	2.5%	2.9%	3.4%
Jefferson	6.1%	3.8%	2.4%	2.8%	3.3%
St. Charles	5.3%	3.3%	2.2%	2.6%	3.1%
St. Louis County	6.5%	4.3%	2.6%	3.1%	3.6%
St. Louis City	8.1%	5.5%	3.0%	3.5%	4.1%

Source: Local Area Unemployment Statistics, Not Seasonally Adjusted

- e. Major layoff events over the past 3 years and any anticipated layoffs; and
f. Any other factors that may affect local/regional economic conditions.

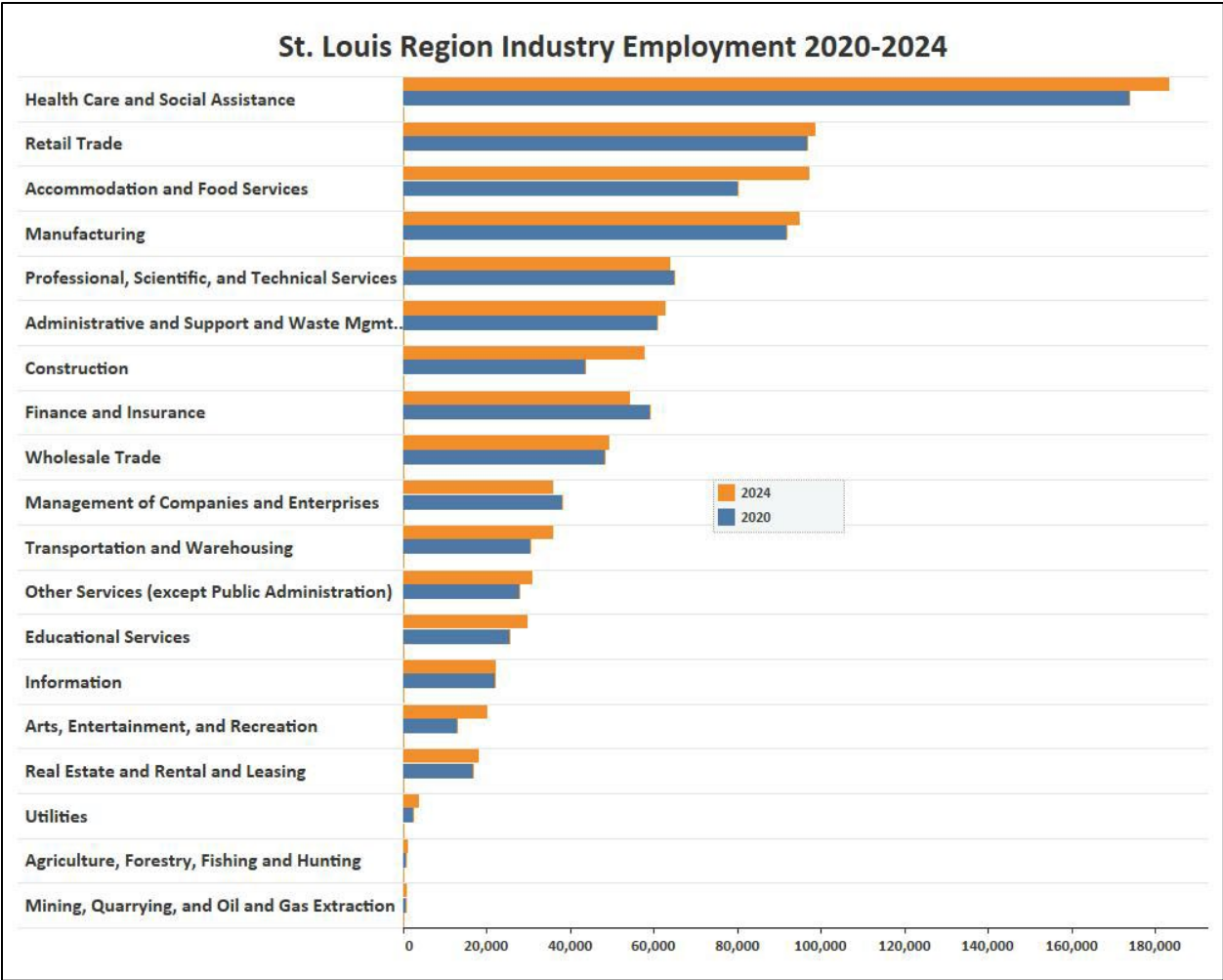
7. Labor Market Analysis

a. Existing Demand Industry Sectors and Occupations

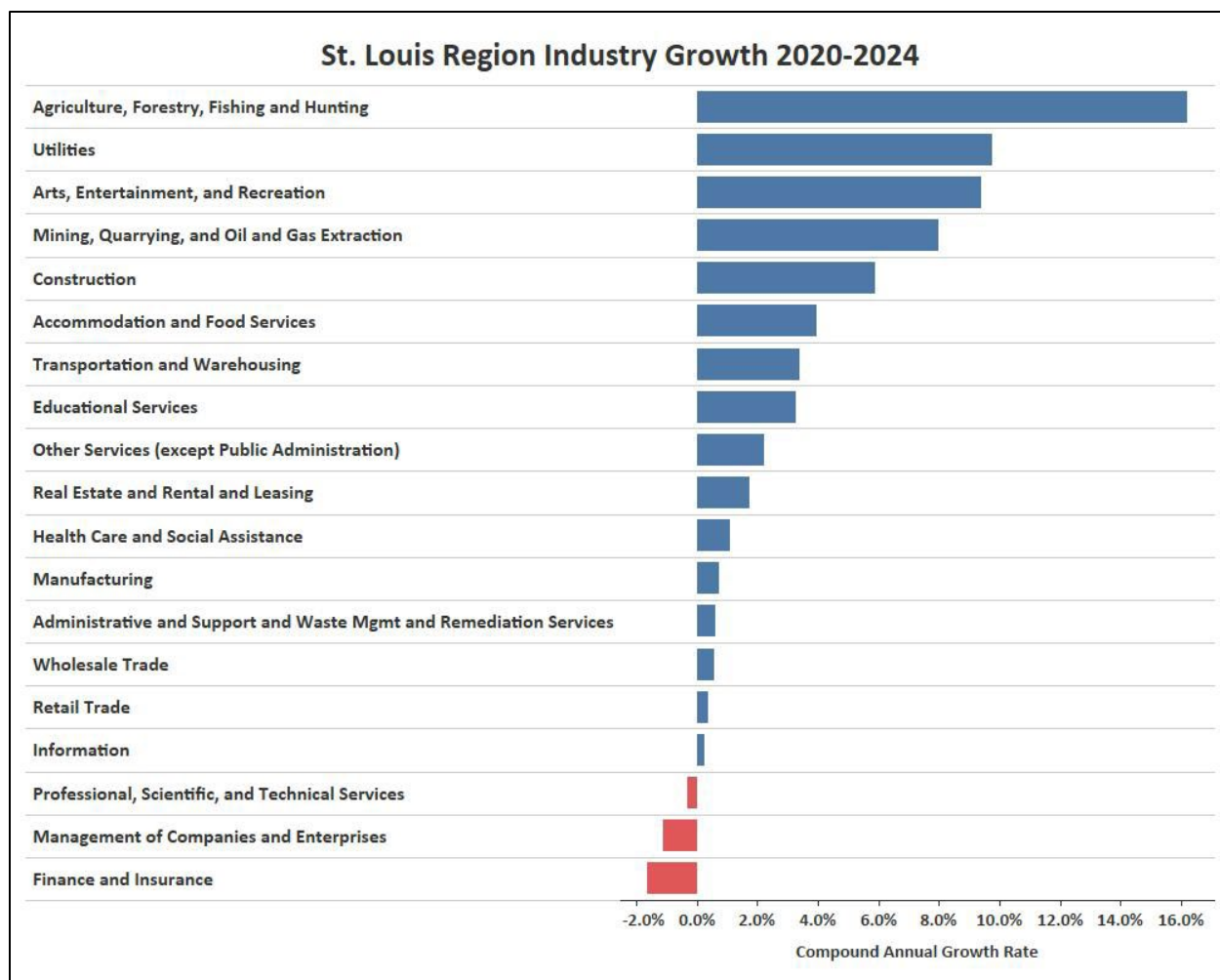
Provide an analysis of the industries and occupations for which there is existing demand.

Current Industry Demand

The St. Louis Region averaged over one million jobs in 2024 and employment in the region was steady from 2023. Missouri employment increased by 0.8 percent in 2024. From 2020 to 2024, the St. Louis Region averaged 1.1 percent compound annual growth for an overall increase of 5.6 percent. During that same period (2020-2024) Missouri's compound annual employment gain was 1.6 percent for an overall gain of 8.3 percent. Several industry groups had a positive growth rate over the same time period. Those industries included *Agriculture, Forestry, Fishing and Hunting* (559 employment increase at 16.2% compound annual growth rate); *Utilities* (1,404 at 9.7%); and *Arts, Entertainment, and Recreation* (7,293 at 9.4%) among others.



Source: *Quarterly Census of Employment and Wages (QCEW), annual averages, private ownership*



Source: *Quarterly Census of Employment and Wages (QCEW), annual averages, private ownership*

Location Quotient

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

In 2024, the St. Louis Region had six industries with LQs of 1.5 or higher, including *Management of Companies and Enterprises* (2.0); *Chemical Manufacturing* (1.9); *Hospitals* (1.7); *Machinery Manufacturing* (1.5); *Beverage and Tobacco Product Manufacturing* (1.5); and *Printing and Related Support Activities* (1.5).

2024 St. Louis Region Location Quotients

Industry	Employment	Location Quotient
Management of Companies and Enterprises	35,864	2.0
Chemical Manufacturing	11,953	1.9
Hospitals	62,975	1.7
Machinery Manufacturing	11,722	1.5
Beverage and Tobacco Product Manufacturing	3,397	1.5
Printing and Related Support Activities	3,589	1.5
Social Assistance	44,979	1.4
Educational Services	29,715	1.3
Insurance Carriers and Related Activities	23,880	1.3
Museums, Historical Sites, and Similar Institutions	1,632	1.3
Merchant Wholesalers, Durable Goods	31,171	1.3
Securities, Commodity Contracts, and Other Financial Investments and Related Activities	9,546	1.3
Telecommunications	5,190	1.2
Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services	4,052	1.2
Performing Arts, Spectator Sports, and Related Industries	4,733	1.2

Source: Quarterly Census of Employment and Wages (QCEW), 2024 Annual Averages

Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From October 2024 to September 2025, nearly 294,800 on-line job ads were placed for jobs located in the St. Louis Region according to Lightcast™.

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

Now occupations with the highest number of job postings included *Retail Salespersons; Customer Service Representatives; Janitors and Cleaners, Except Maids and Housekeeping Cleaners; Laborers and Freight, Stock, and Material Movers, Hand; and Home Health and Personal Care Aides*.

Occupations with the most job postings in the **Next** category were *First-Line Supervisors of Retail Sales Workers; Heavy and Tractor-Trailer Truck Drivers; Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products; Maintenance and Repair Workers, General; and Health Technologists and Technicians, All Other*.

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

Many of the occupations with the most job postings also have high numbers of projected openings through 2032. The occupations with high numbers of job postings and high numbers of projected annual openings are identified with the star.

Top Job Ads - St. Louis Region		
SOC Code	Occupation Title	Online Job Postings
NOW - Typically requires high school education or less and short-term training		
41-2031	Retail Salespersons	8,010 ★
43-4051	Customer Service Representatives	4,900 ★
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,130 ★
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	3,110 ★
31-1120	Home Health and Personal Care Aides	2,730 ★
37-2012	Maids and Housekeeping Cleaners	2,400 ★
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,360 ★
35-3023	Fast Food and Counter Workers	2,300 ★
35-3031	Waiters and Waitresses	2,120 ★
41-2011	Cashiers	2,080 ★
NEXT - Typically requires moderate/long-term training or experience or education beyond high school		
41-1011	First-Line Supervisors of Retail Sales Workers	5,440 ★
53-3032	Heavy and Tractor-Trailer Truck Drivers	5,420 ★
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,950 ★
49-9071	Maintenance and Repair Workers, General	3,790 ★
29-2099	Health Technologists and Technicians, All Other	3,330
29-2061	Licensed Practical and Licensed Vocational Nurses	3,140
11-9051	Food Service Managers	2,890
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,740 ★
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	2,490 ★
51-9199	Production Workers, All Other	2,400 ★
LATER - Typically requires a bachelor's degree or higher		
29-1141	Registered Nurses	23,480 ★
15-1252	Software Developers	3,970 ★
11-9111	Medical and Health Services Managers	3,450 ★
15-1299	Computer Occupations, All Other	3,230
11-1021	General and Operations Managers	2,820 ★
13-1082	Project Management Specialists	2,680 ★
11-3031	Financial Managers	2,410 ★
11-2022	Sales Managers	2,270
29-1123	Physical Therapists	2,260
13-2011	Accountants and Auditors	2,170 ★

Source: Lightcast, job ads between Oct. 1, 2024 - Sept. 30, 2025

★ = Top Job Openings in Now, Next and Later, 2022-2032 Occupational Projections for St. Louis Region, MERIC

b. Emerging Demand Industry Sectors and Occupation

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

Industry Projections

The long-term industry projections help determine the industries that are expected to experience job growth over time. The latest round of projections is through the ten-year period ending in 2032.

The top five industries by numeric employment change were *Hospitals; Ambulatory Health Care Services; Amusement, Gambling, and Recreation Industries; Warehousing and Storage; and Food Services and Drinking Places.*

St. Louis Region Industry Projections 2022-2032					
NAICS	Industry	Employment		2022-2032 Change	
		2022	2032	Numeric	Percent
10	Total All Industries	1,176,262	1,237,996	61,734	5.2%
622	Hospitals	68,984	89,414	20,430	29.6%
621	Ambulatory Health Care Services	48,044	54,218	6,174	12.9%
713	Amusement, Gambling, and Recreation Industries	11,411	15,827	4,416	38.7%
493	Warehousing and Storage	9,387	12,960	3,573	38.1%
722	Food Services and Drinking Places	82,300	85,655	3,355	4.1%
524	Insurance Carriers and Related Activities	36,412	39,765	3,353	9.2%
531	Real Estate	13,110	16,284	3,174	24.2%
238	Specialty Trade Contractors	36,979	39,864	2,885	7.8%
561	Administrative and Support Services	60,657	63,531	2,874	4.7%
455	General Merchandise Retailers	20,297	22,980	2,683	13.2%
721	Accommodation, including Hotels and Motels	10,151	12,077	1,926	19.0%
325	Chemical Manufacturing	11,886	12,940	1,054	8.9%
522	Credit Intermediation and Related Activities	20,175	21,063	888	4.4%
551	Management of Companies and Enterprises	36,386	37,231	845	2.3%
334	Computer and Electronic Product Manufacturing	3,342	4,110	768	23.0%

Source: MERIC 2022-2032 Long Term Projections

Occupational Projections

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

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

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

Growth openings are projected at all education and training levels. Occupations in the table below are listed by the highest number of growth openings. **Now** occupations with the highest numbers of projected growth openings were *Home Health and Personal Care Aides; Stockers and Order Fillers; and Laborers and Freight, Stock, and Material Movers, Hand*. **Next** occupations with the highest numbers of projected growth openings were *Cooks, Restaurant; Nursing Assistants; and Maintenance and Repair Workers, General*. **Later** occupations with the most projected growth openings were *Registered Nurses; Software Developers; and Medical and Health Services Managers*.

St. Louis Region Highest Growth Openings 2022-2032						
Occupation	Average Wage	Percent Growth	Exits	Transfers	Openings Growth	Total
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma						
Home Health and Personal Care Aides	\$32,446	15.7%	3,323	2,771	603	6,697
Stockers and Order Fillers	\$41,069	14.1%	1,475	2,321	312	4,108
Laborers and Freight, Stock, and Material Movers, Hand	\$41,986	7.0%	820	1,395	116	2,331
Fast Food and Counter Workers	\$31,758	7.5%	1,380	1,474	90	2,944
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$36,076	5.0%	1,273	1,271	89	2,633
Construction Laborers	\$63,627	9.2%	292	427	74	793
Exercise Trainers and Group Fitness Instructors	\$38,765	12.4%	359	724	69	1,152
Landscaping and Groundskeeping Workers	\$40,834	6.9%	456	712	61	1,229
Light Truck Drivers	\$49,551	9.0%	278	359	53	690
Industrial Truck and Tractor Operators	\$49,850	11.1%	159	318	52	529
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training						
Cooks, Restaurant	\$38,071	25.9%	916	1,095	308	2,319
Nursing Assistants	\$38,960	14.7%	724	895	157	1,776
Maintenance and Repair Workers, General	\$55,414	9.9%	514	532	110	1,156
Heavy and Tractor-Trailer Truck Drivers	\$56,016	6.1%	654	847	85	1,586
Carpenters	\$69,187	8.4%	338	457	78	873
First-Line Supervisors of Food Preparation and Serving Workers	\$44,748	8.7%	432	822	72	1,326
Pharmacy Technicians	\$43,129	17.7%	170	218	71	459
Medical Assistants	\$42,265	14.6%	232	398	68	698
Electricians	\$74,426	12.5%	189	307	67	563
Medical Secretaries and Administrative Assistants	\$44,815	10.5%	305	291	57	653
LATER - Typically requires a bachelor's degree or higher						
Registered Nurses	\$85,100	23.3%	1,246	772	784	2,802
Software Developers	\$119,405	19.5%	204	426	212	842
Medical and Health Services Managers	\$121,792	39.4%	136	201	160	497
Nurse Practitioners	\$129,021	47.4%	91	92	158	341
General and Operations Managers	\$112,165	4.3%	945	2,039	158	3,142
Personal Financial Advisors	\$124,732	33.5%	122	156	130	408
Financial Managers	\$163,307	17.6%	172	273	108	553
Market Research Analysts and Marketing Specialists	\$79,057	11.1%	226	420	76	722
Securities, Commodities, and Financial Services Sales Agents	\$88,938	18.0%	124	203	74	401
Clinical Laboratory Technologists and Technicians	\$61,065	15.2%	177	155	74	406

Source: MERIC 2022-2032 Long-Term Occupational Projections

c. Employers' Employment Needs

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

Real-Time Labor Market Data

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

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

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

Employer Skill Needs - St. Louis Region			
Industry	Specialized Skills	Qualifications	Software and Programming
Health Care & Social Assistance	Nursing	Registered Nurse (RN)	Epic EMR
	Nursing Care	Basic Life Support (BLS) Certification	R (Programming Language)
	Direct Patient Care	Licensed Practical Nurse (LPN)	Spreadsheets
	Home Health Care	Valid Driver's License	Standard Template Library (STL)
	Data Entry	Cardiopulmonary Resuscitation (CPR) Certification	Dentrix
Accommodation & Food Service	Customer Service	Valid Driver's License	Standard Template Library (STL)
	Communication	ServSafe Certification	R (Programming Language)
	Management	Food Handler's Card	Operating Systems
	Cleanliness	Cardiopulmonary Resuscitation (CPR) Certification	Spreadsheets
	Operations	Functional Skills Qualification	Property Management Systems
Professional, Scientific, & Technical Services	Project Management	Valid Driver's License	Amazon Web Services
	Auditing	Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	Python (Programming Language)
	Marketing	Professional Engineer (PE) License	SQL (Programming Language)
	Computer Science	Security Clearance	Application Programming Interface (API)
	Workflow Management	Project Management Professional Certification	SAP Applications
Construction	Construction	Valid Driver's License	Inventory Management System
	Project Management	Commercial Driver's License	Procore
	Subcontracting	Professional Engineer (PE) License	Project Management Software
	Construction Management	30-Hour OSHA General Industry Card	AutoCAD
	Roofing	10-Hour OSHA General Industry Card	Autodesk Revit
Finance & Insurance	Financial Services	FINRA Series 7 (General Securities Representative)	SQL (Programming Language)
	Finance	Valid Driver's License	Python (Programming Language)
	Auditing	Master of Business Administration (MBA)	Salesforce
	Loans	Certified Public Accountant	Amazon Web Services
	Project Management	Insurance License	Tableau (Business Intelligence Software)
Wholesale Trade	Warehousing	Valid Driver's License	Web Browsers
	Merchandising	Commercial Driver's License (CDL)	SAP Applications
	Marketing	ServSafe Certification	Salesforce
	Food Services	Forklift Certification	SQL (Programming Language)
	Inventory Management	Master of Business Administration (MBA)	Dashboard
Transportation & Warehousing	Truck Driving	Commercial Driver's License (CDL)	Standard Template Library (STL)
	Warehousing	Valid Driver's License	Warehouse Management Systems
	Forklift Truck	Tanker Endorsement	SAP Applications
	No-Touch Freight	Tanker And Hazmat Combo X Endorsement	Spreadsheets
	Auditing	Hazmat Endorsement	Inventory Management System
Information	Marketing	Valid Driver's License	Salesforce
	Telecommunications	Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	Operating Systems
	Computer Science	Certified Information Systems Security Professional	Python (Programming Language)
	Sales Prospecting	Certified Public Accountant	Amazon Web Services
	Selling Techniques	Security Clearance	SQL (Programming Language)

Source: Lightcast, online job ads between Oct. 1, 2024 - Sept. 30, 2025

8. Workforce Analysis

Describe the current workforce, including individuals with barriers for employment, as defined in section 3 of WIOA1. This population must include individuals with disabilities among other groups in the economic region and across the LWDA.

a. Employment and Unemployment

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

Population Data

The U.S. Census Bureau estimates that Missouri's population grew to over 6.17 million in 2023, up by 0.2 percent from the previous year. In the St. Louis Region, from 2022 to 2023, three counties increased in population. The highest population increases were in the counties of Jefferson and St. Charles, adding over 1,200 and 3,560 residents respectively. St. Charles had the largest population growth over the five-year span from 2020 to 2024, with an increase of more than 15,500 residents.

St. Louis Region Population Change by County				
NAME	1 Year Change 2022-2023		5 Year Change 2019-2023	
	Number	Percentage	Number	Percentage
Missouri	13,759	0.2%	63,271	1.0%
Franklin	458	0.4%	2,125	2.1%
Jefferson	1,243	0.5%	4,276	1.9%
St. Charles	3,568	0.9%	15,540	3.9%
St. Louis County	(3,085)	-0.3%	(301)	0.0%
St. Louis City	(4,909)	-1.6%	(15,065)	-4.9%

Source: American Community Survey-5 Year data (2019-2023)

Demographics

In 2023, overall, for Missouri, 25.1 percent of the population was under the age of 20 years. In 2023, in the St. Louis Region, St. Charles County (25.1%) had the similar percentage of its population under the age of 20 years. The percentage of the population 55 and up was above the state average of 30.8 percent in three of the five counties. The county with the highest percentage of residents aged 55 and up was Franklin County with 34.0 percent of residents in this age group.

The Missouri statewide average is 49.3 percent male and 50.7 percent female. Jefferson County had the highest percent of male population (50.0%) in the region while St. Louis City had the highest percent of female population (52.2%).

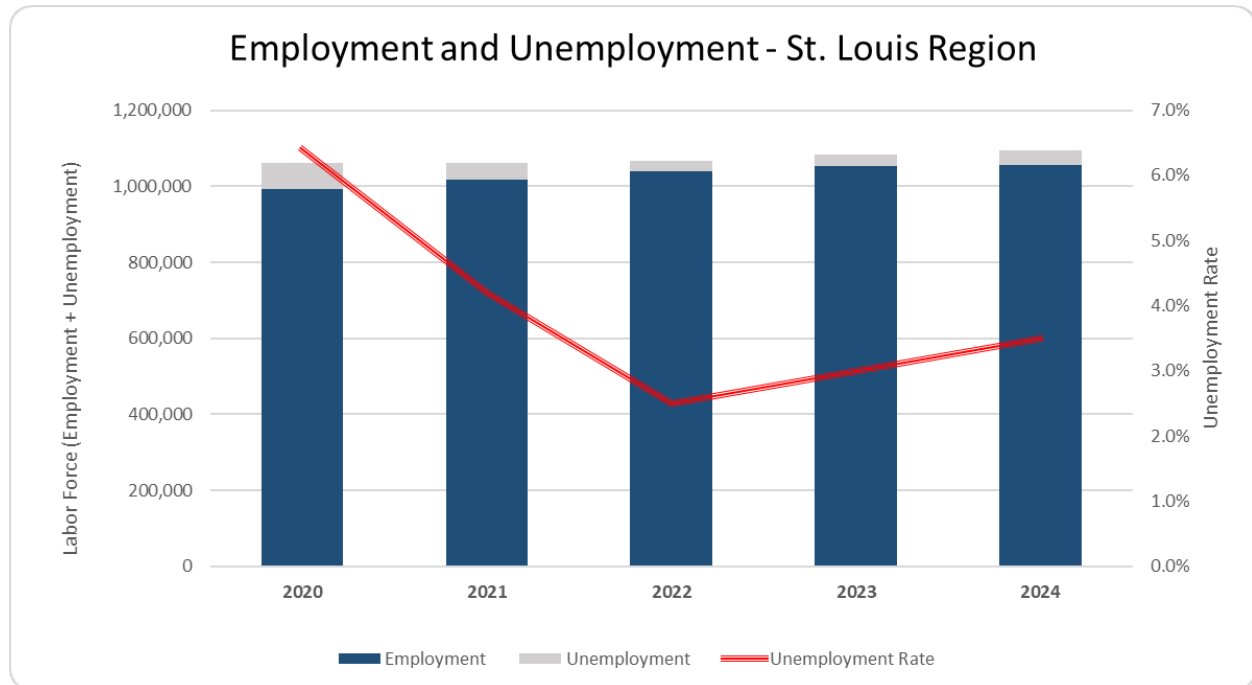
All counties in the St. Louis Region had either lower or similar percentage of Hispanic or Latino population, as compared to the Missouri average of 5.1 percent. St. Louis City had the highest Hispanic or Latino population percentage, at 5.1 percent. Two counties in the region had a higher percentage of the population who is Black or African American than the state average.

County	Population						Gender		Race/Ethnicity								
	Total	Under 20	20 to 24	25 to 34	35 to 54	55+	Male	Female	White	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pacific Islander	Some other race	One Race	Two or more races	Hispanic or Latino
Missouri	6,168,181	25.1%	6.5%	13.2%	24.4%	30.8%	49.3%	50.7%	78.3%	11.1%	2.1%	0.3%	0.2%	1.7%	93.7%	6.3%	5.1%
Franklin	105,316	24.6%	5.4%	12.0%	24.1%	34.0%	49.9%	50.1%	89.8%	0.8%	0.5%	0.1%	0.0%	0.7%	92.0%	8.0%	2.2%
Jefferson	228,227	24.8%	5.5%	12.2%	26.6%	30.9%	50.0%	50.0%	90.0%	1.1%	1.0%	0.1%	0.0%	0.8%	93.1%	6.9%	2.5%
St. Charles	409,830	25.1%	5.8%	12.4%	26.7%	30.0%	49.4%	50.6%	85.0%	5.1%	2.9%	0.1%	0.0%	1.2%	94.3%	5.7%	4.0%
St. Louis County	996,618	24.6%	5.9%	12.7%	24.5%	32.3%	47.8%	52.2%	63.0%	24.2%	4.7%	0.1%	0.0%	1.6%	93.6%	6.4%	3.7%
St. Louis City	293,109	20.9%	6.4%	19.8%	25.3%	27.5%	48.5%	51.5%	45.7%	43.1%	3.4%	0.2%	0.0%	1.6%	94.1%	5.9%	5.1%

Source: American Community Survey-5 Year data (2019-2023)

Employment and Unemployment

The number of St. Louis Region residents in the labor force has remained around one million from 2020 to 2024. The unemployment rate for the region was 6.4 percent in 2020. The unemployment rate for the region in 2023 and 2024 was 3.0 percent and 3.5 percent respectively.



Source: Local Area Unemployment Statistics (LAUS)

Labor Force Participation

The labor force is the sum of employed and unemployed persons. The labor force participation rate is the labor force as a percent of the civilian population 16 years and older. Using American Community Survey, 5-year data through 2023, Missouri's labor force participation rate was 62.7 percent. In comparison, the rate for the St. Louis Region was higher, at 66.1 percent. The county with the highest labor force participation rate in the region was St. Charles County (69.3%) and the lowest was Franklin County (62.2%).

Civilian Labor Force Participation Rate by County			
Region	Population 16 years and over	Civilian Population 16 years and over (In labor force)	Labor Force Participation Rate (Civilian)
Missouri	4,945,676	3,102,218	62.7%
St. Louis Region	1,641,447	1,085,018	66.1%
Franklin	84,412	52,503	62.2%
Jefferson	182,444	120,779	66.2%
St. Charles	327,666	227,050	69.3%
St. Louis County	802,671	522,620	65.1%
St. Louis City	244,254	162,066	66.4%

Source: American Community Survey-5 Year data (2019-2023)

b. Labor Market Trends

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

In-Demand Occupations

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

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

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

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

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

The table below displays the top five jobs by the number of projected openings for the 10-year projection period through 2032 in the **Now**, **Next**, and **Later** categories for the region. The flame beside some of the occupations represents "hot jobs" determined by the number of job ads placed by employers.

The **Now** occupations with the most annual job openings were *Home Health and Personal Care Aides* (6,697); *Stockers and Order Fillers* (4,108); *Cashiers* (3,865); *Retail Salesperson* (3,298); and *Waiters and Waitresses* (3,136). A main reason for the high number of openings in these occupations was transfers and exits.

Occupations with the highest number of annual openings in the **Next** category were *Cooks, Restaurant* (2,319); *Nursing Assistants* (1,776); *Heavy and Tractor-Trailer Truck Drivers* (1,586); *First-Line Supervisors of Food Preparation and Serving Workers* (1,326); and *Maintenance and Repair Workers, General* (1,156).

Later occupations with the highest number of annual openings were *General and Operations Managers* (3,142); *Registered Nurses* (2,802); *Accountants and Auditors* (993); *Software Developers* (842); and *Project Management Specialists* (728).

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

St. Louis Region Occupational Projections 2022-2032							
Occupation	2022	2032	Annual Openings				Median Wage
	Employment	Employment	Growth	Exits	Transfers	Total	
NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma							
Home Health and Personal Care Aides 🔥	38,516	44,550	603	3,323	2,771	6,697	\$24,960
Stockers and Order Fillers	22,142	25,266	312	1,475	2,321	4,108	\$37,044
Cashiers	20,913	20,036	-88	1,969	1,984	3,865	\$29,827
Retail Salespersons 🔥	23,018	22,821	-20	1,504	1,814	3,298	\$31,854
Waiters and Waitresses 🔥	14,855	15,167	31	1,291	1,814	3,136	\$35,447
NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training							
Cooks, Restaurant	11,891	14,974	308	916	1,095	2,319	\$35,317
Nursing Assistants	10,652	12,219	157	724	895	1,776	\$37,743
Heavy and Tractor-Trailer Truck Drivers 🔥	14,026	14,877	85	654	847	1,586	\$52,704
First-Line Supervisors of Food Preparation and Serving Workers	8,226	8,944	72	432	822	1,326	\$36,901
Maintenance and Repair Workers, General 🔥	11,111	12,206	110	514	532	1,156	\$48,357
LATER - Typically requires a bachelor's degree or higher							
General and Operations Managers 🔥	37,165	38,746	158	945	2,039	3,142	\$82,950
Registered Nurses 🔥	33,599	41,435	784	1,246	772	2,802	\$81,238
Accountants and Auditors 🔥	12,245	12,680	44	385	564	993	\$77,654
Software Developers 🔥	10,842	12,957	212	204	426	842	\$109,318
Project Management Specialists 🔥	9,547	10,069	52	224	452	728	\$67,061

🔥 Flame icon indicates occupations with high numbers of job ads

Sources: MERIC Long-Term Occupational Projections 2022-2032 and Lightcast, online job ads

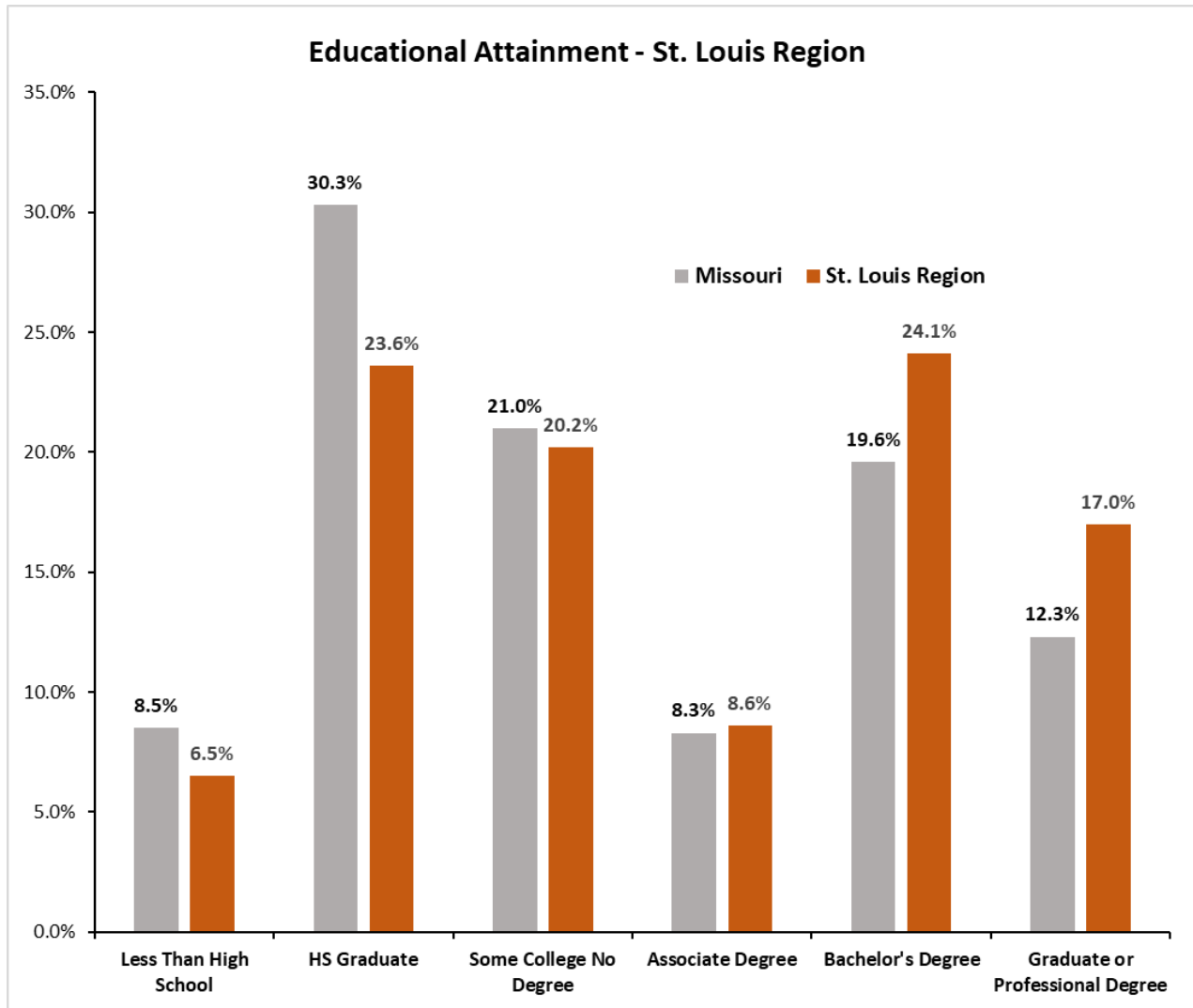
c. Education and Skill Levels of the Workforce

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

Educational Attainment

Educational attainment is a measure of the highest level of education obtained by individuals aged 25 and up, or the population generally in the workforce. Over ninety percent of Missouri's population age 25 and over was a high school graduate or higher in 2023. Over 19 percent held a bachelor's degree and over 12 percent held a graduate or professional degree.

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



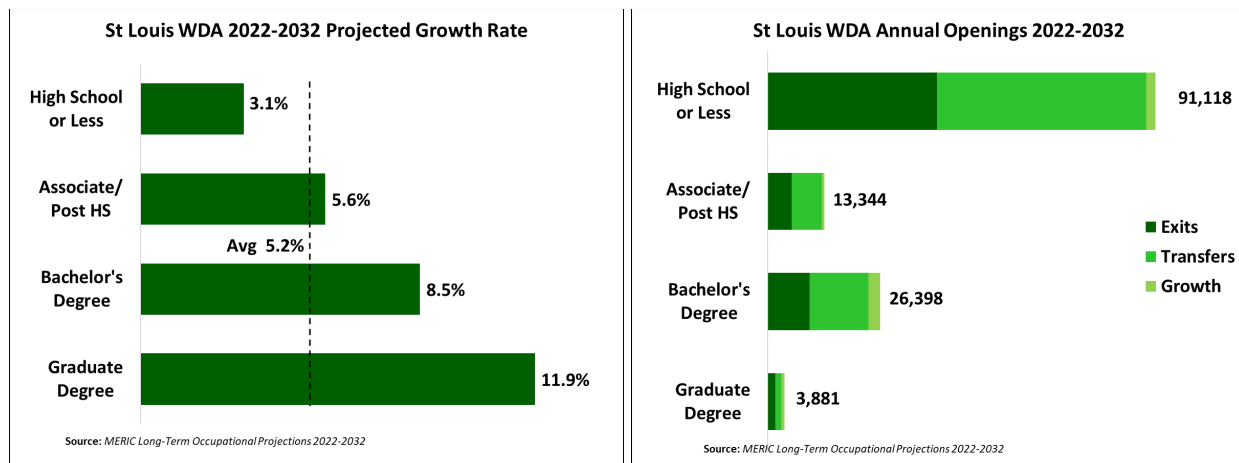
Source: American Community Survey-5 Year data (2019-2023)

Occupational Projections by Education

Long-term projections are used to identify the fastest growing occupations, as well as occupations with a high number of openings through 2032.

The growth rate of an occupation measures the percentage of job growth by an occupation between the base year and projected year. Occupations requiring a graduate degree are projected to have the fastest growth rate (11.9%), followed by occupations requiring a bachelor's degree (8.5%).

Long-term projections also present data on expected job openings for each occupation through 2032. Openings in an occupation can occur due to an occupation growing, workers moving into a different occupation, or workers leaving the workforce entirely. No matter the reason, qualified individuals are still needed to fill job vacancies. Most openings will be in entry-level jobs, mostly due to high turnover rates as workers either transfer to other occupations or leave the workforce.



d. Skill Gaps

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

Skills Demand

Employers request a variety of skills from job applicants. Some skills are termed as durable, or soft skills, such as *communication, creativity, critical thinking, emotional intelligence, or customer service*; while others are more technical or hard skills, such as *sales, project management, computer science, or programming languages*.

Middle-Skills Overview

Middle-skill occupations are an essential part of Missouri's workforce, accounting for more than one-third of all jobs. These critical occupations are broadly defined as occupations that require some training after high school but less than a bachelor's degree. Low-skilled jobs are those that require, at most, a high school education, while high-skill jobs require at least a bachelor's degree.

There is always a need for a properly skilled workforce, and a lack of skilled workers impacts the ability of businesses and industries to compete globally. Lacking relevant skills hinders the ability to be more productive, thus deterring higher earning potential and improved living standards. Middle-skill workers are pivotal to maintaining and improving society and the U.S. economy. These workers are vital in health care, public services, construction, manufacturing, and information technology infrastructure development.¹

Meeting the continued demand for middle-skill occupations is an important factor in maintaining a strong economy in the state. Middle-skill jobs offer good pay and career opportunities with industry-recognized training and credentials. Such training programs can be as short as a few months. Middle-skill jobs offer an important opportunity for better pay and advancement without needing a bachelor's degree. This report highlights Missouri's middle-skill jobs and provides details on several occupational groups where middle-skilled workers are in high demand.

In 2023, middle-skill occupations had an average annual wage of \$53,603. This was lower than the average annual wage of \$57,580 for all occupations in the state, but higher than the average annual wage of \$36,925 for low-skill occupations.

Over 1.1 million jobs in Missouri's labor market were in middle-skill occupations. In 2022, 35.6 percent of the workforce was employed in middle-skill occupations, compared to 35.5 percent employed in low-skill occupations and 28.9 percent employed in high-skill occupations.

The middle-skill occupation with the highest individual employment was *Heavy and Tractor-Trailer Truck Drivers* (51,366), followed by *Miscellaneous Assemblers and Fabricators* (32,935) and *Maintenance and Repair Workers, General* (32,437). These three occupations combined employed over 116,000 workers in Missouri in 2022.

Middle-skill occupations are projected to produce over 117,000 annual job openings from 2022 to 2032, or 33 percent of all job openings during that period. High-skill occupations are projected to produce 20.6 percent of all job openings and low-skill occupations are projected to produce 46.4 percent of all job openings.

Total job openings are a combination of growth, exit, and transfer openings:

- Growth openings are the result of an occupation growing between the base year and the projected year.
- Exit openings occur when a worker leaves the workforce entirely, such as retirement.
- Transfer openings occur when a worker leaves their occupation for a different one.

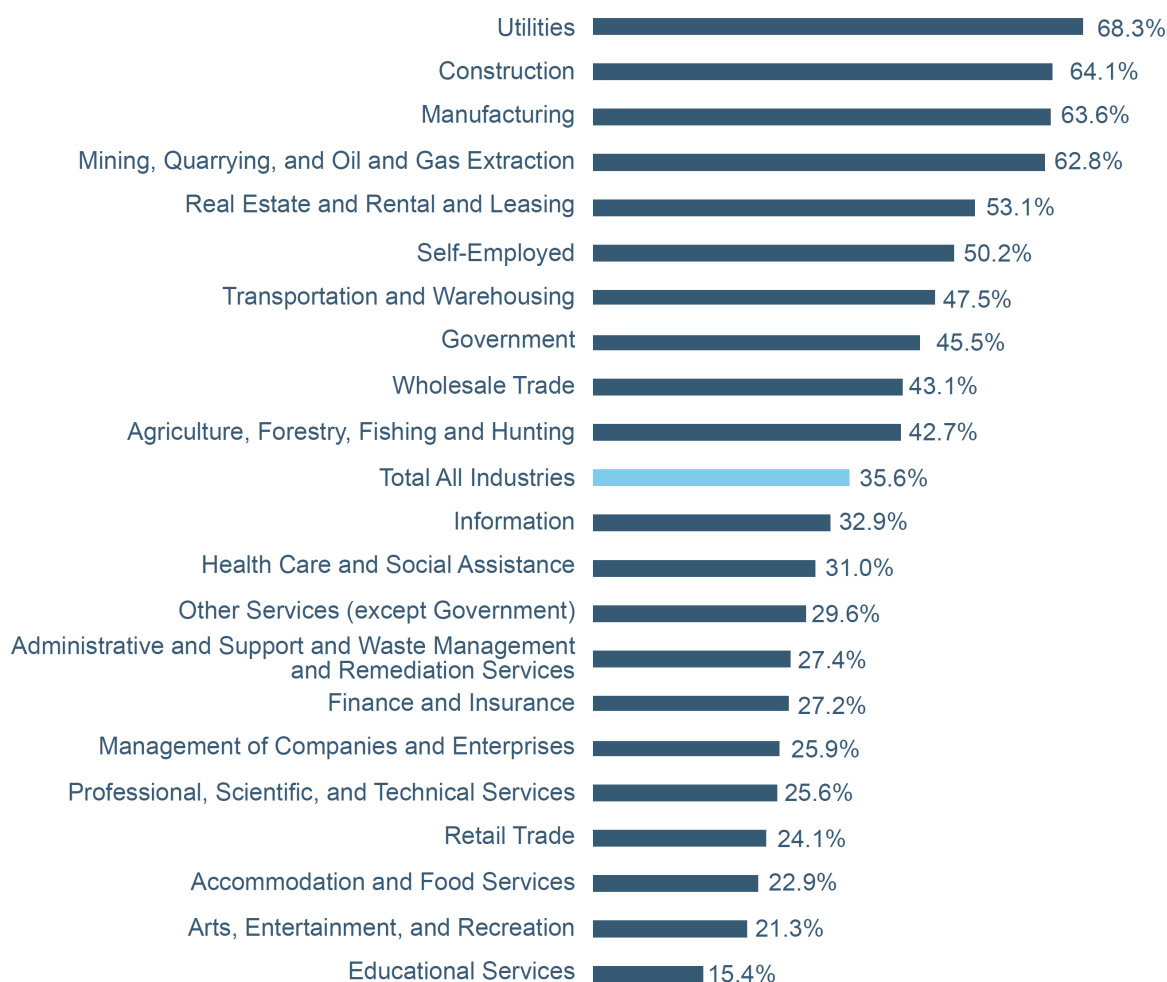
Four occupation groups have particularly high concentrations of middle-skill employment:

- *Installation, Maintenance, and Repair Occupations*
- *Production Occupations*
- *Construction and Extraction Occupations*
- *Protective Service Occupations*



Overall, middle-skill occupations made up 35.6 percent of total employment in Missouri. Some industries, however, had a much higher percentage of middle-skill employment. The *Utilities* industry had the highest percentage of middle-skill employment, followed by the *Construction* industry.

Middle-Skill Employment Percent of Industry 2022



TOTAL MIDDLE-SKILL EMPLOYMENT BY INDUSTRY



179,598

MANUFACTURING



141,758

HEALTH CARE AND
SOCIAL ASSISTANCE



91,226

GOVERNMENT



88,972

CONSTRUCTION

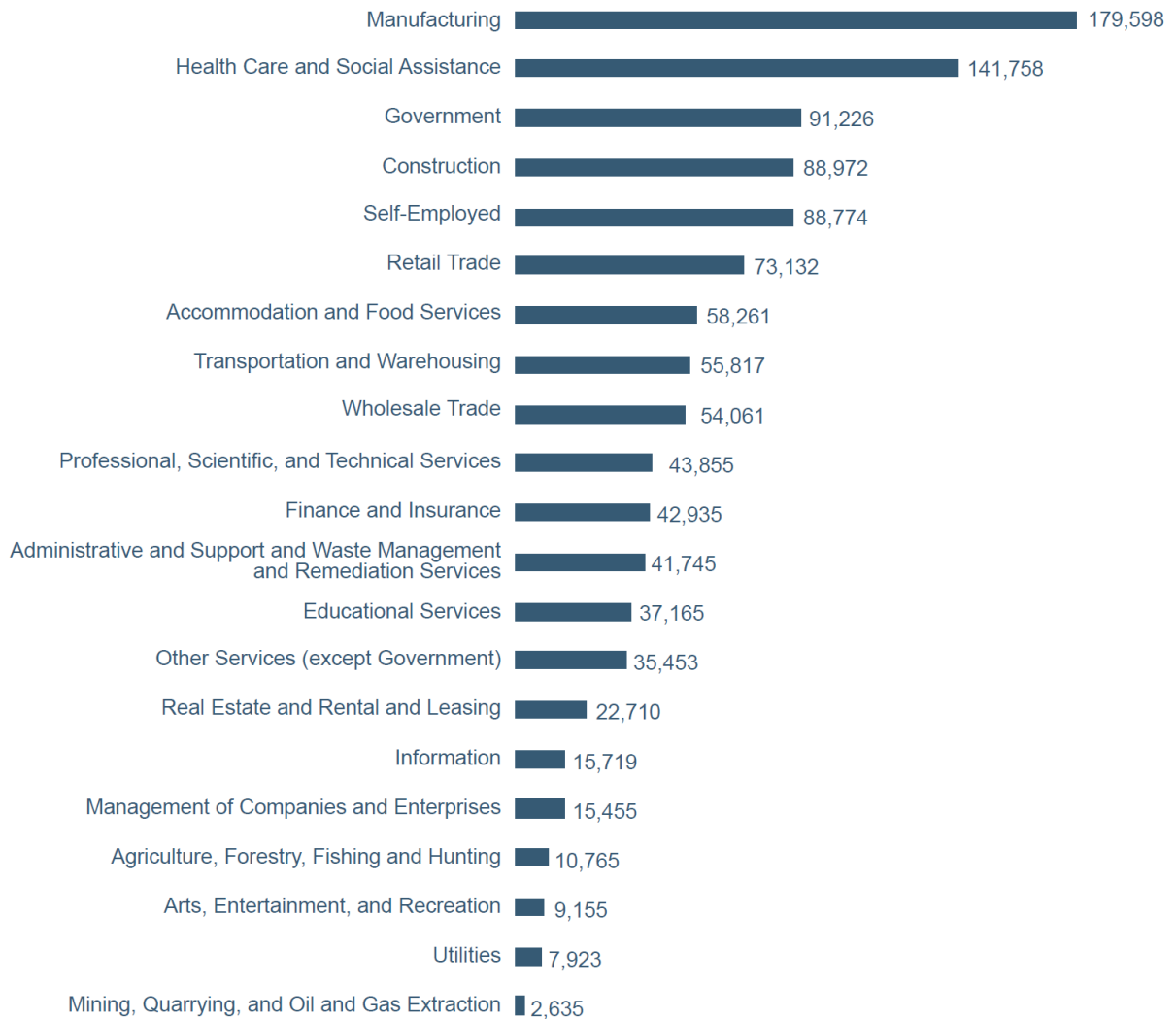


88,774

SELF-EMPLOYED

The *Manufacturing* industry had the highest total number of middle-skill employees, followed by the *Health Care and Social Assistance* sector. Government had the third highest employment. The *Utilities* industry had the highest percentage of middle-skill employment, but the lowest middle-skill employment in absolute numbers after the *Mining, Quarrying, and Oil and Gas Extraction* industry.

Top Middle-Skill Employment by Industry 2022



The middle-skill occupations with the most annual job openings during the projection period are *Cooks, Restaurant; Heavy and Tractor-Trailer Truck Drivers*; and *Nursing Assistants*. These three occupations combined are projected to have over 16,000 job openings per year through 2032. *Cooks, Restaurant* are also projected to have high growth between 2022 and 2032.

Top Middle-Skill Occupations by Annual Openings 2022-2032								
2023 Average Wage	Occupations			2022 Estimated Employment	2032 Projected Employment	Net Change	Annual Total Openings	2023 Average Wage
\$34,000	Cooks, Restaurant			31,981	39,312	7,331	6,070	
5,693	\$53,440	Heavy and Tractor-Trailer Truck Drivers			51,366	53,729	2,363	
4,660	\$36,350	Nursing Assistants			30,420	32,489	2,069	
28	3,518	\$39,460	First-Line Supervisors of Food Preparation and Serving Workers			22,151	23,779	1,628
75	3,254	\$48,080	Maintenance and Repair Workers, General			32,437	34,812	2,375
	-2,894	3,037	\$44,240	Miscellaneous Assemblers and Fabricators			32,935	30,041
	-813	2,519	\$46,990	Bookkeeping, Accounting, and Auditing Clerks			22,861	22,048
9,674	379	2,301	\$34,550	Teaching Assistants, Except Postsecondary			19,295	19,674
2,797	-687	2,139	\$65,150	First-Line Supervisors of Office and Administrative Support Workers			23,484	22,797
	21,310	-940	2,040	\$49,020	First-Line Supervisors of Retail Sales Workers			22,250

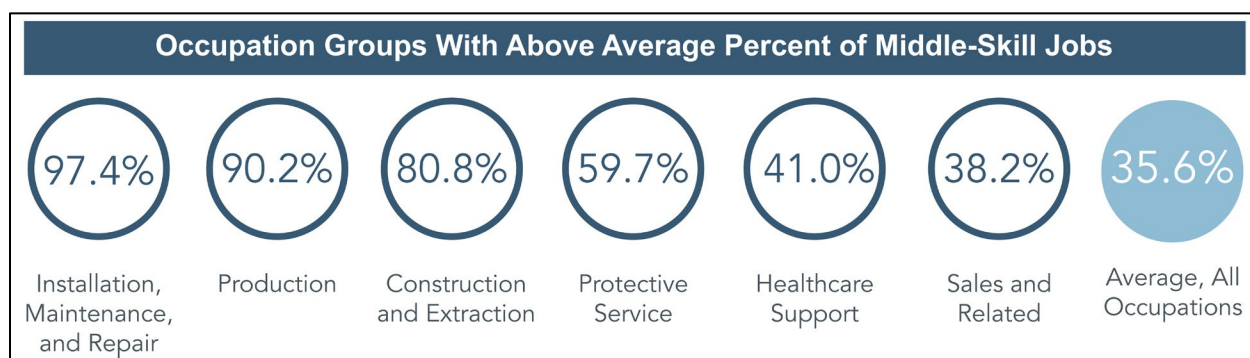
The middle-skill occupations that are projected to experience the fastest rates of growth are *Physical Therapist Assistants*, *Occupational Therapy Assistants*, and *Veterinary Technologists and Technicians*. Each of these three occupations have projected growth rates of over 25 percent, compared to a 4.3 percent growth for all occupations in Missouri. *Cooks, Restaurant* has the highest employment of the top 10 fastest growing occupations.

Middle-Skill Fastest Growing Occupations 2022-2032					
Occupations	2022 Estimated Employment	2032 Projected Employment	Net Change	Percent Change	2023 Average Wage
Physical Therapist Assistants	2,517	3,243	726	28.8%	\$62,750
Occupational Therapy Assistants	1,159	1,492	333	28.7%	\$61,290
Veterinary Technologists and Technicians	2,078	2,638	560	26.9%	\$38,600
Cooks, Restaurant	31,981	39,312	7,331	22.9%	\$34,000
Respiratory Therapists	3,110	3,738	628	20.2%	\$70,450
Computer Numerically Controlled Tool Programmers	456	548	92	20.2%	\$63,910
Health Information Technologists and Medical Registrars	1,462	1,749	287	19.6%	\$50,350
Hearing Aid Specialists	311	371	60	19.3%	\$56,830
Animal Trainers	863	1,017	154	17.8%	\$48,550
Diagnostic Medical Sonographers	1,301	1,532	231	17.8%	\$85,910

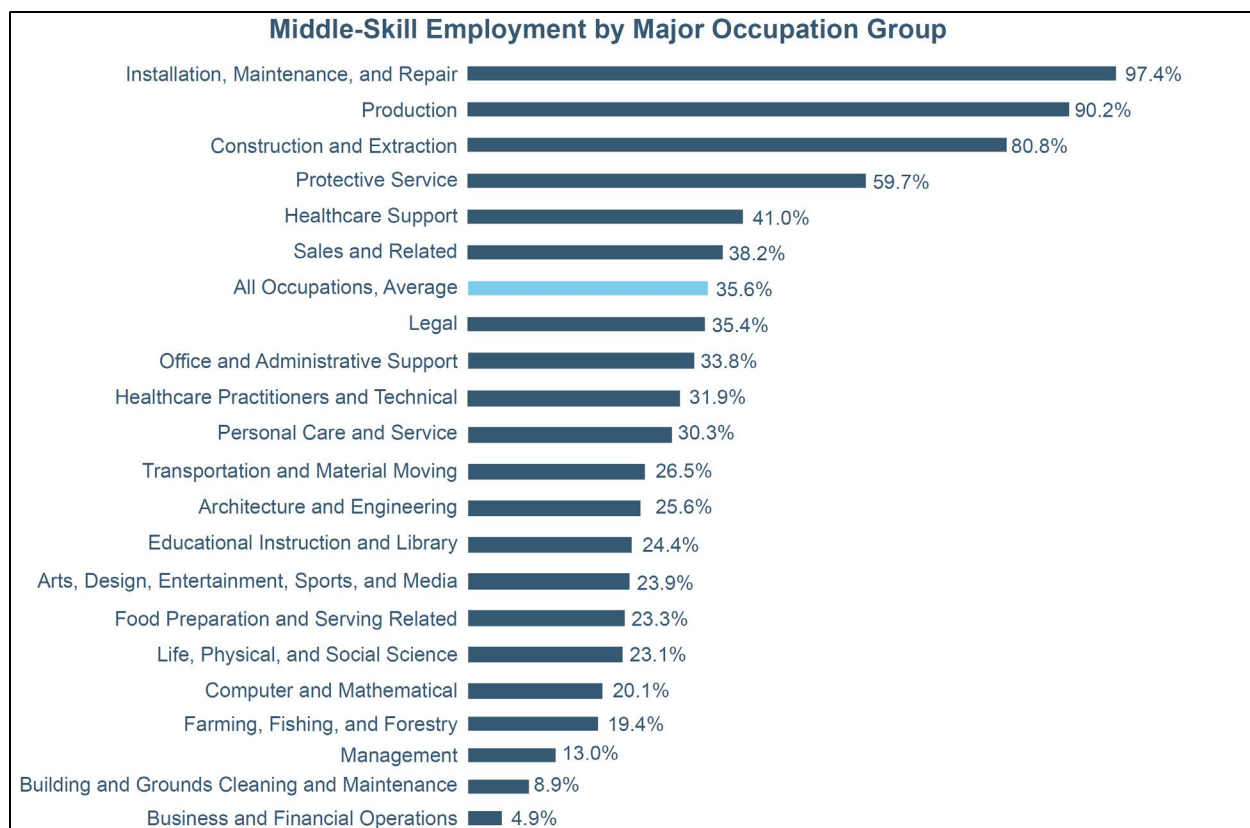
While the average annual wage for all middle-skill occupations was \$53,603 in 2023, some middle-skill occupations earn considerably more. The middle-skill occupation with the highest average annual wage is *Commercial Pilots*, followed by *Air Traffic Controllers*. Although these occupations have higher than average wages, they do not make up a large portion of Missouri's total and projected employment.

Top Middle-Skill Occupations by Average Wage					
Occupations	2022 Estimated Employment	2032 Projected Employment	Net Change	Annual Total Openings	2023 Average Wage
Commercial Pilots	1,122	1,187	65	135	\$128,830
Air Traffic Controllers	248	271	23	24	\$112,360
Power Distributors and Dispatchers	97	98	1	8	\$108,180
Transportation, Storage, and Distribution Managers	2,444	2,636	192	218	\$98,630
Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	442	435	-7	36	\$94,650
First-Line Supervisors of Non-Retail Sales Workers	5,609	5,542	-67	442	\$92,940
Petroleum Pump System Operators, Refinery Operators, and Gaugers	930	935	5	85	\$92,680
Fire Inspectors and Investigators	196	207	11	18	\$90,970
Nuclear Technicians	157	160	3	16	\$89,090
Postmasters and Mail Superintendents	289	272	-17	19	\$88,900

All but one of the 22 major occupation groups have middle-skill jobs. The *Installation, Maintenance and Repair* occupation group has the highest percentage of middle-skill employment, followed by *Production*.



Six major occupation groups have higher middle-skill employment percentages than the state average of 35.6 percent for all occupations. Some occupation groups with above average middle-skill employment percentages, such as *Healthcare Support* and *Production*, are heavily concentrated in certain industries, such as the *Health Care and Social Assistance* industry and *Manufacturing* industry, respectively. Two of the exceptions include *Installation, Maintenance, and Repair* and *Office and Administrative Support* occupations, which are more evenly distributed among a variety of industries.



St. Louis Region Middle Skills Occupations

In the St. Louis Region, middle skill jobs made up nearly 32 percent of employment in 2022. The occupational groups with the largest amount of middle skill employment were *Production Occupations*; *Office and Administrative Support Occupations*; and *Installation, Maintenance, and Repair Occupations*.

Top Outlook Middle Skill (NEXT) Occupations - St. Louis Region <i>NEXT jobs typically require moderate/long-term training or experience or education beyond high school</i>			
Grade	Occupation Title	Annual Openings	Average Annual Wage 2024
A	Cooks, Restaurant	2,319	\$38,071
A	Nursing Assistants	1,776	\$38,960
B+	Heavy and Tractor-Trailer Truck Drivers	1,586	\$56,016
B+	First-Line Supervisors of Food Preparation and Serving Workers	1,326	\$44,748
B+	Maintenance and Repair Workers, General	1,156	\$55,414
B	Bookkeeping, Accounting, and Auditing Clerks	979	\$53,104
B+	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	951	\$80,370
B	First-Line Supervisors of Office and Administrative Support Workers	931	\$71,912
A	Carpenters	873	\$69,187
C+	Miscellaneous Assemblers and Fabricators	801	\$44,687
B	First-Line Supervisors of Retail Sales Workers	715	\$51,326
B+	Medical Assistants	698	\$42,265
B+	Medical Secretaries and Administrative Assistants	653	\$44,815
B	Hairdressers, Hairstylists, and Cosmetologists	648	\$43,611
B+	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	629	\$71,507
C+	Teaching Assistants, Except Postsecondary	621	\$33,951
A	Electricians	563	\$74,426
B	Automotive Service Technicians and Mechanics	535	\$53,845
A	Insurance Sales Agents	535	\$75,858
B	Production Workers, All Other	462	\$43,847

Source: MERIC Long-Term Projections 2022-2032

The St. Louis Metropolitan Regional Directors' Consortium Coordination Strategy

The six individual WIOA local regions that make up the St. Louis Metropolitan Region agree to the following service strategies:

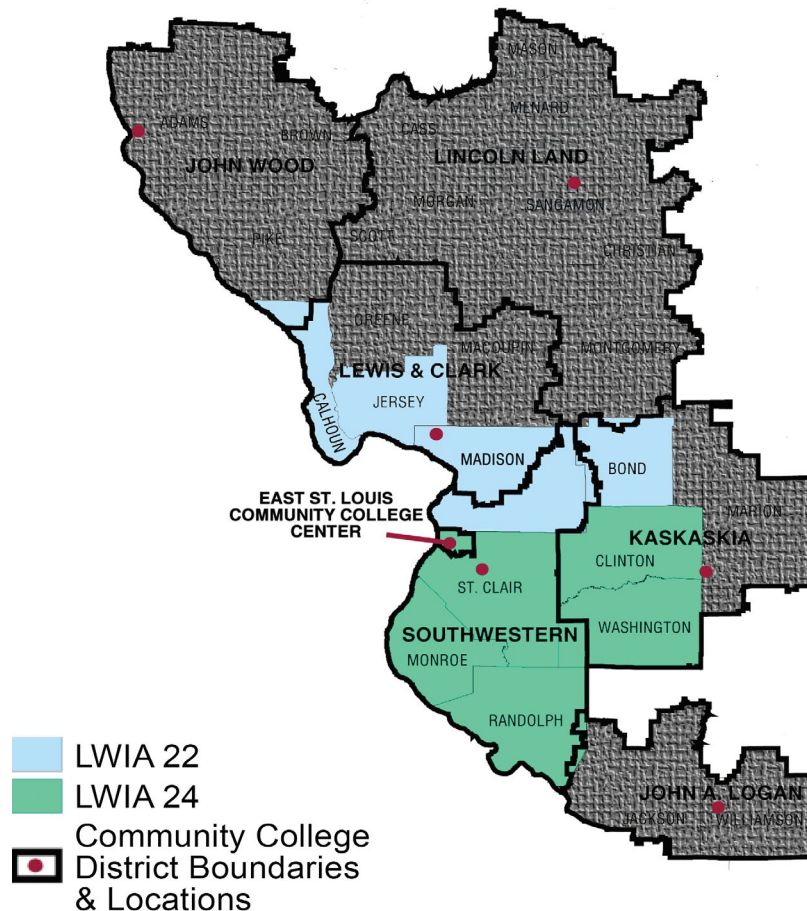
1. Act as regional steering committee made up of at least the Local Area WIOA Directors.
 - The Committee will meet on a regular basis to share information on new initiatives, as well as, challenges found in the Region.
 - This committee will provide a forum for local areas to solve problems of common concern, develop and implement joint strategies and/or policies.
2. Build consensus around broad goals and strategies.
 - Shared goals to be discussed may be to increase the proportion of households in the region earning a family-supporting wage, decreased long-term reliance on income subsidies or to address the specific skill and talent needs of local industries/sectors.
 - The Region originally selected manufacturing and healthcare as the first sectors in our joint sector strategy initiative as required by WIOA. Recently, the Region has added Information Technology (IT) as its third sector initiative. The strategies developed to address the workforce needs of the two original sectors will continue to be implemented and updated. The Region will work together to develop new initiatives to meet the expanding needs of the IT sector in the St. Louis Metropolitan Region.
 - The regional collaboration will provide a clearinghouse for labor market information by linking existing resources, researching information gaps and marketing local assets.
 - The Region has begun to accomplish this by sharing workforce events in a calendar format, email blasts and through social media.
 - The Region conducts meetings of business team representatives across the Region to coordinate services to employers and avoid duplication of effort.
 - The Region also has a disability committee that crosses several local areas and invites all areas to participate, as appropriate, in service to this population.
 - Build closer alliances with local, regional and state economic development agencies to create more integration between business recruitment/retention efforts and workforce issues.
3. Develop a shared understanding of the region's customer base.
 - Work together to collect industry sector analysis throughout the Region.
 - Each area will report how local businesses are meeting their workforce needs.
 - Identify skills, talents and aptitudes of the local workforce areas.
 - Identify skill gaps as well as gaps in local systems to address the training needs.
 - Collect information on common barriers to skill attainment and employment.
4. Forge linkages between workforce development and other work-related systems
 - Identify resources outside the workforce system that can address individuals' barriers to employment.

Southwestern Illinois

Region 9

WIOA Plan

PY 2024 - PY 2028



Revised March 2026

Table of Contents

CHAPTER 1: ECONOMIC AND WORKFORCE ANALYSIS

- A. Provide an analysis of the factors listed below
- B. Describe how the Local Workforce Innovation Board and WIOA partners support the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region (§ 679.510(a)(1)(iii)). Plans must answer the following questions:
- C. If any employer collaboratives are engaged in the U.S. Chamber’s Talent Pipeline Management initiative, describe the following:
- D. Describe any broad economic development opportunities in the region within the context of the workforce, education and economic development plans.
- E. Describe any broad economic challenges in the region’s workforce, education and economic development plans.
- F. Describe how a workforce equity lens⁶ is incorporated into the local planning requirements for collecting and analyzing labor market information.

CHAPTER 2: STRATEGIES FOR SERVICE INTEGRATION

- A. Provide an analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (§ 679.560(a)(4)). The plan must address the following areas:
- B. Describe how transportation and other supportive services are coordinated within the region (§ 679.510(a)(1)(vi)). The plan must address the following sections:
- C. Describe the coordination of services with regional economic development services and WIOA service providers (§ 679.510(a)(1)(vii)). The plan must address the following sections:
- D. Describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate (§ 679.510(a)(1)(v)).
- E. Describe how a *workforce equity lens*⁶ is or will be incorporated in the regional service integration strategies, including to job seekers and employers.

CHAPTER 3: VISION, GOALS AND IMPLEMENTATION STRATEGIES

- A. Describe the local goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment) and goals relating to the performance accountability measures based on performance indicators (§ 677.155(a)(1)). Include a description of how the region and local areas will accomplish local goals for preparing an educated and skilled workforce and goals relating to performance.
- B. Provide a description of the regional and local strategies that will achieve the vision and principles. This section must include a description of the strategies and services that will be used in the local areas:
- C. Describe regional strategies that will increase apprenticeship and other work-based learning opportunities.

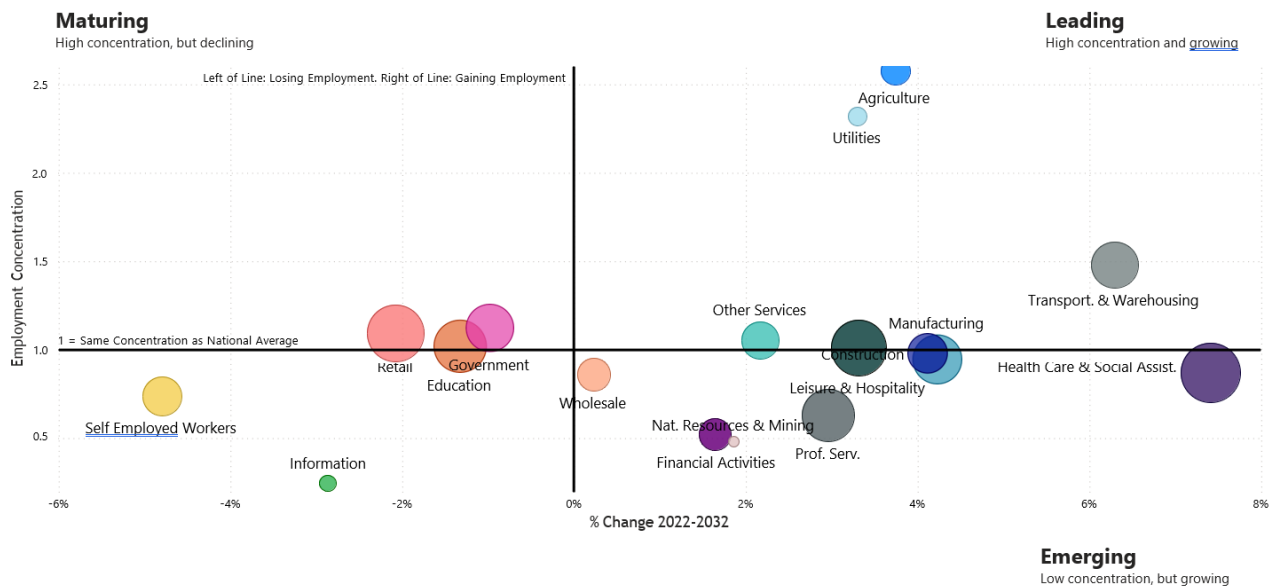
- D. Describe initiatives to shorten the time from credential to employment and address how the area will work with the education system to begin putting training opportunities in place to meet this strategy.
- E. Describe the steps that will be taken to support the state's efforts to align and integrate education, workforce and economic development, including:
- F. Describe how goals established in this plan will be monitored and evaluated.
- G. Describe how a *workforce equity lens*⁶ is or will be incorporated in the implementation of regional workforce, education, and economic development strategies.
- H. Describe how a *workforce equity lens*⁶ is or will be incorporated in the implementation of regional workforce, education, and economic development strategies.

CHAPTER 1: ECONOMIC AND WORKFORCE ANALYSIS

This chapter must discuss how the region has collected and analyzed updated regional labor market information including the local planning requirements. Regional teams are encouraged to use the labor market information posted on <https://www.illinoisworknet.com/WIOA/RegPlanning> to provide consistency in the data used for regional analysis throughout the state³.

A. Provide an analysis of the factors listed below:

1. Economic conditions, including existing and emerging in-demand industry sectors and occupations (§ 679.560(a)(1)(i));



Source: Illinois Department of Employment Security, 2022-2032 Industry Employment Projections.

- a. What are the targeted industries, high-impact industry clusters, and in-demand occupations in the region?

The emerging in-demand industry clusters in our Economic Development Region 9 (EDR 9) are Agriculture, Construction, Healthcare, Manufacturing, Transportation Distribution & Logistics, Leisure & Hospitality, and Utilities. The emerging in-demand industry clusters in our area on the Missouri side of the St. Louis MSA is Biotechnology.

- b. What industries have favorable location quotients?

The figure above graphically depicts each sector of the region's economy. The vertical axis represents each sector's location quotient (LQ), while the horizontal axis depicts the percentage growth in payroll jobs in that sector between 2022 and 2030. The size of each bubble demonstrates the current size of the region's workforce in that sector.

As shown in the figure, the Southwest Region contains several industrial sectors with favorable LQ. In Illinois's Southwest Region, Agriculture and Utilities each had LQs

greater than 2.0 in 2022 and Transportation & Warehousing had LQs greater than 1.5 in 2022..

- c. What industries and occupations have favorable demand projections based on growth?

Table 1.1: In-demand occupations based on economic growth

Occupation Title (SOC 2-digit)	Median Annual Salary	Estimated annual job openings from economic growth
Transportation & Material Moving Occupations	\$40,958	352
Food Preparation & Serving Occupations	\$29,070	340
Management Occupations	\$94,944	154
Healthcare Support Occupations	\$35,259	91
Business & Financial Operations Occupations	\$76,154	89

Source: Illinois Department of Employment Security Employment Projections Program

Payroll employment projections are obtained from the Bureau of Labor Statistics' Employment Projections program and follow these definitions:

Total job openings = Growth + Replacement openings

Growth = difference between base-year employment level and projection-year employment level

Replacement openings = Exits + Transfers

Exits = Current workers exiting the labor force

Transfers = Current workers who leave an industry or occupation to work in a different industry or occupation

Based on long-term projected growth in labor demand, the occupations with the most growth are as follows, and are representative of many industries but particularly Health Care and Social Assistance, Retail Trade, and Transportation, Warehousing, and Utilities:

SOC Code	SOC Name	Annual Growth
31-1120	Home Health and Personal Care Aides	57
35-2014	Cooks, Restaurant	57
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	49
11-1021	General and Operations Managers	32
53-7065	Stockers and Order Fillers	29
15-1252	Software Developers	27
53-3032	Heavy and Tractor-Trailer Truck Drivers	23

- d. What industries and occupations have favorable demand projections based on replacements?

Based on long-term projected job transfers, the occupations with the most replacement openings are as follows, and are most highly represented in the Retail Trade industrial sector:

SOC Code	SOC Name	Annual Replacements
35-3023	Fast Food and Counter Workers	1,490
41-2011	Cashiers	1,349
53-7062	Laborers and Freight, Stock and Material Movers, Hand	1,130
53-7065	Stockers and Order Fillers	949
41-2031	Retail Salespersons	940

- e. What industries are considered mature but still important to the economy?

Three sectors in the region, Education, Government, and Retail are considered maturing sectors. The number of jobs in these sectors is anticipated to decrease looking out to 2030.

- f. What industries are considered emerging in the regional economy?

The Agriculture and Utilities sectors are considered emerging in the Southwest Region due to their projected job growth and low LQ.

- g. What is the projected regional key in-demand occupations?

The projected regional key in-demand industry occupations in our EDR 9 are Agriculture, Aviation, Healthcare, Manufacturing, Transportation Distribution & Logistics, Information Technology and Utilities. The emerging in-demand industry clusters in our area on the Missouri side of the St. Louis MSA is Biotechnology.

- h. What sources of supply and demand data were used to determine the targeted industries occupations and skills?

Supply and demand for occupations are provided through the Illinois Department of Employment Security's (IDES) Employment Projections Program. The skills correlating with those occupations were identified by IDES through occupational descriptions obtained via O*Net Online.

2. Employment needs of employers in existing and emerging in-demand industry sectors and occupations (§ 679.560(a)(1)(ii));

The following analysis is segmented by the extent to which education credentials are required for an entry-level position. Among occupations requiring a certificate or license, the top three occupations by projected annual openings are Heavy and Tractor Trailer Truck Drivers, Nursing Assistants, Teaching Assistants, and Childcare Workers.

Among occupations requiring at least an Associate's degree, the top three occupations by projected annual openings are Registered Nurses, Preschool Teachers, and Paralegals & Legal Assistants.

Among occupations requiring at least a Bachelor's degree, the top three occupations by projected annual openings are General and Operations Managers, Elementary School Teachers, Business Operations Specialists.

Among occupations requiring education beyond a Bachelor's degree, the top three occupations by projected annual openings are Managers (All other), Financial Managers, and Software Developers.

3. Knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations (§ 679.560(a)(2)); Based on the Southwest Region's list of in-demand occupations, the following details form the basis for an ongoing nurturing of local career pathways.

- a. What are the targeted career pathway clusters in the region?

Agriculture, Aviation, Construction, Information Technology, Manufacturing, Transportation & Warehousing, and Utilities.

- b. What skills are in demand in the region?

The top skills for in-demand occupations, not necessarily arranged by quantitative methods, will be: Active listening, reading comprehension, critical thinking, service orientation, social perceptiveness.

- c. How well do the existing skills of job seekers match the demands of local businesses?

EDR 9 uses Talent Pipeline Management (TPM) techniques to identify the skills preferred by employers and works with the secondary and post-secondary education entities to develop and train for those skills identified to produce a well-trained and ready workforce.

4. Regional workforce considering current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment⁴ (§ 679.510(a)(1)(iv) and § 679.560(a)(3)).

- a. How is the region changing in terms of demographics, labor supply and occupational demand?

In total, the region's population in 2024 was 671,610. Of the total, 75.9% of the population reported their race as White, while 14.5% were Black, 1.1% were Asian, 0.1% were American Indian, and 0.4% were either Pacific Islander or multi-race.¹ In terms of demographics, the region has seen some demographic shifts between 2019 and 2023. In particular, the number of Asian (-1.1%), American Indian (-.3%) and Pacific Islander/Multi-race (-2.0%) residents has decreased in percentage terms. The number of Black residents increased by (-1.6%). During this time period, the number of residents under age 20 increased to 29.7%, while the number of residents age 60 and over increased by a sizeable 26.5% while the Statewide percentage is 18%.

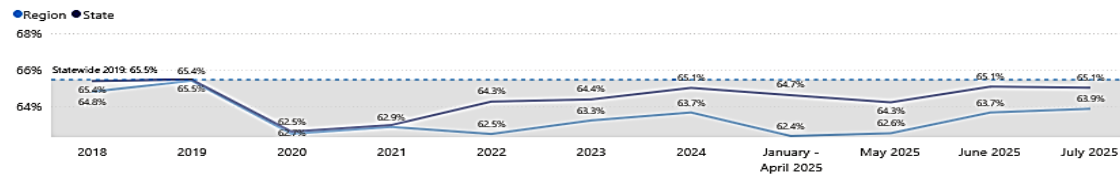
As seen in the graphic, the region's labor supply in July of 2025 was approximately 429,159 persons strong, buoyed by growth in industries such as Agriculture, Construction, Transportation, Warehousing and Utilities. The region's unemployment rate in 2024-Q4 was 4.3%.

¹ Percentages may not sum to 100 due to rounding

Southwest Region Labor Force Participation & Unemployment Over Time

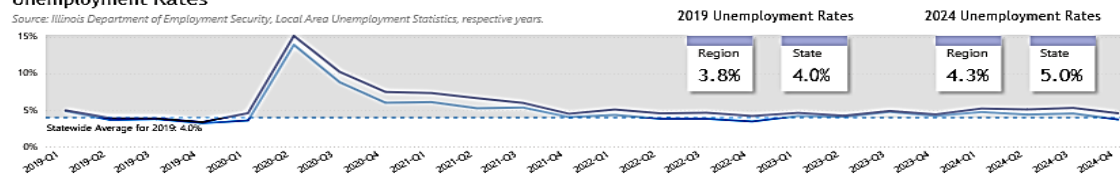
Labor Force Participation Rates

Source: Estimates from [Lighthouse](#), 2025. Shaded area shows participation rate below statewide rate in 2019.



Unemployment Rates

Source: Illinois Department of Employment Security, Local Area Unemployment Statistics, respective years.



²For clarity on what resources to use, regions can discuss the most appropriate data to select with their local IDES labor market economist.

³ The term “individual with barrier to employment” means one or more of the following populations: displaced homemakers, low-income individuals, Indians, Alaska Natives, and Native Hawaiians, individuals with disabilities, including youth who are individuals with disabilities, older individuals, ex-offenders, homeless individuals, or homeless children and youths, youth who are in or have aged out of the foster care system, individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers, eligible migrant and seasonal farmworkers, individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act, single parents, including pregnant single women, long-term unemployed individuals, and such other groups as the Governor determines to have barriers to employment (WIOA Sec. 3(24)).

- b. What special populations exist in the region, what is their magnitude, and what are the policy and service implications to meet the needs of these individuals?

In this region, special populations include disabled persons, justice-involved individuals, a small homeless population, persons aged out of foster care, migrant workers, persons facing language or culture barriers, single parents, long-term unemployed individuals, persons living in qualified census tracts, and persons who are deficient in basic workforce skills.

Low-income indicators⁵

○ TANF Persons, May 2023:	3,861
○ TANF Cases, May 2023:	1,474
○ SNAP Cases, April 2023:	94,390
○ SNAP Households, April 2023:	51,921

Foster care⁶

○ Total:	1,788

Justice-involved population⁷

○ Adult prison population (committing region):	2,054
○ Adult parolee population (residence region):	757

Persons with disabilities⁸

○ Total:	100,440
○ Hearing difficulties:	18,682
○ Vision difficulties:	17,979
○ Cognitive difficulties:	43,290
○ Ambulatory difficulties:	45,901
○ Self-care difficulties:	17,577
○ Independent living difficulties:	36,861

⁵ Source: Illinois Department of Employment Security, US Bureau of Labor Statistics

⁶ Source: Illinois Department of Children & Family Services; data as of July 2023

⁷ Source: Illinois Department of Corrections; data as of July 2023

⁸ Source: American Community Survey 5-year estimates

- B. Describe how the Local Workforce Innovation Board and WIOA partners support the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region (§ 679.510(a)(1)(iii)). Plans must answer the following questions:

The economy in Illinois's Southwest Region is dynamic and must remain so during the country's continued push for business efficiency, innovation, and advanced manufacturing presence. In support of growing demand for uncommon skills or knowledge, the region's sector partnerships with workforce development leaders are as vital as ever as some employers consider expanding in EDR 9 while others seek to reskill their existing workforces to better meet the skill requirements of tomorrow's business community.

1. How will the workforce partners convene or support the convening of regional employers, foundations, institutions and other stakeholders to create or maintain sector partnerships?

Workforce partners will provide sector-based round tables, regionals summits that strengthen relationships with employers, foundations and institutions providing common topics, areas of training or open discussions for areas of concern. Past round table topics have included: Apprenticeships, Healthcare, Manufacturing and Education. Sector partnerships are often facilitated and fostered by organizations such as Leadership Council of Southwestern Illinois, and Illinois Manufacturing Association. The Leadership Council Southwestern Illinois is a not-for-profit member based economic development corporation, which unites many business members from a broad spectrum of industry. They work to engage their coalition of over 250 members of the business community. The Leadership Council works hard to partner with area workforce partners, by providing education, networking, and providing a voice for their members. The mission of the Leadership Council is to unite business, industry, government, education, and labor for economic growth in Southwestern Illinois, hosting member meetings featuring informative presentations on regional economic issues, participation in committees

such as Military Affairs, Levee Issue Alliance, Workforce Development, Agriculture, Aerospace, and Economic Development. Illinois Manufacturers Association (IMA) is a trade association for Illinois Manufacturers bringing education, promotion and advocacy for their manufacturing members, which will partner with workforce to build better resources for manufacturers.

2. Identify the established and active sector partnerships in the region (as defined in Illinois' Next Generation Sector Strategies Guide⁵). If any exist, are they business-led and what is their role in WIOA planning?

No current sector partnerships meet the criteria as defined. Sector partnerships are developing between the National Restaurant Association, High School CTE programs, Collinsville Vocational Center, and Madison County Employment and Training to provide industry recognized training to the hospitality industry across the region, with curriculum development and testing resulting in Industry Recognized credentials. The Hospitality Industry has a strong demand for a trained labor force. There are career pathways for individuals to move up in the industry, or across different lines of hospitality. The Hospitality Industry in the region is vast considering the restaurant and hotel industry that serve the area on a daily basis, and for events that attract national attendance, such as NASCAR racing. Madison County Employment and Training, and St. Clair County Intergovernmental Grants Department have been trained in the National Restaurant Association's Customer Service Training. This training has been provided to area businesses that work directly in the hospitality sector, along with other community members, such as local area high schools, and non-profits that are public facing or beginning their careers in the Hospitality Industry. This training will continue to be provided throughout the region using state supplemental grant funds. The National Restaurant Association adopted the DOL Apprenticeship Standards from Soulcial Kitchen for the first National Food Truck Apprenticeship Program, in St. Clair County. This sector partnership was developed as a result of the ongoing partnership the local workforce areas have with the National Restaurant Association and the hospitality industry in the region. The hospitality training was initially implemented through a grant serving at risk youth, providing a foundation for a career in the hospitality industry, along with additional curriculum being taught in the Local Area Vocational Center Culinary Program. Area business partners have also expressed a desired interest in the training, which will be provided through the local workforce, Madison County Employment and Training and St. Clair County Intergovernmental Grants Department.

The Aerospace Industry in Madison and St. Clair Counties is robust and contain several employers such as, West Star Aviation, Boeing, and Gulf Stream. These employers are leading the sector partnerships through training their labor force to meet the needs and demands of the business, and to build a talented, qualified labor force. West Star Aviation has developed a training academy and apprenticeship in coordination with Southwestern Illinois College. Madison County Employment and Training partners with West Star providing on the job training assistance to WIOA eligible employees. Individuals are hired by West Star Aviation and Trained by Southwestern Illinois College receiving their airframe certificates, while being paid a living wage and working in a relevant, progressive worksite. Gulf Stream has been engaging with Lewis and Clark Community College to implement a progressive avionics program in house that will be implemented by an accredited program. Students can receive training for the aviation industry through the local area community colleges and have a pathway to connect to the industry. Both Madison County Employment and Training and St. Clair County Intergovernmental Grants Dept promote the industry with distribution of hiring events and

partnering for on-the job training and incumbent worker training for the employers.

The Steel Industry in Madison County is centered around US Steel. US Steel needs qualified employees in various departments from equipment operators to maintenance technicians. The Local Workforce Areas are providing assistance through job postings to promote recruitment efforts, providing incumbent worker training to upskill existing workers, and on-the-job training for new hires. Due to the increase in steel production the region Heidtman Steel Products and Steel and Pipe Supply company have joined to create a joint venture and launch of Granite City Processing LLC, this venture aims to enhance regional steel capabilities and services to broaden the product distribution from the area. The merger will continue to offer existing steel products, increase the products available, provide expansion and growth for another company within the industry.

Madison County Employment and Training has received a Department of Labor Apprenticeship Building America grant to develop Registered Apprenticeship Programs and pre-apprenticeship programs for the Healthcare, Education and Bioscience industries throughout the St Louis Metropolitan Region. There have been active sector partnerships established between multiple area industries and businesses through grant activities. McKendree University has developed partnerships to upskill working paraprofessionals into licensed Elementary Education teachers through Registered Apprenticeship Programs, which is greatly needed in the area. McKendree partners directly with area school districts for this program. The community colleges in the region, including Southwestern Illinois College (SWIC), Lewis & Clark Community College (LCCC) and Kaskaskia College (KC), are working to develop education-focused Associate degree programs to work into apprenticeship models that will allow high school graduates to flow straight into full-time employment as paraprofessionals, and will qualify them for McKendree's teaching apprenticeship upon completion. The strategic partnerships between McKendree, the community colleges and numerous school districts throughout the region are creating a skilled pipeline of future teachers who will be tied to the region. The grant has been used to assist in developing the necessary curriculum and in supporting instructor costs associated with running the programs. In addition to the groundbreaking working happening in the Education sector through this grant, there have been 700 apprentices served under the umbrella of bio-science, healthcare, and education.

3. What public-private partnerships exist in the region that could support sector strategies, and what is their role in planning?

Through Madison County's USDOL grant, pre-apprenticeship and Registered Apprenticeship Programs for laboratory technicians have been launched through the public university, Southern Illinois University Edwardsville (SIUE) in partnership with leading private industry employers such as Washington University, Thermo Fisher Scientific and Millipore Sigma. Programs have also been expanded and developed in the healthcare field for occupations such as Certified Nursing Assistants, EMT/Paramedics, Medical Assistants and Licensed Practical Nurses through partnerships with community colleges (KC, LCCC, & SWIC) and private healthcare employers such as HSHS Health System, BJC Health Systems, and various senior living and skilled nursing facilities. When developing any of these programs, the grant team has ensured a connection between the training providers, the employers, and the LWIA offices in order to open doors for WIOA planning opportunities.

4. What neutral conveners with the capacity to help establish sector partnerships exist in the region, and what is their role in planning?

The Leadership Council, Illinois Manufacturing Association, Local Chambers of Commerce would be natural conveners for the area. These associations work with members to provide networking, resources, and solutions to their members. They would be able to provide guidance between members and outside organizations.

- C. If any employer collaboratives are engaged in the U.S. Chamber's Talent Pipeline Management initiative, describe the following:
- What is the focus of the collaborative(s)?
 - How is the workforce system supporting the needs of these employers?

At this time, there are no employer collaboratives actively engaged in the US Chamber's Talent Pipeline Management initiative. LWIA 24, St. Clair County Intergovernmental Grants Dept., LWIA 22, Madison County Employment and Training, along with Leadership Council introduced Talent Pipeline Management and initiated a conversation within the local Aviation Industry. The industry is reviewing the possibilities of further exploration of TPM. Outreach has been ongoing presenting to area organizations and chambers. The following organizations have had presentations to learn about the benefits of Talent Pipeline Management: Belleville Chamber, Metro East Chamber, Belle Clair Rotary, Fairview Heights Rotary, Leadership Belleville, Terra Source, MAC Medical, Tyson Foods, World Wide Technologies, Soulcial Kitchen, BJC, HSHS St. Elisabeths, Jerseyville Community Hospital, Sparta Hospital, Washing Community Hospital, Glister Mary-Lee, Amazon, and Empire Comfort Systems.

Between LWIA 24 and LWIA 22, there are 4 staff trained in the U. S. Chambers Talent Pipeline Management, to provide facilitation and assistance in the local workforce areas.

- D. Describe any broad economic development opportunities in the region within the context of the workforce, education and economic development plans.

Opportunities: across the Mississippi River from metropolitan St. Louis, MO. One of the key assets in the region is the availability and the cost of land. Madison and St. Clair counties have opportunities for growth and expansions. The St. Louis Region's world-class freight network is one of the region's greatest advantages, with freight transportation including, the interstate system, river-ways, and rail system. The St. Louis Regional Freightways has 26 projects funded or partially funded to improve the freight infrastructure in the bi-state region, including southwestern Illinois. Projects include strengthening critical roads, bridges, rail infrastructure, port and airport facilities across the region. There are attractive incentives through enterprise zones, Tax Increment Financing (TIF) and business districts. The Reimagining Energy and Vehicles (REV) Illinois Program is a highly competitive incentives program aimed at increasing manufacturing in the clean-energy jobs, to attract companies along the supply chain in the electric vehicle and renewables sectors, which has already attracted employer such as Tesla to the area and has prompted the EV training program at Kaskaskia College. Climate and Equitable Jobs Act, (CEJA) will also provide training opportunities for underserved individuals to learn in demand skills within the clean energy workforce, with a hub located in the Madison County Region. Southwestern Illinois has three access points to higher education through Southwestern Illinois College, Lewis and Clark Community College, Kaskaskia College, Southern Illinois University Edwardsville, McKendree University. There are several private training institutions, specializing in training for in-demand occupations such as medical industry, CDL, and IT,

such as Career Center of Southern Illinois, CALC Institute of Technology, 160 Driving Academy, New Horizons Computer Learning Center. The Community Colleges and Local Universities have also become more creative in programming and training programs to meet the needs and demands of employers and students. For Example, SIUE has created a badging program allowing students to earn stackable credentials that are relevant to employer's needs. The state of Illinois has implemented STAR Bonds across the state Region 9 qualifies for 3 of them. STAR Bonds are an economic development tool, allowing local governments to issue bonds to finance large-scale commercial, tourism, or entertainment projects, with debt repaid by the incremental sales tax revenue generated within the designated development districts, rather than general funds, aiming to spur economic growth and job creation. These districts focus on areas with potential significant retail, dining, and attractions, using new tax dollars from development to fund infrastructure, property acquisition, and other project costs.

The list below are examples of economic expansion in the region:

1. St. Louis region positioned to be part of supply chain solution at America's Central Port with merger between Kansas City Southern and Canadian Pacific Railway. The merger puts shippers at two-day truck drive reaching 70% of US population. St. Louis Metro East and Chicago are the only two regions with access to all six Class 1 railroads.
2. Expansion of MidAmerica Airport in Mascoutah.
3. Expansion of MetroLink service to east of MidAmerica Airport.
4. New Manufacturing Training Academy at SWIC.
5. In 2021 & 2022, IDOT completed six major road infrastructure projects totaling more than \$89.1 million including improvements to Interstates 255 and 70.
6. Expansions of several current Metro East businesses including Wieland, Gulfstream, West Star Aviation, Boeing, Tyson Foods and LTI Trucking.

E. Describe any broad economic challenges in the region's workforce, education and economic development plans.

Challenges across the Mississippi River from metropolitan St. Louis, MO is a net loss in population between St. Clair and Madison County. Industries are attracted to the area due to the availability of land, enterprise zones and tax increment financing (TIF) however, the workforce is a topic of concern. The census of residents does not always support the demands of employers who may be attracted to the area. Affordable workforce housing or affordable post graduate housing continues to be unmet. Childcare is an ongoing need for the workforce. There are not enough affordable childcare facilities available to the workforce. Broadband access and connectivity have been a challenge for industries across the metropolitan area.

The list below are issues in the region:

1. Continuation of population decline in region. In 1970 the St. Louis MSA was the 10th largest in the nation. Today it is the 21st. The 2020 Census showed a population decline in eight of the nine Metro East counties.
2. US Steel in Granite City sale to Tokyo Nippon.
3. Ameren Missouri's regulated rates are approximately 24 percent below the national average for similar industrial class customers.
4. Needed expansions of the Center for Advanced Vocational Excellence (C.A.V.E.) in Belleville and Collinsville Area Vocational Center (CAVC) in Collinsville to accommodate additional vocational educational programs to meet the needs of local employers. Currently Collinsville CAVC is turning away 100+ students into their programs due to lack of space.

- F. Describe how responsiveness, inclusivity, accessibility is incorporated into the local planning requirements for collecting and analyzing labor market information.

The U.S. Census Bureau collects and distributes detailed demographic information for every county in the nation. Outside the often subjective views of county residents, business owners and workforce development coordinators, data on the age, gender and racial composition of communities is collected and distributed via multiple channels.

More directly, as part of the region's *workforce equity lens*, all program participants that are not self-service-only participants must submit personal Equal Opportunity (EO) data, including race/ethnicity, gender, age, and disability status. The Southwest Region's EO Officer assures proper maintenance of these records, and oversees group demographic analysis to ensure each LWIA recipient's activities comply with EO nondiscrimination obligations.

4 Source: Illinois Department of Children & Family Services

5 Source: Illinois Department of Corrections

6 Source: American Community Survey 5-year estimates

CHAPTER 2: STRATEGIES FOR SERVICE INTEGRATION

This regional component of the plan must describe the regional service strategies, including use of cooperative service delivery strategies and the connection of job seekers with employers. Regions are required to provide information and analysis of the steps that will be taken to address the challenges and opportunities associated with the regional service integration strategies.

- A. Provide an analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (§ 679.560(a)(4)). The plan must address the following areas:
1. Analyze the strengths and weaknesses of workforce development activities in the region.

EDR 9 has many workforce development strengths, many of which have expanded and grown over the past few years. Whether it's serving businesses, working with individual job seekers or partnering on a regional project, EDR 9's greatest strength is its strong collaboration among its Workforce innovation and opportunity Act (WIOA) core and extended partners through the Regional Business Services Team (BST). This collaboration benefits the 9 counties within EDR 9, but also often times extends across the river to our Missouri workforce partners. Some of these regional collaborative efforts and strengths have included the following:

- ***Apprenticeship Expansion Grant*** - EDR 9 consortium has an apprenticeship grant totaling \$5,800,000.00.

- ***MOU Partnerships*** – LWIA 22 and 24 continue to maintain successful partnerships and Memorandums of Understanding (MOU) for their respective certified one-stops. This includes successful completion of the one-stop certification process.
- ***Metro-East Business Services Team*** – Regional Business Services team that includes the WIOA partners and additional organizations. The team has many accomplishments to date, including the introduction of *Talent Pipeline Management (TPM)* and many collaborative efforts such as the recent regional apprenticeship event and numerous hiring, community and career day events.
- ***Additional Examples of the Region's Strong Collaborations*** – St. Louis Regional WIB Consortium, Southwestern Illinois College's Annual Manufacturing Day, Kaskaskia/Southwestern Illinois Growth Alliance's Manufacturing Career Fair, Accommodations for Success Reverse Job Fair, SICAP Construction Industry Career Expo, Madison County ROE Career Days and Gateway Trade Port.

Despite these many strengths within our region, there are still weaknesses within the workforce development system that are being addressed on an ongoing basis. These weaknesses include a lack of overall available workforce participants to fill the many open positions in our region. In addition, as addressed in the previously mentioned *Bridging the Talent Gap* report and outlined in the state's unified plan, there is an urgent need to develop career pathways and strategies to fill skills gaps, strengthen our workforce and grow our talent pipeline. Finally, our last perceived weakness is related to a lack of workforce development funding. Working within a system that continues to see annual budget cuts has made it difficult to not only maintain staffing, but it is a challenge to direct outreach and name recognition efforts. However, EDR 9 has recognized these weaknesses in the system, acknowledged them and is utilizing its many strengths to deal with them.

2. Analyze the capacity of the regional partners to provide workforce development activities to address the education and skill needs of the workforce including individuals with barriers to employment.

EDR 9 as part of its collaboration with its WIOA and other partners has a variety of programs and services in place to address the education and skill needs for the workforce, including individuals that are harder to serve or have significant barriers to finding employment, retaining employment and finding a suitable career pathway. The following are some of the programs and services throughout the region designed to address those needs:

- ***Accommodations For Success*** – A regional reverse job fair geared toward job seekers with a disability.
- ***Nexus Group*** (as part of the BST) - Community agencies coming together to leverage career opportunities for individuals with barriers to employment through collaboration and business partnership
- ***Cahokia and Belleville 201 Fairs*** – Local career fairs designed to promote career and technical education opportunities, especially hard to serve and underserved students.
- ***SIUE/East St. Louis Higher Education Center*** – Run by a consortium of educational providers (SIUE, LCCC & SWIC), the center is designed to promote a variety of educational and work-based learning opportunities for hard to serve and underserved youth & adults.

- **TAP** – Transition Assistance Program for Veterans, conducted at Scott Air Force Base every two weeks. The class is designed to provide career and educational information to transitioning military personnel and their spouses.
 - **Project Homeless Connect** – Annual event intended to engage homeless individuals and families to learn about and receive numerous services.
 - **Connections To Success** – Regional comprehensive network of services and support to help people living in poverty become economically self-sufficient.
 - **LCCC Supported College Transition Program** – Academic preparation and support services provided to students with limited mainstreaming activity in high school.
 - **EDR 9 Vocational Schools** – Area vocational centers offering many certificate programs and preparation for post-secondary education & employment.
 - **EDR 9 Transition Events** – Numerous regional events offering a variety of resources to students that are transitioning from high school to adulthood.
 - **Madison County & St. Clair County Career & Technical Education Programs (CTE)** – Career and technical education programs current and relevant to meet industry standards and needs.
 - **CSBG Skills Training** – Training and other programs designed for CSBG eligible participants. Madison County Community Development continued to provide CSBG services to customers during the COVID pandemic. While some of our partnering agencies worked remotely others limited in-person appointments whereas using electronic devices for completing and/or receiving applications, supporting documentation and determining eligibility.
 - **Bridge Programming & ICAPS** – Adult Education programs focusing on contextualized bridge programs and ICAPS (Integrated Career and Academic Preparation System) integrated instructional models.
 - **SWIC Technical Education** – Custom designed programming and career readiness for employment in advanced manufacturing.
 - **PACE Programming** – Vocational based programming in area high schools for students with disabilities. Previously known as the STEP Program.
 - **Illinois Department of Rehabilitation Services** – DRS offers employment support services at the time of referral to assist with job retention as well as ongoing assistance for an extended period of time.
3. Analyze the capacity of the regional partners to provide activities to address the needs of employers.

EDR 9, comprised of LWIA 22 and 24, has developed a BST to address business needs throughout the 9-county region. Officially named the *Metro-East Business Services Team*, it is comprised of 20 plus members that incorporate WIOA partners as well as additional organizations that serve the business community. Also, the team works closely with municipal, county and state economic development organizations in Illinois & Missouri as well as numerous chambers of commerce. The team has also been going through an ongoing self-assessment and continuous improvement process since its inception. These accomplishments and partnerships have included Illinois Job Link training & access, Strengths, Weakness, Opportunities, and Threats (SWOT) Analysis, Asset Mapping, TPM, Nexus Group and team services brochures as well as a future business services team certification. Led by EDR 9's Business

Services Representatives, the group has also led many efforts to promote, grow and expand regional apprenticeships in the region. The BST members have also been responsible for organizing hiring events at the local one-stops as well as at offsite locations. Beyond hiring events and assisting businesses with recruitment needs, the team also works to provide informational workshops for businesses as well as individuals. For example, IDES hosts employer roundtables throughout the region. The team is also partnering with numerous high schools and vocational training institutions to promote career and technical educational opportunities to students and parents as part of the region's efforts to grow its talent pipeline.

4. How well do existing training programs in the region and local areas prepare job seekers to enter and retain employment with regional businesses?

One of the major ways that EDR 9 addresses the need for a skilled and prepared workforce is through a variety of work-based learning strategies. These “earn while you learn” initiatives provide an opportunity for an individual to upgrade their skills as part of a career pathways model while also earning wages. Also, some of these programs are often times shorter in duration than normal training programs. These work-based learning strategies include Paid Work Experience (PWE), On-the-Job Training (OJT), Incumbent Worker Training (IWT), and Registered Apprenticeships.

5. Summarize the commitments of each program partner to implement the selected strategies described in the “Action Plan for Improving Service Integration in the Region.”

Both LWIA's, 22 and 24, conducted service integration self-assessments in their respective areas. In each area, the core partners as well as the extended one-stop partners are greatly involved in the Regional Business Services Team and implementing a coordinated effort to improve service integration for the region.

B. Describe how transportation and other supportive services are coordinated within the region (§ 679.510(a)(1)(vi)). The plan must address the following sections:

1. What regional organizations currently provide or could provide supportive services?
 - EDR 9 boasts an excellent mass transit system including bus and light rail & Metro Link. The schedules are available at the job centers to assist customers who rely on public transportation.
 - Door to door Paratransit services are available to qualifying individuals with a disability that are unable to utilize Madison County Transit (MCT) or Alternative Transportation Service (ATS) in St. Clair County. MCT and ATS also provide travel training programs to teach riders how to travel confidently and independently.
 - Salvation Army: Alton Corps issues bus passes to residents of their *Booth House* homeless shelter who are looking for employment.
 - Catholic Urban Programs will provide a bus pass to low-income residents who have begun employment for their first week until they receive a paycheck.
 - Southwestern Illinois College provides transportation services for students enrolled in their programs, including bus and Metro Link passes. They also provide career training (including how to conduct a job search, resume development, interviewing skills and on the job behaviors),

transition services (inclusive of filing for FAFSA and other forms of financial aid and enrolling in college classes at SWIC) and childcare assistance (through Children's Home and Aid). In addition, all students are entitled to utilize SWIC's Disability and Access Center, Student Success Center, Library, computer labs and free, on-campus parking. SWIC also provides an office at both its Granite City and Belleville Campus that is a single point of contact for all students being funded through WIOA/TAA programs in various Workforce Development Areas in Illinois and Missouri. This enables the customer to deal only with one office at the College staffed by personnel with knowledge of college requirements and Government Regulations.

- Kaskaskia College (KC) Kaskaskia College provides services for students including: Career services - resume assistance, career assessment and research, assistance with job placement; support services including transportation assistance, counseling, and childcare; accommodations for students with documented disabilities; tutoring services; mental health screenings.
- Lewis and Clark Community College (LCCC) provides transportation services to eligible students including bus passes and bus tokens. They also provides career services, tutoring through its student success centers and financial assistance and supports for all students. Students have access to LCCC's Access and Accommodations Center, counseling, the Library Resource Center, computer labs and free parking at the main campus and all of the centers across the district. LCCC's Adult Education programming provides transportation, case management and transition services for its students as well.
- Metro St. Louis-Travel Training Program teaches persons who are elderly or have a disability how to use public transportation in St. Clair County, St. Louis City and St. Louis County. Once a participant is comfortable with their progress and able to travel independently, a customized travel route is developed.
- Community Hope Center provides weekly computer classes and budgeting food dollar classes.
- Urban League offers computer courses and a variety of other job readiness classes & services in Fairview Heights and St. Louis.
- The MET Center offers training programs for special populations requiring supportive services on both the Missouri and Illinois side of the river.
- Madison County Employment and Training (LWIA 22) offers free Madison County Transit bus passes to their youth and veteran customers that need to come to the one stop center for job search, see an employer for a job interview, or initially need transportation to a new job until they receive their first paycheck.
- LWIA 22 offers other supportive services to their WIOA enrolled customers to assist in filling an employment or training need. An example of this need may be auto insurance payment, limited childcare while conducting a job search or attending an interview, a car repair payment, rent assistance, temporary shelter payment, utility payment, job interview clothing, or other legitimate need of a customer that is reasonable and necessary.
- LWIA 24 provides transportation and childcare on a case-by-case basis. Also, LWIA 24 refers clients to appropriate agencies within their county of residence for additional supportive services, i.e., LIHEAP, CSBG, etc.
- The Community Resource Packet published by Madison County Community Development offers a comprehensive regional compilation of supportive service providers.

- St. Clair County Intergovernmental Grants Department (IGD) offers a listing of supportive services through its office at 19 Public Square, Suite 200, Belleville, Illinois 62220.
- The Madison County Career and Technical Education Program has placed an increased focus on connecting with their high school counselors to share information regarding career opportunities in the CTE fields. They have an annual joint counselor meeting with schools from this region of the state. During the past few years, they have asked CTE students to sit on a panel and share their experiences with the counselors. As a result, the counselors have and continue to become increasingly aware of the impact high school CTE programs have had on their students (and not just dumping grounds for students who are not otherwise able/willing to perform). The counselors are also learning about the importance of the opportunities available in the workforce without a traditional four-year university education, including Process Operations Program at LCCC and Registered Apprenticeship Programs through the local trades. Counselors are realizing once again that high school CTE programs are a very viable way to bridge many of the current skills gaps.
- Illinois Department of Rehabilitation Services (Madison County and St. Clair County) provides books, transportation, assistive technology, information and referral/counseling and guidance and other substantial services to customers who qualify.
- The standardized curriculums used by Adult Education providers include instruction designed to enhance individual's self-management skills, ability to develop interpersonal relationships and workplace readiness skills.
- IMPACT CIL offers a Community Technology Center/Learning Lab that is available upon an appointment request. Individualized assistance is available for keyboarding skills, WORD, PowerPoint, Email, Internet usage, as well as other basic career development skills (resume and cover letter writing and job searching).

2. What policies and procedures will be established to promote coordination of supportive services delivery?

Through partner meetings and continuing cross-training among partners, policies and procedures may be established to promote coordination of supportive services delivery by ensuring that:

- Sufficient supportive services funding is available.
- Skilled program leaders and staff maintain linkages and coordination.
- Collaborative partners share a common purpose and understand the customer's needs.
- Initiatives with a customer do not take a "one size fits all" approach.
- The timeline for the customer career plan must be reasonable.
- Communication among collaborating partners by utilizing partner referral form.

- Expand Career Center focus toward longer-term career development with Career Information System and Career Clusters.

C. Describe the coordination of services with regional economic development services and WIOA service providers (§ 679.510(a)(1)(vii)). The plan must address the following sections: 1. What economic development organizations, WIOA service providers or businesses are actively engaged in regional planning?

Illinois Department of Economic Development Regional Economic Development Team RED serves the state of Illinois with Economic Development strategies and support.

Southwestern Illinois Development Authority works with the public and private sectors to jumpstart investment and job creation & retention.

Chamber of Commerce of Southwestern Madison County represents the cities of Granite City, Madison, Venice, the Village of Pontoon Beach, and the unincorporated area known as Mitchell.

Edwardsville-Glen Carbon Chamber of Commerce represents nearly 500 businesses in the city of Edwardsville and village of Glen Carbon.

Collinsville Chamber of Commerce serves the business community in the City of Collinsville through supporting growth and economic development opportunities.

Riverbend Growth Association is both the Chamber of Commerce and the Economic Development Organization for Alton, Bethalto, East Alton, Elsah, Foster Township, Godfrey, Grafton, Hartford, Roxana, South Roxana, Wood River and the Wood River Township.

Troy/Maryville/St. Jacob/Marine Area Chamber of Commerce promotes business development and networking to enhance growth in their communities.

Greater Belleville Chamber of Commerce supports and advances business and community interests, promoting the quality of life in Belleville and surrounding communities.

O'Fallon-Shiloh Chamber of Commerce serves the city of O'Fallon and the village of Shiloh by promoting business and fostering economic growth.

Highland Chamber of Commerce serves the city of Highland. The Chamber's mission is Community Prosperity: Making Highland the best place to live, learn, work, shop and play. The chamber is an advocate and service organization for business and provides a venue through which business professionals can take effective action for the progress and growth of their communities.

East Side Aligned promotes policy, practice and investment across sectors to ensure all children &

youth within the greater East St. Louis area are supported and ready for life.

Madison County Community Development houses an economic development division that offers a wide range of programs to help businesses cost-effectively locate and expand their operations within Madison County. These programs are designed to provide assistance in the form of tax incentives, business financing, infrastructure development, employee recruitment and training, and general technical assistance such as confidential site location services. A network of economic development assistance organizations, staffed by experienced professionals at the state, regional, and local level, are linked together in Madison County to provide optimum assistance to businesses interested in development or expansion in the County. This network is ready to utilize all available resources to confidentially develop a comprehensive incentive proposal.

St. Clair County Intergovernmental Grants Department (IGD) The Intergovernmental Grants Department serves as an umbrella agency containing three divisions providing services to the public. They are Community Development; Community Services; and Workforce Development. Economic Development activities are also administered by IGD's Executive Director.

LWIA 22 and 24 One-Stop MOU Partners (core and other partners) actively promote and administer services for both businesses and individuals under the Workforce Innovation and Opportunity Act (WIOA).

2. What economic development organizations, WIOA service providers or businesses were invited to participate but declined?

No organization declined to participate.

D. Describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate (§ 679.510(a)(1)(v)).

If an issue is found that is not addressed in our local MOU's, we will proceed as follows: In the event of a need for administrative cost pooling or coordination, the parties involved will enter negotiations. Any administrative costs will be reviewed by the partners and examined for appropriate cost allocation. The results of this procedure will determine the course of action to be taken to address administrative costs sharing.

If an issue arises that is not addressed by the MOU and budget, the local WIOA agrees to absorb any administrative costs until such time that appropriate cost allocation can be reviewed and negotiated among the one-stop partners. Given the current state budget crisis and its toll on one-stop partner budgets, this would be the most effective way to address administrative costs in a timely manner. Recent examples of partner negotiations include the One-Stop Operator Consortium and the agreement to negotiate the funding of a resource room Business Services Representative after the expiration of a proposed service integration grant.

E. Describe how *responsiveness, inclusivity and accessibility* ⁶ is or will be incorporated in the regional service integration strategies, including job seekers and employers.

Southwestern Illinois Area Planning Council #522 in partnership with the St. Clair County Intergovernmental Grants Department hosts a bi-monthly meeting with regional educators, community-based organizations and employers to discuss education and workforce needs. The Homeless Coalition of St. Clair County (HCSCC) attended a recent meeting and brought up a need for their clients to have transportation. HCSCC stated that some of their clients wanted employment in the warehouse and manufacturing tract along the Highway 255/111 corridor in Edwardsville. HCSCC also brought up that the Salvation Army location on Main Street in Belleville would be opening a homeless resources center.

Recognizing the need to provide convenient healthcare training opportunities to its employees, Memorial Hospital partners with Midwest Career Source Vocational School (MCS) and St. Clair County's Intergovernmental Grants Department (IGD) to create a unique opportunity to "grow" its direct patient care team and help reduce turnover in entry level roles. The program is targeted at employees working in other hospital departments who have a passion for a role in direct patient care. Currently, MCS offers a patient care technician (PCT) program at Memorial, however, there is a desire to expand program offerings in the future to include other roles in direct patient care. Memorial's goal was to implement this training opportunity as a pilot for other healthcare career needs. If there are not enough internal candidates to fill the class, we take referrals from our employees or from a list of applicants who have applied to work at BJC but need additional training for the role.

Person-centered planning is a growing priority across local workforce areas, focusing on understanding the unique needs, strengths, and goals of job seekers and program participants. Through service integration and strong partner collaboration, referrals are timelier and more effective, and services are better coordinated. This approach streamlines service delivery, reduces duplication, and improves outcomes by ensuring participants receive comprehensive, responsive support aligned with their employment goals.

CHAPTER 3: VISION, GOALS AND IMPLEMENTATION STRATEGIES

This section will outline how the Local Workforce Board(s) will coordinate the regional workforce, education and economic development activities with regional activities that are carried out in the local areas. The responses must illustrate that business, education and workforce development stakeholders have provided input and are involved with the development of the strategies and to ensure alignment with other plans.

- A. Describe the local strategic vision to support state and regional economic growth (§ 679.560(a)(5)). Describe how this aligns with the State of Illinois' vision and principles (page 1). Include a description of how the region and local areas will accomplish the local strategic vision and support state and regional economic growth.

The strategic vision for EDR 9 and Local Workforce Innovation Area 22 and 24 (LWIA 22 and 24) is to provide business-driven talent and data-driven solutions that integrate education, workforce, and economic development resources across systems to provide businesses, individuals, and communities with the opportunity to prosper and contribute to growing the regional and state economies. Our vision aligns with the State of Illinois' vision, as declared in the 2024-2028 State of Illinois WIOA Unified State Plan, to foster a statewide workforce development system that supports the needs of individuals and businesses to ensure Illinois has a skilled workforce to effectively compete in the global economy.

Utilizing essential labor market data, this Regional Plan provides equal opportunity and equitable access for area residents to achieve economic independence and improved quality of life. These opportunities are provided through a collaborative workforce development system built on the solid foundation of strong partnerships with local businesses, integrated services, robust career pathways, and cross-agency connections. The combined efforts of all players in the local workforce will promote life-long learning and proactively address the talent and technical skill needs of employers in our region.

This is achieved through a comprehensive Illinois workNet Center and access sites throughout our 9-county region. These locations provide business driven services, with emphasis on developing and strengthening career services for businesses and job seekers, strive for continuous improvement, and provide accountability for results. By providing training and education to those who are unemployed or underemployed, as well as offering supportive services - such as employment readiness, resume building, interviewing skills, job referrals, mileage reimbursement, childcare, uniforms, etc. - to assist special populations facing increased obstacles to success, the LWIB will nourish and expand the local skill and talent pool for high-demand occupations in the region.

- B. Describe the local goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment) and goals relating to the performance accountability measures based on performance indicators (§ 677.155(a)(1)). Include a description of how the region and local areas will accomplish local goals for preparing an educated and skilled workforce and goals relating to performance.
- Develop curriculums that align with the state's elementary and secondary education content standards which will specify what adult education learners should know and be able to do in the areas of reading, language arts, mathematics, and English language acquisition.
 - Promote transition from adult education to postsecondary education and employment through career pathways by providing adult education instructional services that are contextually related to workforce training and the needs of employers.
 - Assist immigrants and English language learners in (a) improving reading, writing, math, speaking, and comprehending the English language and (b) acquiring understanding of American government, individual freedom, and responsibilities of citizenship.
 - Establish high quality professional development programs to enhance the instructional services provided by adult education providers.
 - Operate established One-Stop centers for services to employers, with job seekers prepared to meet employer hiring needs.
 - Promote educational attainment and credentials that meet employer hiring needs.

- Develop and support workforce strategies that respond to current economic conditions and specific regional and local needs, customizing services for specific employers.
- Proactively address future workforce needs.
- The community colleges are committed to improving methods to accurately track the employment of all completers and document the anecdotal data presently collected that demonstrates successfully obtaining a recognized academic credential. The credential will lead directly to employment in the field of study with employment continuing into the second and fourth quarter after exit. A valuable resource to find Illinois colleges that best fit a student's educational priorities and career goals within the state is the website, *Illinois College2Career* at <https://www.ilcollege2career.com>.
- Further develop the existing pipeline to area middle and high schools so their usage of the Illinois Career Information System increases. The Junior version (grades 5-8) and Standard (grades 9-college) provide learning plans and portfolios that are portable to Illinois schools. Curriculum in all subject areas is included, with an emphasis on the required state standards on career investigation and planning.
- Continue to utilize and expand the usage of the Jobseeker version of the Career Information System in the Illinois Job Centers, where customers can receive staff assistance in establishing their portfolio career plan.
- Assist veterans who access services in the job centers to make career goals based on their interests, establish career plans utilizing all job center partner services and support including financial.
- Ensure that educational goals for persons with disabilities are appropriate and provide necessary support services for success.
- Actively engage students with disabilities while in secondary school to ensure smooth transition to post-secondary school and/or workforce.

Title 1-B PY 2025-2026 Performance Goals

Performance Measurement	LWIA #22	LWIA #24
Adult Employment Rate 2 nd Quarter After Exit	80.0%	74%
Adult Employment Rate 4 th Quarter after Exit	78.0%	70%
Adult Median Earnings	\$11,00	\$9,000
Adult Credential Attainment	78%	76%
Adult Measurable Skills Gains	65%	73%
Dislocated Worker Employment Rate 2 nd Quarter After Exit	82.0%	75%
Dislocated Worker Employment Rate 4 th Quarter After Exit	80.0%	75%
Dislocated Worker Median Earnings	11,000	\$10,700
Dislocated Worker Credential Attainment	75%	80%

Dislocated Worker Measurable Skills Gains	70%	75%
Youth Employment/Placement in Education Rate 2 nd Quarter After Exit	72.0%	67%
Youth Employment/Placement in Education Rate 4 th Quarter after Exit	72.0%	69%
Youth Median Earnings	\$3,500	\$3,500
Youth Credential Attainment	74.0%	77%
Youth Measurable Skills Gains	65%	65%

Regional Adult Education Performance Measures

National Reporting System – FY2025 Illinois Targets

Rolled-up Level Completion	41%

PY 2024-2025 Performance Targets: Jobs for Veterans State Grant Funded Services <i>(Source: ETA-9173 for JVSG)</i>	
Employment Rate - 2nd Quarter After Exit <i>(Source: Item D.1, Total Current Period column)</i>	58.0%
Employment Rate - 4th Quarter After Exit <i>(Source: Item D.2, Total Current Period column)</i>	59.0%
Median Earnings - 2nd Quarter After Exit <i>(Source: Item D.3, Total Current Period column)</i>	\$8,500

- C. Provide a description of the regional and local strategies that will achieve the vision and principles. This section must include a description of the strategies and services that will be used in the local areas:

1. To facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations (§679.560(b)(3)(i));

Outreach is conducted to employers posting job orders to develop awareness of recruitment assistance available from the One-Stop Centers which may include on-the-job training grant opportunities, facilities for job fairs, interviewing, or testing, and some level of candidate screening. Additional services are offered to employers to strengthen the workforce in the form of work-based learning: on-the-job training; incumbent worker training; paid work experience and apprenticeship opportunities. Outreach to small businesses occurs through partnerships with the local chambers of commerce. BST members provide outreach at chamber sponsored events and educate small businesses on regional services. In-demand occupations and employers for in-demand occupations

are targeted for outreach by the BST once identified by monthly LMI at monthly BST meetings.

The local One-Stop Centers in Region 9 provides the following services that also support the workforce system: assessment of hiring needs, customized recruiting, job-postings, veteran recruiting, training grants for skilled, new and incumbent workers, soft-skills training, labor market information and space for hiring events.

2. To support a local workforce development system that meets the needs of businesses in the local area (§ 679.560(b)(3)(ii));

The two leading organizations representing EDR 9, St. Clair County Intergovernmental Grants Department – Workforce Development Group and Madison County Employment & Training, currently administer the WIOA grants as well as an existing Apprenticeship Expansion Grant. Both entities, as county departments, have been able to utilize the local government support and existing resources to effectively serve businesses throughout the region. This has enabled not only the administration of WIOA business services, but also the county (and state) incentives vital to not only retain businesses, but to help them thrive and expand. In addition, both organizations have led the formation and growth of the Regional Business Services Team. This team is dedicated to providing business services across EDR 9 and has grown to incorporate Business Services Representatives, and the focus on work-based learning, including registered apprenticeships. All of this has led to strong relationships within our regional business community, which in turn has led to business “buy-in” and participation when it comes to projects such as the Apprenticeship Expansion Grant.

Both St. Clair County Intergovernmental Grants Department – Workforce Development Group and Madison County Employment & Training have greatly utilized their extensive partnerships when it comes to key stakeholders within EDR 9. Representatives from both organizations, including the Business Services Representatives, participate in numerous committees and workgroups connected to chambers of commerce, economic development organizations and social service agencies. This has been vital to serving the business community and also is critical to implementing the TPM strategies throughout the region. These key relationships also allow the consortium to reach out to the harder to serve populations in a much more cohesive fashion. In addition, both workforce development organizations serve as registered apprenticeships intermediaries and work in cooperation with the Regional Business Services Representatives to develop and grow new intermediaries.

The manufacturing sector has long been a mainstay of the Southwestern Illinois economy and is currently the top maturing industry. Each October for several years now, SWIC, at the Sam Wolf Granite City Campus, hosts “*Manufacturing Day-from Handmade to High Tech*”. Open to the public, attendees start the day at the SWIC Industrial Technology Center Open House, tour the SWIC advanced manufacturing facility, see demonstrations of cutting-edge technology, try their hand at virtual welding and meet more than 25 local manufacturers. The event is presented in partnership with the Gene Haas Foundation, Granite City Economic Development Department,

IMEC – Illinois Manufacturing Excellence Center, Leadership Council Southwestern Illinois, Madison County Employment and Training, St. Clair County Intergovernmental Grants Department, and the Southwestern Madison County Chamber of Commerce.

3. To better coordinate workforce development programs and economic development (§ 679.560(b)(3)(iii));

Our Business Services Representatives for EDR 9 are members of the EDR 9's BST. Members of the BST meet and make contact with regional businesses. Members of the BST meet monthly. In an effort to reduce redundant business contacts, the BST developed a business contact protocol. The contact protocol sets forth that the first BST member making contact with a business will do an assessment of the business to determine the business' needs, then refer to the business the BST organization or other organization that can provide the resources to the business.

Training of the BST took place in March and April of 2019. The BST members were trained on the services that each member organization had available for businesses. In order to make sure all BST members are aware of contacts that are made, a communication system for business contacts was developed. When a BST member makes a business contact, an email with the business' name as the email subject is sent to all BST members via an Outlook group contact along with a brief summary of the contact substance, person(s) contacted, and needs of the business. A follow up action is listed and a referral made if needed.

The Business Services Representatives regularly attend Chamber of Commerce meetings and events creating awareness and understanding on apprenticeships, Talent Pipeline Management strategies and work-based learning opportunities. The Business Services Representative meets with the Regional Offices of Education and School Superintendents to create awareness and understanding on apprenticeships, Talent Pipeline Management strategies and work-based learning opportunities.

4. To strengthen linkages between the one-stop delivery system and unemployment insurance programs (§ 679.560(b)(3)(iv));

EDR 9 has two one-stop centers, one full service in Belleville that has Unemployment Representatives on site to address questions, issues and assist with filing claims online. The other center in Wood River provides direct linkage, computers for self-service filing of claims and phone to call customer service 1-800#. All staff located in the centers refer customers for employment and training services.

5. To promote entrepreneurial skills training and micro-enterprise services (§ 679.560(b)(4));

EDR 9 participates in initiatives of the Small Business Development Center at SIUE and encourages customers in the One Stop Centers to explore additional opportunities for small business startups.

The SIUE Small Business Development Center (SIUE SBDC) is a service to the community supported by the U.S. Small Business Administration (SBA), Illinois Department of Commerce and Economic Opportunity, and Southern Illinois University Edwardsville (SIUE) School of Business.

SIUE operates two Small Business Development Centers and the International Trade Center. All Centers provide resources and information to Southwestern Illinois entrepreneurs, business owners, small business service providers, and the university community.

By assisting entrepreneurs and companies in defining their path to success, the SBDC network positively impacts the Southwestern Illinois Region by strengthening the business community, creating and retaining new jobs, and encouraging new investment. The SBDC enhances Southwestern Illinois's economic interests providing one-stop assistance to individuals by means of advising, training, research, and advocacy for new ventures and existing small businesses. When appropriate, the SBDC strives to affiliate its ties to the Southwestern Illinois Region to support the goals and objectives of both the SIUE School of Business and the University at large.

6. To implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers (§ 679.560(b)(3)(v)).

Our Regional Business Services Team, is currently working with the regions high school career and technical education facilities and programs to develop partnerships with local businesses to develop apprenticeships and work-based learning opportunities. Some of these facilities and programs are in underserved areas and have a large portion of students that qualify under the Workforce Innovation & Opportunity Act of 2014 (WIOA) eligibility requirements.

The Business Services Representative gives presentations to local high school classes on apprenticeship and work-based learning opportunities that exist and how to connect with those opportunities. The Business Services Representative educates on the employability skills necessary to get and retain employment and where to learn these skills to increase the students' chances of getting and retaining employment.

Kaskaskia offers a non-credit training on Essential Workforce Skills which students can earn a badge for through our badging system. We would welcome the opportunity to expand this training. More information can be found [Essential Workplace Skills - Kaskaskia College](#) .

Our BST is working with local businesses in target sectors to host site visit events for the area high school students to develop interest in the businesses and to develop interest in possible apprenticeships with the businesses. The BST is also working with local businesses to host events for high school student's parents in order to get parental buy-in for possible apprenticeships.

The Business Services Representatives are working with the local high schools in an effort to get

the schools to use the Illinois Career Information System (ICIS) to access the students in order to know what career cluster the student's assessment identifies. The goal is to identify the career cluster, find out what jobs contained in the cluster interest the students and provide contextualized instruction for the identified jobs.

The Business Services Representatives are on a committee to develop a yearly career fair for the St. Clair County high school career and technical education programs. The first career fair was held on March of 2024. Kaskaskia College in partnership hosts a career fair on our campus yearly during the fall semester for all high schools in our district. It is in partnership with Marion, Clinton and Washington Counties Career & Technical Education Center.

The plan is to start with St. Clair County schools and to expand to include all of the schools in Economic Region 9.

The Business Services Representatives meets with all three community colleges in Region 9 to coordinate partnerships with the community colleges and the schools, businesses, and community-based organizations.

St. Clair IGD is currently engaged in an IWT project with MAC Medical to train 10 registered apprentices in welding. IGD will pay for the related training instruction and OJT for the apprentices.

EDR 9 will host four sector-based employer roundtable events each year to promote business services and work-based learning resources available to businesses.

- D. Describe regional strategies that will increase apprenticeship and other work-based learning opportunities.

Economic Development Region 9 Apprenticeship Consortium

EDR 9 Apprenticeship Consortium has requested funding for several apprenticeship proposals over the past couple of months. The EDR 9 Apprenticeship Consortium has chosen the medical and manufacturing sectors for this work. Both sectors are highlighted in the Unified State Plan as well as the WIOA Regional Plan for EDR 9.

Working as the Business Services Representatives, the Consortium will immediately pursue formal DOL approved apprenticeships for Gulfstream to provide a new approach for recruitment and training. Gulfstream has expressed their strong desire to be part of this opportunity. West Star Aviation, located in East Alton, Illinois, plans to utilize the Department of Labor approved Airframe and Power Plant Mechanic apprenticeship program. West Star has implemented 3 cohorts of the West Star Academy hiring and training employees. The educational provider is Southwestern Illinois College (SWIC) and the educational component will be an Associate in Applied Science Degree for Aviation Maintenance Technology. The classroom portion is 75 credit hours in length, and the anticipated length of the apprenticeship is 8,000 hours. EDR 9 is in an enviable position in that all of the WIOA Core partners and many of our non-core partners have already come together to create a formal Regional Business

Services team. This team holds regular meetings and has been granted access to and trained on the Illinois Job Link system as a means to operate cohesively under one system. Based on conversations with other Local Workforce Area Directors, this is unique to our region. By utilizing WIOA partners in our navigation plan, the Consortium will be able to leverage existing relationships, address eligibility and capacity issues and concerns, and cover a much broader geographical region. The Consortium expects that this model will vastly increase awareness and the rewards of apprenticeships to both employers and job seekers.

The Business Services Representatives from both LWIA 22 and LWIA 24 will educate employers and the public on the use of apprenticeships and Talent Pipeline Management strategies to produce a skilled workforce using WIOA eligible individuals and individuals with barriers. The team will educate employers and the public on responsiveness, inclusivity, and accessibility in the workforce. The Business Services Representatives educate employers and the public on using the Illinois Career Pathways Dictionary in order to standardize language and understanding and using the Illinois Career Information System to access student's career pathways.

The Business Services Representative's anticipated goal under this project is to develop apprenticeships for the occupations of Certified Medical Assistants, Aviation Maintenance Technicians, Avionics Maintenance Technicians, Industrial Maintenance Technicians, Diesel and Auto Mechanics, and Welders and other occupations as the need is identified by Labor Market Information. Every effort will be made to identify non-traditional occupations across all sectors.

The Business Services Representatives will assist the Community Colleges, Regional Offices of Education, Employer Associations, Employers and regional high schools to become intermediaries and provide technical and resource support in order to increase the number of effective intermediaries available to grow apprenticeships in Region 9.

Bridging the Talent Gap Report

A main reason employer survey respondents experience difficulty in hiring includes the lack of the right skills for the job (48%). 80% of respondents report that their business does not provide any support for work-based learning. 65% of respondents indicated that they did not currently work with a local education provider to assess skill gaps. It is our hope that this report has opened the eyes of businesses that they may need to work with the local one-stops in our region for assistance with work-based learning opportunities, including apprenticeships.

Southwestern Illinois Regional Apprenticeship Meeting

Madison County Employment & Training, St. Clair County Intergovernmental Grants Department and the City of Collinsville hosts a Southwestern Illinois Regional Apprenticeship Meeting from 9 a.m. to noon Thursday, each October at Collinsville's Gateway Convention Center. The meetings feature presentations and panel discussions exploring the apprenticeship opportunities in our local area. Area

business leaders, training providers, workforce professionals, and apprentices explained the benefits of implementing work-based learning, and attendees learned more about growing apprenticeship opportunities as part of building a sustainable talent pipeline in our region.

Regional Business Services Representatives

When a business decides that a registered apprenticeship is a tool of value to the business, the Business Services Representatives help navigate the business through the apprenticeship process from start to implementation of the apprenticeship. The team facilitates the contact between the business and the intermediary and provides any needed technical assistance to the business. An example of technical assistance to a business is sitting down with a business to analyze talent flows to see where their current talent came from.

The Regional Business Services Representatives assist pre-apprenticeship participants in transitioning to registered apprenticeships, for example, identifying to participants the requisites necessary to enter a registered apprenticeship.

Our Business Services Representatives have held meetings with businesses and educational providers from secondary and post-secondary education to use apprenticeships as a part of the TPM System. The team will continue to look at program offerings by the high school career and technical education programs and make recommendations on how to strengthen those programs to achieve better results with more recognized credentialing.

- E. Describe initiatives to shorten the time from credential to employment and address how the area will work with the education system to begin putting training opportunities in place to meet this strategy.

Digital Badging. SIUE has partnered with Acclaim to provide professionals with a digital version of their earned credentials. Digital badges can be used in email signatures or digital resumes, and on social media sites such as LinkedIn, Facebook and Twitter. This digital image contains verified metadata that describes the professional's qualifications and the process required to earn them. SIUE currently offers 10 STEM badges and on-line certificates.

Kaskaskia College is also developing a digital badging program to promote qualifications and non-credit training that participants can use on resumes and social media sites.

Talent Pipeline Management (as defined in Section F) is another initiative to shorten the time from credential to employment. Strategy 2 (Engage in Demand Planning) addresses the quantity, location, and time in which talent needs to be ready for critical jobs identified by the employer collaborative. Strategy 3 (Communicate Competency & Credential Requirements) addresses the final missing piece – quality – by addressing the competency, credentialing, and other hiring requirements for these jobs. Employers need to work together to create a common language in describing skills, competencies, credentials, and other hiring requirements. Through a shared language, employers in a collaborative

can better communicate similarities and differences in hiring requirements to education and workforce partners. Strategy 3 takeaways are to understand the importance of better communicating competency and credentialing requirements to fill critical positions, to identify opportunities for employers to better communicate and prioritize hiring requirements, and how to combine and share the results of employer demand planning and communicating competency and credentialing requirements.

F. Describe the steps that will be taken to support the state’s efforts to align and integrate education, workforce and economic development, including:

1. Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its regions.

EDR 9 employs the initiative, TPM, developed by the US Chamber of Commerce Foundation. TPM is a demand-driven, employer-led approach to close the skills gap that builds talent supply chains aligned to dynamic business needs. The demands of today’s economy require a strategic alignment between classroom and career, so through this approach, employers play an expanded leadership role as “end-customers” of our education and training systems. TPM is a workforce strategy for our time that can meet the needs of an ever-changing business environment.

2. Expanding career pathway⁷ opportunities through more accelerated and work-based training and align and integrate programs of study leading to industry-recognized credentials and improved employment and earnings.

In order to enhance the current WIOA services to expand career pathways, integrate programs of study to lead to industry-recognized credentials, and improve job opportunities and earnings, EDR 9 will plan and develop the following steps for a results-driven workforce development system:

- Engage employers and use labor market intelligence in determining providing training and hiring options in their industry sector.
 - Develop and implement earn-and-learn job opportunities with employers through on-the-job training, internships and apprenticeships.
 - Measure and evaluate employment gained by program enrollees and earnings outcomes by target enrollment group.
 - Promote steppingstones for employment from entry, to advancement, to career.
 - Promote competency attainment in industry sectors with training skills.
3. Expanding career services and opportunities for populations facing multiple barriers to close the gap in educational attainment and economic advancement through career pathways and improved career services.
 - Perkins V- reauthorized in 2019 as Strengthening Career and Technical Education Act for the 21st Century, develop more fully the academic knowledge and technical and employability skills of secondary and postsecondary students enrolled in CTE programs of

study, increasing the employment opportunities for special populations. Perkins V staff have a presence in all three community colleges in our region.

- DVR provides a program entitled "Community College Initiative". If a customer meets the approval criteria, he/she will be funded by DVR to begin and obtain an Associate's Degree. Bachelor's and Master's Degree programs may also be funded if approval criteria are met.
- DVR will also provide reasonable accommodations for the disabled individual if necessary.
- SWIC and L&C provides career services not only to students and graduates through their Career Services Department but has dedicated staff at the WIOA Career Services offices on the Belleville Campus, Granite City Campus and at the East St. Louis Higher Education Center performing general career services to student and the general public. In addition, by providing a single point of contact for WIOA students, the students receive additional job search assistance and counseling during their program of study. L&C also has IL High School Diploma classes at the MCETD One Stop Center. SWIC and L&C provides career services not only to students and graduates through their Career Services Department but has dedicated staff at the WIOA Career Services offices on the Belleville Campus, Granite City Campus and at the East St. Louis Higher Education Center performing general career services to student and the general public. In addition, by providing a single point of contact for WIOA students, the students receive additional job search assistance and counseling during their program of study. L&C also has IL High School Diploma classes at the MCETD One Stop Center. Kaskaskia College also provides Illinois High School Diploma classes at our education centers and main campus.
- SIUE's Career Development Center incorporates career counseling and development with co-ops and internships in a comprehensive program to prepare students to enter the world of work. Serving SIUE students and alumni, they provide a starting point to access valuable career information. Through comprehensive services, their experienced staff help students and alumni connect with employers and find the resources they need. They also work with employers seeking to network with and hire SIUE students and alumni.
- Monthly meetings of the Regional ROE Transition Planning Committee and monthly meetings of the Area Planning Committee will continue with program information sharing and updates on educational opportunities and bridge programs.
- The IDES Labor Market Economist continues to provide training to DRS vocational rehabilitation counselors on the Illinois Career Information System, including the portfolio feature, to assist clients with planning and achieving career goals after investigating and comparing available options.
- The IDES Labor Market Economist continues to provide training to WIOA staff in the job centers on the Illinois Career Information System, including Career Plan.
- EDR 9 seeks to develop a stronger pipeline to juvenile and adult probation, both state and federal for enhanced career and employment services.
- The Hire the Future program provides presentations on career/job readiness to youth probationers.
- The Re-Entry Employment Service Program (RESP) helps people with criminal records find a job. RESP also provides job readiness workshops and services.
- Madison County Employment and Training presents job readiness workshops to residents at the Madison County Housing Authority.

- Connection to Success offers a holistic approach to pathways to employment. Services include coaching, weekly group sessions, employment support, mentoring, personal and professional development, transportation and used vehicles.
- L&C Adult Education's Building Futures YouthBuild effort provides a comprehensive model of youth development for out-of-school young people. This includes IL High School Diploma classes, vocational training, case management and counseling, leadership development, a stipend so youth can earn while they learn and follow up and transition services for a year or more after programming.
- Kaskaskia College provides ICAPS programming for participants in the Adult Education program. Adults can obtain this Illinois High School diploma while simultaneously participating in college classes to jump start their post-secondary education.
 - Certified Nursing Assistant (CNA)
 - Welding
 - Automotive Technology
 - Carpentry
 - Disability Support Services

G. Describe how goals established in this plan will be monitored and evaluated.

Every year in January, the partners involved in the local and regional planning process will meet to evaluate the goals written into each plan. This is done to amend, if necessary, the local and regional plans as required by the WIOA Act.

H. Describe how responsiveness, inclusivity and accessibility is or will be incorporated in the implementation of regional workforce, education, and economic development strategies.

Apprenticeship opportunities for students with disabilities have been established in EDR-9. Apprenticeships for students participating in the PACE program, formally known as the STEP Program have been developed and shown great success with assisting high school students in obtaining and maintaining gainful employment beyond graduation. Apprenticeships have been established between Collinsville High School, and the Gateway Convention Center, Edwardsville High School and the ACT -All County Transit Bus System, Granite City High School and Weber Chevrolet, and Scoggins Law Office, and Icon Mechanical. Bond County High School and Supplied Energy. Apprentice occupations are: landscaping/groundskeeping, housekeeping, event set up, bus sanitizer, warehouse worker, law office receptionist, safety assistant. Additional apprenticeships have been established for non-profits assisting individuals with disabilities in the areas of childcare assistant, housekeeper, pool maintenance assistant, animal care attendant, and librarian.

Person centered planning will also be instrumental in understanding the needs of participants and job seekers, helping to braid funding and opportunities. Person-centered planning supports individuals with disabilities by ensuring services are guided by each individual's strengths, goals, and support needs. This approach promotes meaningful participation in education, training, and employment by aligning services with personal interests, abilities, and necessary accommodations. Through coordinated service delivery and partner collaboration, person-centered planning reduces service gaps, improves access to integrated supports, and increases opportunities for competitive, integrated employment. As a result,

individuals with disabilities receive more responsive, effective services that support long-term independence and economic self-sufficiency.

Soulcial Kitchen has established a food truck court and restaurant in Swansea, Illinois. The restaurant serves as a commissary and training facility for individuals with intellectual disabilities, veterans, and other hard-to-hire personnel that are Workforce Innovation and Opportunity Act (WIOA) funding eligible. The unique program, the first of its kind in the United States, provides access to a two-year registered apprenticeship (Cook – Restaurant and Mobile operations) developed with the U.S. Department of Labor’s Office of Apprenticeship. Upon successful completion of the apprenticeship the individual will have the opportunity to receive private funding to launch their own food truck and develop a unique hospitality business with an established route to market.

One of the ways that equity can be explored and goals developed is by participating in the Comprehensive Local Needs Assessment (CLNA) required as we undertake implementation of Perkins V. The following is taken directly from the plan, “the CLNA process is meant to be completed alongside a diverse body of external stakeholders ... Using responsiveness, inclusivity and accessibility, the CLNA requires disaggregation of data to highlight, analyze, and work toward closing equity gaps for underserved populations. The CLNA process also crosswalks Perkins V and the Workforce Innovation and Opportunity Act (WIOA) requirements for standards and examination of equity and access for specific student subpopulations (Perkins V). Community colleges are required under Perkins V to engage a diverse body of stakeholders in the CLNA process.” In order to achieve equity, local boards and partners must be able to reflect on how existing practices and systems may be creating barriers for underrepresented and marginalized groups. They must then be willing to make changes that rectify these inequities. Participating in the CLNA process will guide our development of equity goals as well as ensure that we prepare action plans in order to achieve these goals.

One example of promoting accessibility access and overcoming a barrier for students is to offer services in multiple locations so that they are able to access services in a less intimidating location that may be closer to home. This effort is especially helpful for communities of color, English Language Learners and adult education students, many of whom have not had the experience of navigating a college environment. L&C is doing this at its Scott Bibb Center in the Alton community. This location focuses primarily on adult education students and offers the first semester of Integrated Education and Training in several career pathways. Integral to this first step of training is a comprehensive and high support first semester that also builds in the next step – a transition to CTE whenever appropriate.

Another example is L&C’s NO Nelson Center in Edwardsville reducing barriers for our English language learners and by offering ESL classes in a convenient, accessible location that data shows is near where most of our ESL students live. Once they have built their skills, we focus on transitioning them to CTE courses when they are interested in pursuing them.

L&C will be hosting the Alton Area’s Clean Jobs Workforce Network. L&C’s Scott Bibb Center will

become a CEJA HUB for the area's Climate and Equitable Jobs Act and will provide Clean Energy workforce training in solar and energy efficiency as well as a Clean Energy Bridge course for equity-eligible populations in the coming year. Demand-driven clean energy and related trainings will be added in the years to follow.

All DVR staff have been trained on Disability and Inclusion. In addition, we are getting ready to hold a Trans Humility Training for Regions 4/5 DVR staff next month. DVR Metro East (Madison and St. Clair County) has a pilot project in the works to do Digital Outreach and Education for potential customers.

Title 1B, under the equitable lens, advocates for participants to their training providers if they need a reasonable accommodation or modification that will allow them to complete the requirements of their program within the guidelines of the provider.

Southwestern Illinois College (SWIC) submitted an application for a Workforce Equity Initiative (WEI) Grant from the Illinois Community College Board for East St. Louis and surrounding areas. The principal goal of the grant is to provide accelerated workforce training programs and supportive services for the targeted population that will ultimately lead to employment in high-skilled, high-wage occupations. SWIC's overarching objective is to increase minority enrollment with emphasis on Health Sciences, Information Technology, HVAC, and Manufacturing program opportunities in the service region through expansion and development of programming and support services by the grant conclusion. This project would continue to actively promote equity and expand previous WEI programming while also embedding academic and personal support into previously established programs. In broadening the scope of the previous project, SWIC will address a larger array of gaps in workforce equity, with specific regard to the African American community. The overall project objectives will allow SWIC to establish new, streamlined avenues for strategic workforce placement that lead to at-risk and African American populations receiving training and credentials to support a fiscally sustainable lifestyle. WEI funding from the 2020 fiscal year resulted in a strong focus on racial equity with 70% of participants identifying as African American. This grant set the groundwork for other SWIC projects which promote racial equity, including a Cannabis Industry Certificate program designed to target communities disproportionately impacted by the criminalization of cannabis. Pending ICCB approval, SWIC will be working with local dispensaries and cultivation centers who actively hire from minority populations. SWIC also participates in a community revitalization project centered around Venice, Illinois, which seeks to impact holistic change to a historically underserved African American majority population through affordable housing, a health center, a new grocery store, and workforce training center.

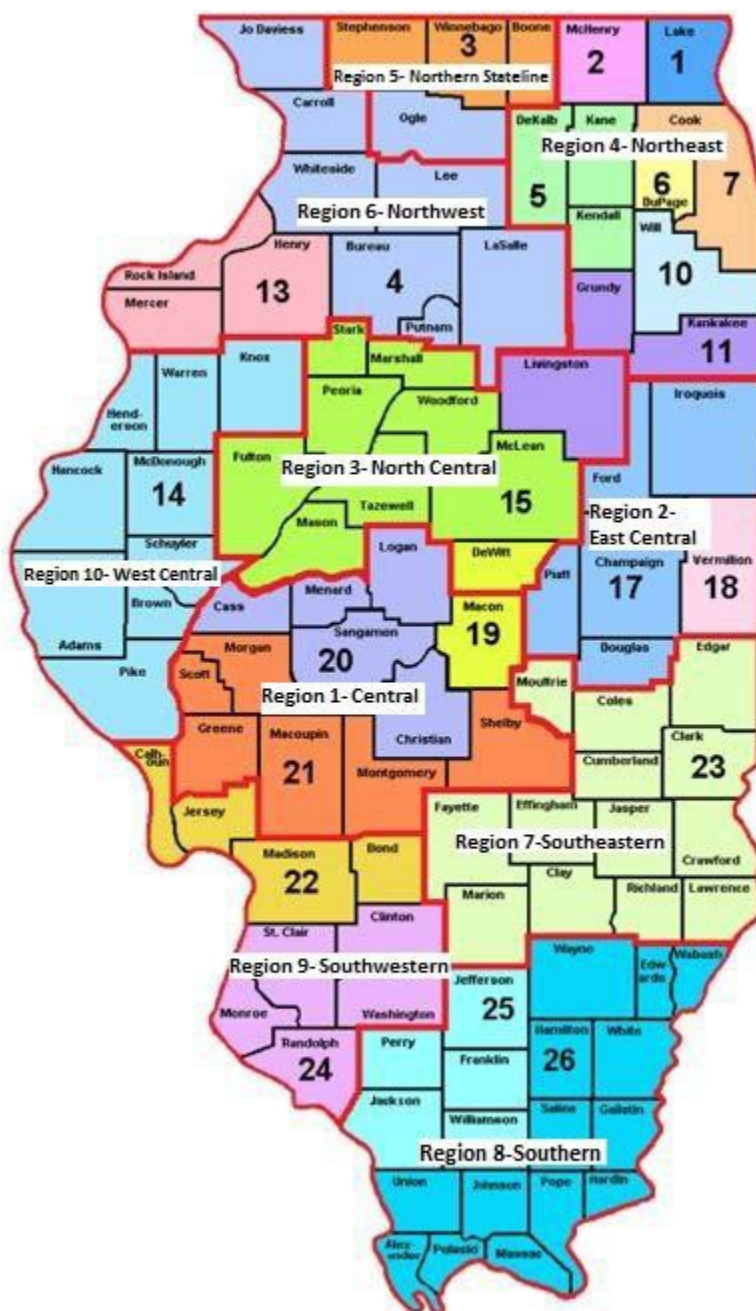
Kaskaskia College also is the recipient of the WEI grant for their district. KC serves students in Health Sciences, Information Technology, HVAC, Welding, Carpentry Occupations, and Automotive Technology programs.

SWIC is also in the planning stages of constructing a new manufacturing training academy which will actively support the enrollment and employment of women and minorities. As with construction and building trades, regional demographics of the manufacturing industry overwhelmingly trend white and

male, and the college aims to balance that through equitable recruitment and programming, with a goal of at least 40% of manufacturing students identifying as minority and 25% identifying as women.

⁷ The [State of Illinois Career Pathways Dictionary](https://isac.org/pace/cp_dictionary_11-13-18_final.pdf) is available at isac.org/pace/cp_dictionary_11-13-18_final.pdf

APPENDIX ITEM I
REGIONAL ECONOMIC DEVELOPMENT REGIONS AND
LOCAL WORKFORCE INNOVATION AREAS
UPDATED JULY 1, 2019



E) “Establish administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, in order to meet the Region’s needs”

At this time the establishment of administrative cost arrangements, including the pooling of funds for administrative costs is not appropriate or needed for the St. Louis Region.

F) “The Regional Plan will address the coordination of transportation and other supportive services, as appropriate, for the region and must address how individuals will be served given differing local Supportive Service policies”

Supportive service awards, whether for adult, dislocated worker, or youth participants are intended to enable enrolled individuals to participate in workforce-funded programs and activities to secure and retain employment. Based on individual assessment and availability of funds, supportive services such as transportation, childcare, dependent care, and needs-related payments, may be awarded to eligible participants on an as-needed basis according to the administering Area’s Supportive Service Policy.

Local Areas may call other Areas within the Region when funds are limited to collaborate on providing supportive service. For instance, if a participant from one Area is offered an On-the-Job Training position at an employer located in another Area, the two Areas may work together to provide the training and/or supportive service.

Local Areas agree to note services provided to each participant, including Supportive Service, in the State’s case management system. This ensures no duplication of service.

G) “The coordination of services with regional economic development services and providers....”

The six LWDAs are collaborating with the following to coordinate services with regional economic development services and providers:

The Greater STL, East-West Gateway Council of Governments, St. Charles County Chambers, St. Louis Economic Development Partnership, the Leadership Council Southwestern Illinois, EDC Business & Community Partners St. Charles County, St. Louis Development Corporation and the Missouri Partnership.

The LWDAs participate in planning meetings and regional economic development events. LWDAs use data, analysis and reports from such economic planners as those mentioned above in Section D of this document to ensure service and expenditure Plans address the coordination.

H) “Establish an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for and report on the performance accountability measures described in Section 116(c) for the local areas or the planning region....”

The St. Louis Region has collaboratively developed a negotiation agreement for the Planning Region. In accordance with and allowed in OWD Policy 04-2023, Local and Regional Plan Guidelines for Local Workforce Development Boards, the Local Boards in this region elect to negotiate and report performance independently.

The St. Louis Metropolitan Regional Directors' Consortium Coordination Strategy

The six individual WIOA local regions that make up the St. Louis Metropolitan Region agree to the following service strategies:

1. Act as regional steering committee made up of at least the Local Area WIOA Directors.
 - The Committee will meet on a regular basis to share information on new initiatives, as well as, challenges found in the Region.
 - This committee will provide a forum for local areas to solve problems of common concern, develop and implement joint strategies and/or policies.
2. Build consensus around broad goals and strategies.
 - Shared goals to be discussed may be to increase the proportion of households in the region earning a family-supporting wage, decreased long-term reliance on income subsidies or to address the specific skill and talent needs of local industries/sectors.
 - The Region originally selected manufacturing and healthcare as the first sectors in our joint sector strategy initiative as required by WIOA. Recently, the Region has added Information Technology (IT) as its third sector initiative. The strategies developed to address the workforce needs of the two original sectors will continue to be implemented and updated. The Region will work together to develop new initiatives to meet the expanding needs of the IT sector in the St. Louis Metropolitan Region.
 - The regional collaboration will provide a clearinghouse for labor market information by linking existing resources, researching information gaps and marketing local assets.
 - The Region has begun to accomplish this by sharing workforce events in a calendar format, email blasts and through social media.
 - The Region conducts meetings of business team representatives across the Region to coordinate services to employers and avoid duplication of effort.
 - The Region also has a disability committee that crosses several local areas and invites all areas to participate, as appropriate, in service to this population.
 - Build closer alliances with local, regional and state economic development agencies to create more integration between business recruitment/retention efforts and workforce issues.
3. Develop a shared understanding of the region's customer base.
 - Work together to collect industry sector analysis throughout the Region.
 - Each area will report how local businesses are meeting their workforce needs.
 - Identify skills, talents and aptitudes of the local workforce areas.
 - Identify skill gaps as well as gaps in local systems to address the training needs.
 - Collect information on common barriers to skill attainment and employment.
4. Forge linkages between workforce development and other work-related systems
 - Identify resources outside the workforce system that can address individuals' barriers to employment.

- Identify resources outside the workforce system that can affect the growth or decline of local industries.
 - Invite outside entities to collaborate on initiatives across the Region.
 - Work to influence and align educational curriculum and career preparation between K-12, college, and vocational institutions with the workforce needs of growing business sectors in our region.
5. Building on the current Department of Labor funded initiative called Gateway Apprenticeship Hub, coordinate across regional individual WIOA local regions to support the expansion and utilization of apprenticeship as a regional workforce strategy and pursue joint funding opportunities to support sustaining this initiative.

WORKFORCE





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FOREWORD

St. Louis Community College is here for you.

St. Louis Community College (STLCC) has been a dependable pillar in the region for over 60 years, fostering students' growth in knowledge and skills to either transfer to a four-year university or directly enter the workforce. This commitment extends to learners of all ages.

STLCC is here for you with new state-of-the-art facilities. In 2025, STLCC is adding six new state-of-the-art buildings and upgrading many others. The STLCC Transformed initiative ensures our students receive the hands-on experiences they need to be ready for their next step. Our four campuses and additional locations across St. Louis City and County serve as community-embedded centers of learning.

We are expanding enrollment in our most popular programs as the new buildings open this year, including nursing, dental hygiene, welding, EMT, precision machining, automotive technology, CDL-A truck driving, and IT. These programs now feature upgraded labs and facilities to accommodate more students.

STLCC is here to support your journey as a student. STLCC supports students at every stage of their journey, offering classes, certificates, and degrees to help them advance. We also provide academic, financial, and personal support to ensure students succeed.

Online learning is a key part of our offerings, with a wide range of classes available to fit flexible schedules and support career growth. Whether students need a summer class or a full semester, our online options help them achieve their goals.

STLCC is here to support businesses in the region. We work with companies to create custom training for existing employees to grow in their current jobs or prepare for a new role within an organization. Additionally, we collaborate with employers to launch new programs and apprenticeships that attract and educate workers for a company. There are many ways a company can consider using its recruiting and training budgets to draw the workers a company needs.

While Americans' confidence in higher education has faced challenges in recent years, STLCC remains committed to providing quality education at an affordable price.

STCC is here for you.



Jeff L. Pittman, PhD
Chancellor
St. Louis Community College



Phyllis Ellison, MBA
Associate Vice Chancellor
St. Louis Community College
Workforce Solutions Group

The illiterate of the 21st century
will not be those who cannot read
and write, but those who cannot
learn, unlearn, and relearn.

Alvin Toffler

Contents

Foreword	3
Methodology	6
St. Louis Economy	8
Employer Survey	17
Artificial Intelligence	41
Spotlight on Startups	43
Spotlight on Transportation	49
Acknowledgements	53



METHODOLOGY

The 2025 State of the St. Louis Workforce report includes four distinct sections: The St. Louis Economy, a compilation of labor market information using public and proprietary sources and tools; the Employer Survey; and two Spotlight sections, focusing on Startups and Transportation.

St. Louis Economy

This section includes an analysis of available data from public sources, including the United States Bureau of Labor Statistics and the United States Census Bureau, which describes the characteristics of the labor force and correlates unemployment with various labor force demographics. Analysis of real-time labor market demand is aggregated through the proprietary Lightcast™ tool, which searches web-based job boards to discern the level of demand for certain occupations, and the skills and certifications that employers are requesting.

Employer Survey

The State of the St. Louis Workforce report utilizes first-person telephonic interviews of regional employers. Each of the 2025 survey interviews averaged 20 minutes to complete. During April, 2025, 600 local companies in 16 industry categories were surveyed. These companies covered the 23 two-digit North American Industry Classification System (NAICS) codes that represent a composite picture of the St. Louis regional economy.

NAICS	Category Description	Businesses Surveyed	Percent
NAICS 23	Construction	42	7.0%
NAICS 31-33	Manufacturing	37	6.2%
NAICS 42	Wholesale trade	25	4.2%
NAICS 44-45	Retail trade	83	13.8%
NAICS 48-49	Transportation and warehousing	12	2.0%
NAICS 51	Information	9	1.5%
NAICS 52	Finance and insurance	37	6.2%
NAICS 53	Real estate and rental and leasing	22	3.7%
NAICS 54	Professional and technical services	58	9.7%
NAICS 56	Administrative and waste services	25	4.2%
NAICS 61	Educational services	9	1.5%
NAICS 62	Health care and social assistance	113	18.8%
NAICS 71	Arts, entertainment, and recreation	13	2.2%
NAICS 72	Accommodation and food services	77	12.8%
NAICS 81	Other services	36	6.0%
	Other small sectors and unclassified*	2	0.3%
	Total	600	100.00%

Survey respondents were asked 26 questions, some with multiple parts, related to hiring trends, job applicants, skill needs and training budgets. Companies interviewed for the survey were selected randomly within each of the 16 industry categories from a categorized list of the 42,192 businesses in the St. Louis Metropolitan Statistical Area (MSA) that employed five or more employees from the Reference USA employer database provided by the Missouri Economic Research and Information Center (MERIC). The survey instrument is provided in the Appendix to this report.

Spotlight on...

This year's report highlights two key aspects of our regional economy with additional data and analysis: startups and the jobs they create, and the transportation sector.

Spotlight on Startups explores the creation of first-time jobs in the St. Louis region. Through analysis supplied by MOSourceLink, this section showcases the number of new firms and the new first-time jobs that they create in the Missouri portion of the St. Louis MSA.

For this identification of new jobs, a new startup is identified with the first appearance of firm records in the employer file in the Quarterly Census of Employment and Wages (QCEW). Individual records of wages paid for Unemployment Insurance serve as the trigger for identifying new jobs.

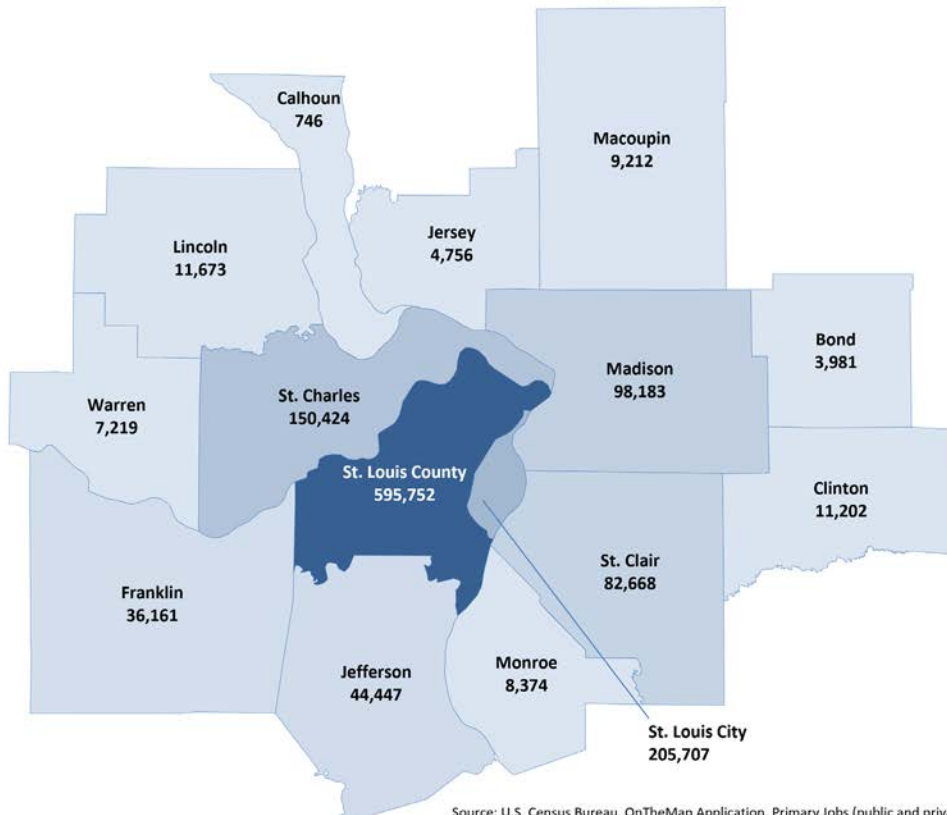
In this method, new startups are new establishments. Only employees that were hired for wages paid for Unemployment Insurance are counted as employees, whether full-time or part-time, and do not include those who are self-employed or contract employees.

The Spotlight on Transportation section focuses on the size of the industry in the region, the breadth of the impact of the Transportation industry, its workforce and the challenges it faces.

ST. LOUIS ECONOMY

The cross-state St. Louis MO-IL Metropolitan Statistical Area (MSA) includes 15 counties in Missouri and Illinois with an estimated population of over 2.8 million, and a workforce of over 1.4 million.

St. Louis MSA Job Count by County



According to the U.S. Bureau of Economic Analysis, in 2023, the area had a Gross Domestic Product (GDP) of \$226.5 billion in current dollars (not adjusted for inflation). This was a 7.1 % increase from \$211.5 billion in 2022. Private Sector businesses accounted for 92% of the region's output, while Government accounted for the remaining 8%.

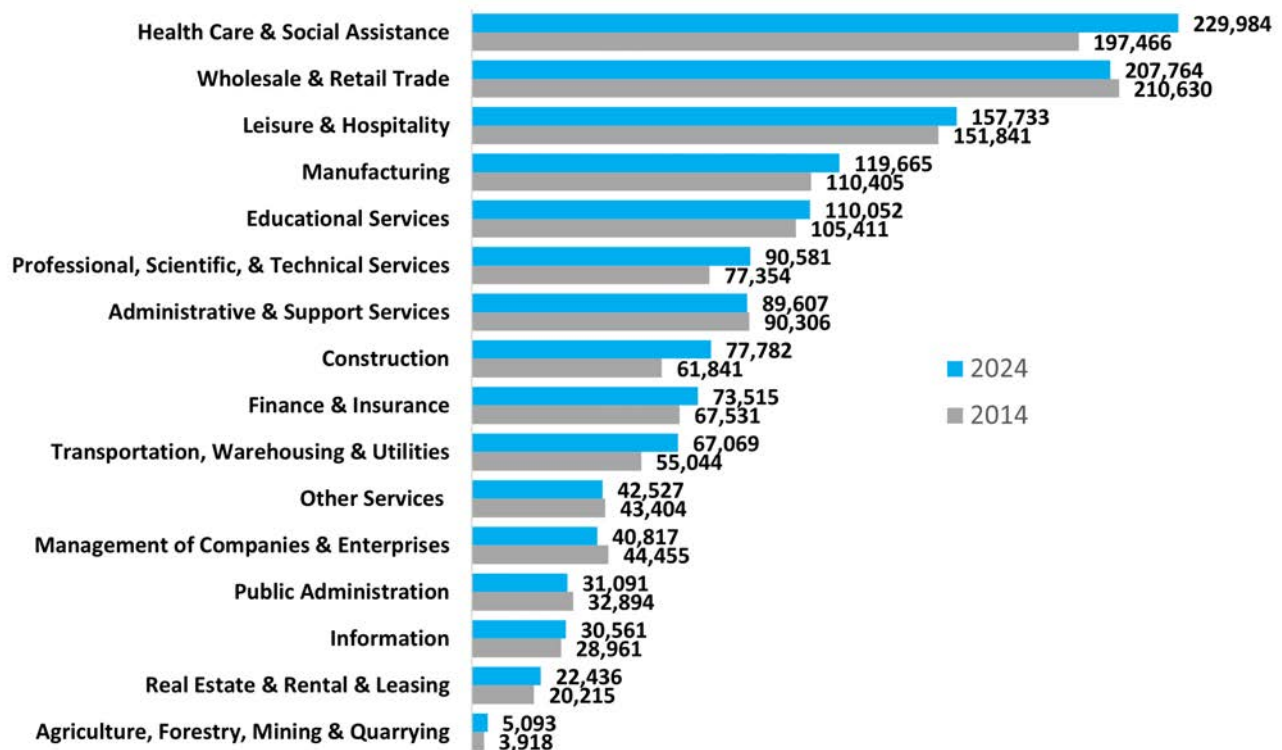
The seven Missouri counties in the St. Louis MSA provide for 53% of Missouri's GDP.

St. Louis City, St. Louis County and St. Charles County each grew by more than 2-4%, while most of the counties in the MSA remained near the same population or experienced a slight decrease in population.

Employment

The St. Louis MSA has a diverse economy with a labor force of nearly 1.4 million that works in a wide range of industries. Health Care & Social Assistance makes up 16.5% of total employment, followed by Wholesale & Retail Trade (14.9%), and Leisure & Hospitality (11.3%). Health Care & Social Assistance employment has increased by over 32,000 workers or 16.5% over the last decade. Other industries with large increases over the last 10 years include Construction, increasing by nearly 16,000 employees (25.8%), and Transportation, Warehousing, & Utilities, which increased by 12,000 employees (21.8%). Management of Companies & Enterprises decreased the most over the last 10 years, shrinking by 3,600 employees (-8.2%). Overall, the St. Louis workforce increased by over 94,000 employees (7.3%) from 2014 to 2024.

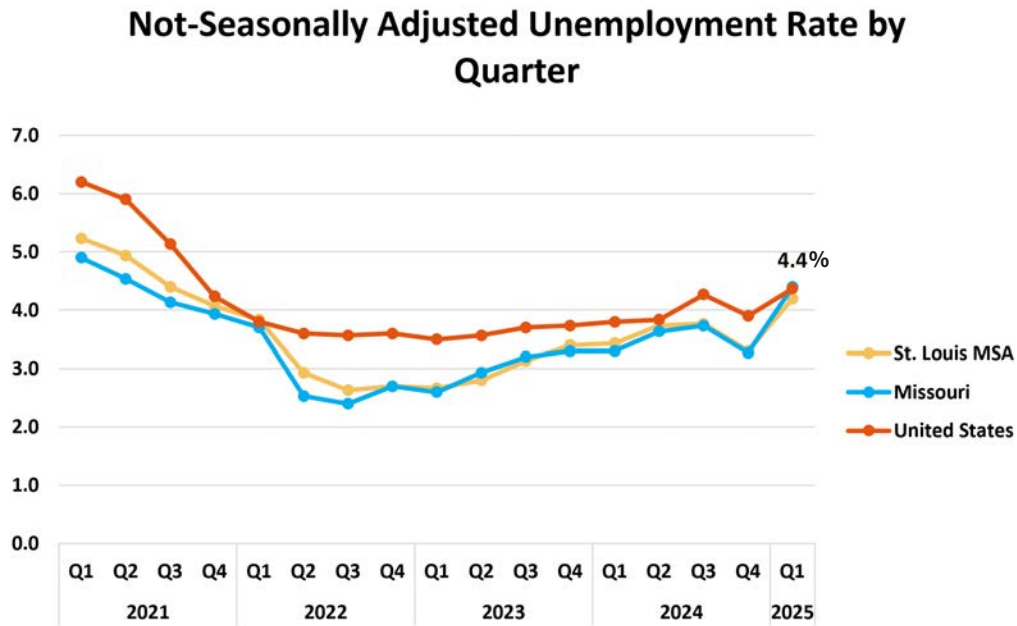
St. Louis MSA Industry Employment



Source: Quarterly Workforce Indicators, U.S. Census Bureau, Annual Averages

Unemployment

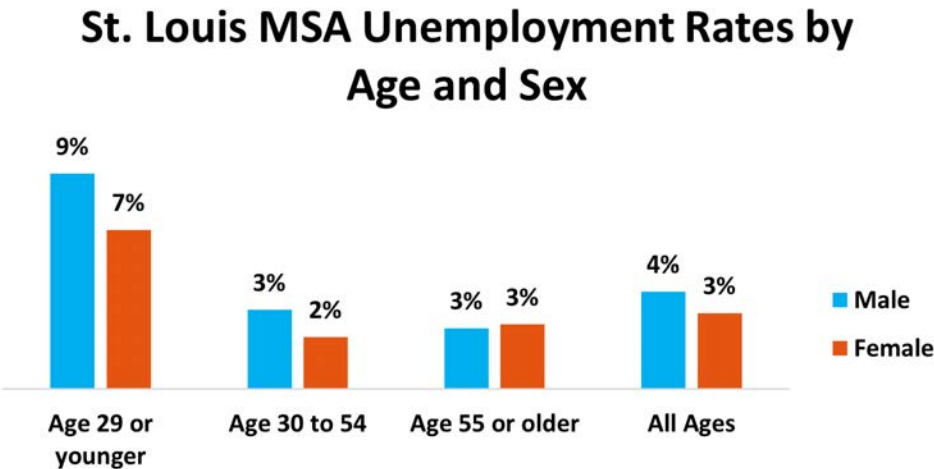
Unemployment rates in the St. Louis MSA have slowly increased over the past year, from 3.4% in April 2024 to 3.8% in May of 2025. Over the past year, unemployment rates for the St. Louis MSA have consistently been lower than the national rate, except for May 2024.



Source: Local Area Unemployment Statistics, Bureau of Labor Statistics

Unemployment Demographics

Unemployment rates vary greatly across the demographics of age and sex. The largest differences in unemployment rates from the 2023 U.S. Census Bureau continue to be between males and females in two younger (16-21 and 22-24) age groups. Unemployment rates between males and females were similar in the 35-59 years age groups. In 2023, the St. Louis MSA unemployment rate for all ages was 4% in males and 3.1% in females.

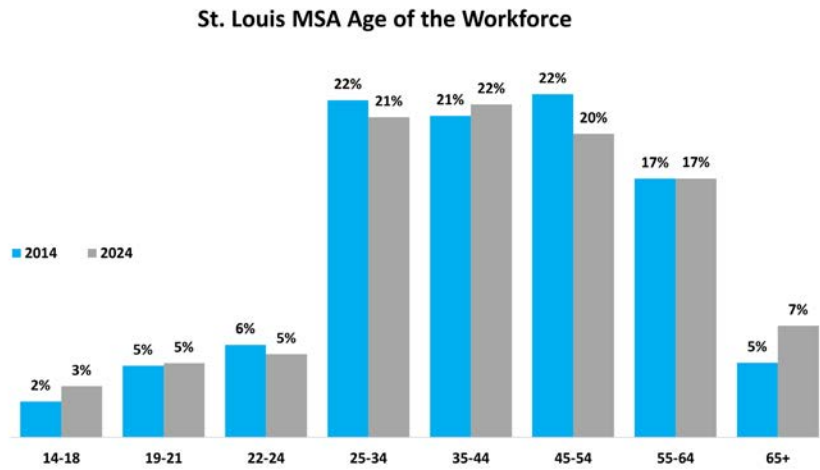


Source: 2023 American Community Survey, U.S. Census Bureau

Workforce Demographics

In 2024, the 35-44 years age group had the largest share of the workforce at 21.7%.

The St. Louis age profile has changed over time. The share of workers in the oldest and youngest age groups has increased over the last 10 years, while the share of workers in the 45-54 years age group has decreased.

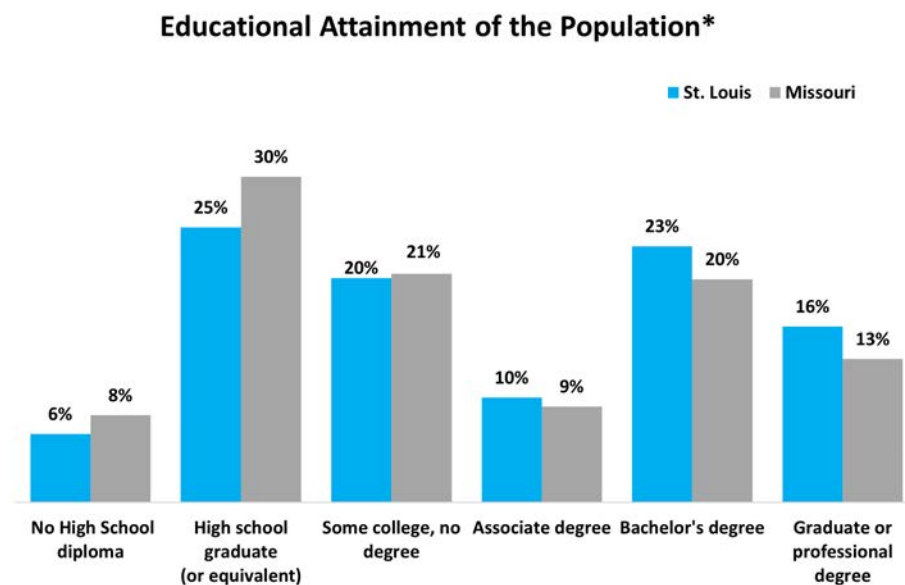


Educational Attainment

Over one-half (51%) of the region's 25 years and older population have no post-secondary degree.

This is lower than the state rate of 59%. Thirty-nine percent of the St. Louis population has a bachelor's degree or greater, which is higher than both the state (33%) and national (36%) rates.

Only 6% do not have a high school diploma or equivalent, which is lower than both the state (8%) and national (10%) levels.



St. Louis MSA data for 2023 shows that unemployment rates decrease, and income increases with additional education levels. Workers with some college or a college degree have unemployment rates under 3%. Median earnings for those with some college or an associate’s degree are \$46,767 and increase to \$73,694 with a bachelor’s degree or higher. The median earnings continued to grow at all education levels over the past two years.

The highest unemployment rates and lowest wages belong to workers with less than a high school education. Unemployment rates are 2.7 percentage points higher than those with a high school diploma, and five times higher than those with a bachelor’s degree or higher. Median earnings for those workers are nearly \$10,000 lower than workers with a high school diploma, and less than half of those with a bachelor’s degree or higher.

Missouri shows similar trends, with workers who do not have a high school education having an unemployment rate of 5.9%, and those with a bachelor’s degree or higher having a rate of 1.5%. Young and/or less educated job seekers often have a more difficult time finding employment.

**Unemployment Rates and Earnings
by Education Population 25 years and older**

	Unemployment Rates	Educational Attainment	Median Earnings
Missouri	5.9%	Less than high school graduate	\$31,777
	3.5%	High school graduate (includes equivalency)	\$37,420
	2.9%	Some college or associate's degree	\$43,300
	1.5%	Bachelor's degree or higher	\$66,921
St. Louis MSA	7.4%	Less than high school graduate	\$30,562
	4.7%	High school graduate (includes equivalency)	\$40,042
	2.9%	Some college or associate's degree	\$46,767
	1.4%	Bachelor's degree or higher	\$73,694

**Bachelors (\$61,418) and Graduate (\$72,423) degree medians for Missouri.*

**Bachelors (\$67,367) and Graduate (\$80,021) degree medians for St. Louis MSA.*

Source: US Census Bureau, 2023 American Community Survey 1-year estimates.

Commuting Profile

The St. Louis MSA employed over 1.1 million people in 2022. Most workers lived in the area, but 145,223 commuted into the MSA for jobs, while 111,828 of the residents commuted outside of the St. Louis MSA for work.

Forty-one percent of the workforce commuted less than 10 miles to work, while 11% traveled more than 50 miles.

Current Job Demand

Job postings provide a way to measure current employment demand. Over the past year, there were over 338,000 online job postings in the St. Louis MSA. This is down from 346,000 online postings last year and a large drop from the 450,000 postings two years ago.

Of the online job postings for the St. Louis MSA from May 2024 to April 2025, the overall top-posted job was again Registered Nurses (25,840), followed by Retail Salespersons (8,970) and Heavy & Tractor-Trailer Truck Drivers (6,910).

Four of the top online job postings were related to retail sales and customer service, and three were related to health care occupations.

Top Job Postings		
Now		
High School Education or Less and/or Short-Term Training		
SOC Code	Occupation Title	Online Job Ads
41-2031	Retail Salespersons	8,970
43-4051	Customer Service Representatives	5,690
31-1120	Home Health & Personal Care Aides	4,030
Next		
Moderate/Long-Term Training to Associate Degree		
SOC Code	Occupation Title	Online Job Ads
53-3032	Heavy & Tractor-Trailer Truck Drivers	6,910
41-1011	First-Line Supervisors of Retail Sales Workers	6,470
49-9071	Maintenance & Repair Workers, General	4,460
41-4012	Sales Representatives, Wholesale & Manufacturing	4,420
29-2061	Licensed Practical & Licensed Vocational Nurses	4,190
Later		
Bachelor's Degree or Higher		
SOC Code	Occupation Title	Online Job Ads
29-1141	Registered Nurses	25,840
15-1252	Software Developers	4,320
Source: Lightcast™, Online Job Ads May 1, 2024 - April 30, 2025		

Skills and Qualifications

In the St. Louis MSA, communication was the top skill demand of employers, requested in over one-third (34%) of total job postings last year. Other common skills in demand included customer service, management, and sales. Registered nurse was the occupation with the most job postings, and nursing was the top requested specialized skill, followed by project management and merchandising. Microsoft® Office and its products such as Word®, Excel®, PowerPoint®, and Access® were the most requested software skills across all occupations and industries. Other top-requested software and programming skills included SQL, Python, and SAP applications.

Top Common Skills	Online Job Ads	% of Total Postings
Communication	114,610	34%
Customer Service	86,440	26%
Management	74,470	22%
Sales	52,230	15%
Operations	52,140	15%
Leadership	51,730	15%
Detail Oriented	43,830	13%
Problem Solving	42,850	13%
Planning	30,600	9%
Writing	28,750	8%

Source: Lightcast™, Online Job Ads May 1, 2024 - April 30, 2025

Top Specialized Skills	Online Job Ads	% of Total Postings
Nursing	28,840	9%
Project Management	19,090	6%
Merchandising	18,050	5%
Marketing	17,310	5%
Auditing	15,990	5%
Selling Techniques	12,980	4%
Accounting	12,650	4%
Data Entry	12,300	4%
Warehousing	11,200	3%
Workflow Management	11,140	3%

Source: Lightcast™, Online Job Ads May 1, 2024 - April 30, 2025

Top Software Skills	Online Job Ads	% of Total Postings
SQL (Programming Language)	4,900	1%
Python (Programming Language)	3,910	1%
SAP Applications	3,840	1%
Salesforce	3,370	1%
Amazon Web Services	3,200	1%
Operating Systems	3,180	1%
Epic EMR	3,170	1%
Application Programming Interface (API)	2,630	1%
Java (Programming Language)	2,550	1%
Microsoft Azure	2,310	1%

Source: Lightcast™, Online Job Ads May 1, 2024 - April 30, 2025

Employers also request various qualifications, which are degrees, certificates, or licenses rather than specific skills. The top requested qualifications were a valid driver's license, followed by a registered nurse license. Seven health care related qualifications were among the top ten requested qualifications, including registered nurse and life support certifications.

Top Qualifications	Online Job Ads
Valid Driver's License	36,640
Registered Nurse (RN)	29,760
Basic Life Support (BLS) Certification	18,090
Cardiopulmonary Resuscitation (CPR) Certification	10,240
Licensed Practical Nurse (LPN)	8,380
Certified Nursing Assistant (CNA)	3,860
Security Clearance	3,690
Nurse Practitioner (APRN-CNP)	3,610
Secret Clearance	3,450
Advanced Cardiovascular Life Support (ACLS) Certification	3,270

Source: Lightcast™, Online Job Ads May 1, 2024 - April 30, 2025

Projected Job Demand

Looking at what jobs will be in demand in the future helps ensure the workforce is prepared for the needs of tomorrow. Employment projections through the year 2032, developed by the Missouri Economic Research and Information Center (MERIC) in partnership with the Bureau of Labor Statistics, estimate the jobs expected to be in greatest demand over a ten-year period. The table shows the occupations, by typical education or training needed, with top projected job openings from 2022-2032 for the St. Louis Workforce Development Area (WDA).

Occupations with the most openings are determined by looking at openings created by new job growth, as well as those created through the need for replacement workers. Replacement openings are created by workers moving to another occupation or leaving the workforce entirely. The jobs with the most projected openings are home health and personal care aides, stockers and order fillers, and cashiers.

Several occupations, including registered nurses; home health and personal care aides; and heavy and tractor-trailer truck drivers, were among the top occupations in terms of current job postings and projected future openings. This implies these occupations are in demand now and will be in demand in the future.

Jobs with the Most Projected Openings, 2022-2032		
St. Louis Workforce Development Area		
Now		
High School Education or Less and/or Short-Term Training		
SOC Code	Occupation Title	Annual Openings
31-1120	Home Health & Personal Care Aides	6,697
53-7065	Stockers & Order Fillers	4,108
41-2011	Cashiers	3,865
41-2031	Retail Salespersons	3,298
35-3031	Waiters & Waitresses	3,136
43-4051	Customer Service Representatives	3,084
35-3023	Fast Food & Counter Workers	2,944
37-2011	Janitors & Cleaners	2,633
43-9061	Office Clerks, General	2,569
53-7062	Laborers & Freight, Stock, & Material Movers, Hand	2,331
Next		
Moderate/Long-Term Training to Associate Degree		
SOC Code	Occupation Title	Annual Openings
35-2014	Cooks, Restaurant	2,319
31-1131	Nursing Assistants	1,776
53-3032	Heavy & Tractor-Trailer Truck Drivers	1,586
35-1012	First-Line Supervisors of Food Prep. & Serving Workers	1,326
49-9071	Maintenance & Repair Workers, General	1,156
43-3031	Bookkeeping, Accounting, & Auditing Clerks	979
41-4012	Sales Representatives, Wholesale & Manufacturing	951
43-1011	First-Line Supervisors of Office & Admin. Support Workers	931
47-2031	Carpenters	873
51-2090	Miscellaneous Assemblers & Fabricators	801
Later		
Bachelor's Degree or Higher		
SOC Code	Occupation Title	Annual Openings
11-1021	General & Operations Managers	3,142
29-1141	Registered Nurses	2,802
13-2011	Accountants & Auditors	993
15-1252	Software Developers	842
13-1082	Project Management Specialists	728
13-1161	Market Research Analysts & Marketing Specialists	722
11-9199	Managers, All Other	712
13-1071	Human Resources Specialists	657
13-1199	Business Operations Specialists, All Other	649
25-2021	Elementary School Teachers, Except Special Education	646
Source: Long-Term Occupational Projections 2022-2032, St. Louis Workforce Development Area, MERIC		

EMPLOYER SURVEY

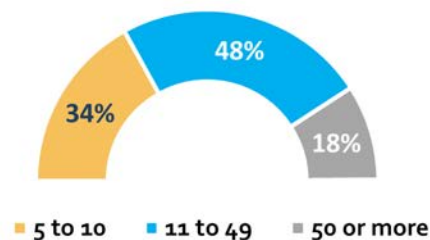
The 2025 Employer Survey marks the 17th annual telephone survey conducted with companies throughout the St. Louis metropolitan area. The purpose of the survey is to assess hiring trends, business climate conditions, occupational skills, and workforce demands across the region. This year's survey included responses from 600 companies, spanning 16 employer categories and 23 industry segments as defined by the North American Industry Classification System (NAICS). These companies collectively represent a comprehensive profile of the region's industries and economic sectors.

The sample is consistent with previous years and represents a diverse cross-section of industry categories, company sizes, and geographic locations. Survey respondents were intentionally selected to ensure broad representation across the entire St. Louis Metropolitan Statistical Area (MSA) (see "Methodology" section). As in prior surveys, the majority of respondents were small- to mid-sized businesses employing fewer than 50 individuals. Companies with less than five employees were excluded from the survey sample (see "Spotlight on Startups" section for information on new companies).

**82% of companies
have fewer than
50 employees.**

Each employer responded to a series of 26 survey questions, many of which included multiple components, designed to explore hiring forecasts, workforce challenges, and practices that either pose barriers to or create pathways for employment and career advancement. Notably, this year's survey introduced new questions addressing the use and impact of artificial intelligence (AI) in the workplace. Specific survey questions are provided in the "Appendix."

Employment Size of Firms Surveyed



Hiring Trends

National hiring trends present a mixed picture, reflecting both a gradual move toward a more balanced labor market and slower year-over-year job growth. The unemployment rate remained relatively steady (4.0%–4.2%) and job openings saw an uptick in April 2025—suggesting a labor market stronger than anticipated. However, these gains were tempered by May’s employment report, which showed the smallest monthly job increase in over two years. Prevailing economic and political factors have contributed to employer caution and a hiring rate below pre-pandemic levels. National, sector-specific trends reveal ongoing strength in health care and social assistance, transportation and warehousing, and financial activities—with health care and social assistance emerging as the fastest-growing sector in early 2025.

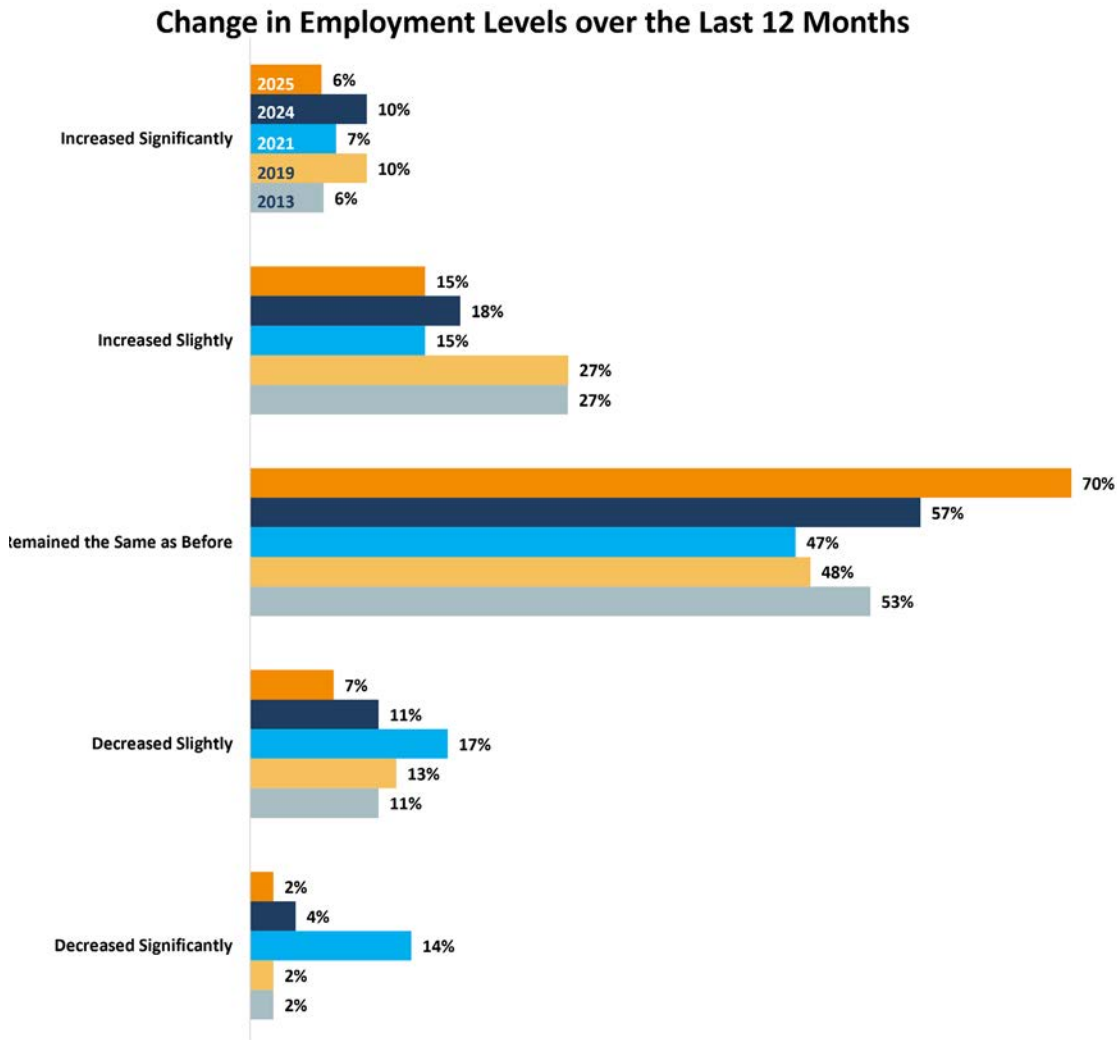
On the local level, between May 2024 and May 2025, the St. Louis MSA recorded simultaneous increases in labor force participation and unemployment. During this period, the labor force reached 1,489,700, representing a 2.1% year-over-year increase, equivalent to 30,500 people. Employment also grew with the number of employed individuals reaching 1,436,600, representing a .5% increase, equivalent to 7,400 people. The unemployment rate rose a modest .2% from 3.4% to 3.6%, suggesting that the rate of labor force growth outpaced the availability of new employment opportunities. This divergence may reflect ongoing economic uncertainty and employer caution, contributing to a measured pace of hiring across the region.

Employment in the Past Year

Employment levels remained steady among surveyed employers with 70% maintaining the same workforce size as the previous year. By comparison, in recent years the percentage of employers reporting unchanged employment levels has ranged from 47% to 57%.

Fewer companies reported increases or decreases in employment levels this year. Only 21% of employers reported increased employment in the 2025 survey, down from 28% in 2024. Just 9% of surveyed companies reported decreased employment levels, marking the lowest rate since 2013.

The lack of significant change in employment levels over the last 12 months could signal a period of labor market stability or of stagnation. Contributing factors may include economic uncertainty, less turnover, or shifts in operational strategies like automation or outsourcing. Employers may have recalibrated staffing levels to meet post-pandemic demands and are now maintaining those levels until there is a clearer understanding of the impact of government changes on taxes, foreign trade tariffs and domestic subsidies in specific industries.

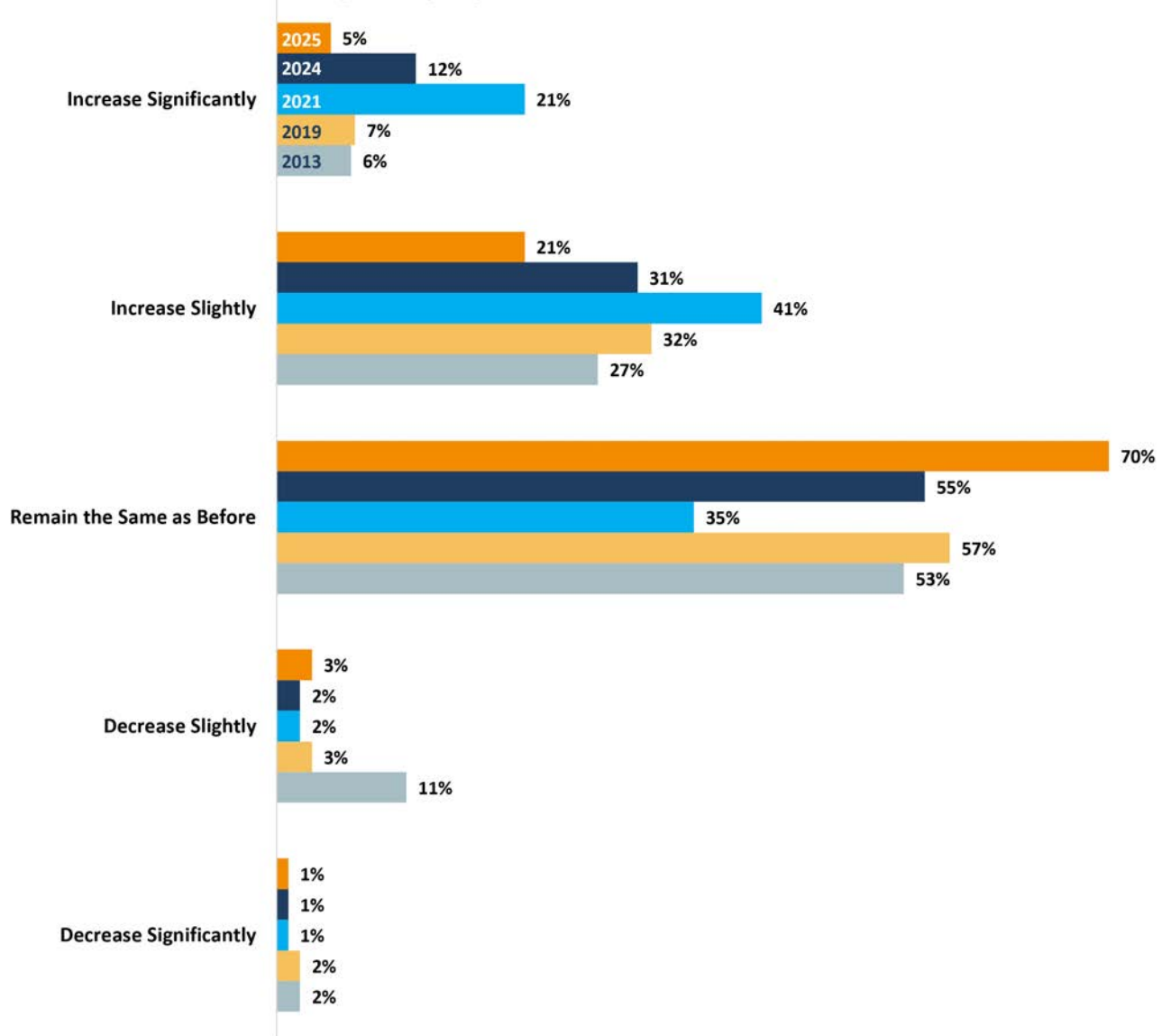


Employment Forecast for the Next Year

Looking ahead to 2026, 70% of respondents reported plans to maintain their current hiring levels. However, there is a discernible increase in caution around workforce projections. Unlike in previous years—when employers often expressed optimistic hiring intentions that were not fully realized—current projections are notably more conservative and fall below projections reported during pandemic years of 2020 and 2021.

This shift in sentiment may reflect a range of factors, including: ongoing economic uncertainty, productivity gains resulting from a more highly skilled workforce, and/or the integration of technology and automation.

Plans to Change Employment Levels in the Next 12 Months

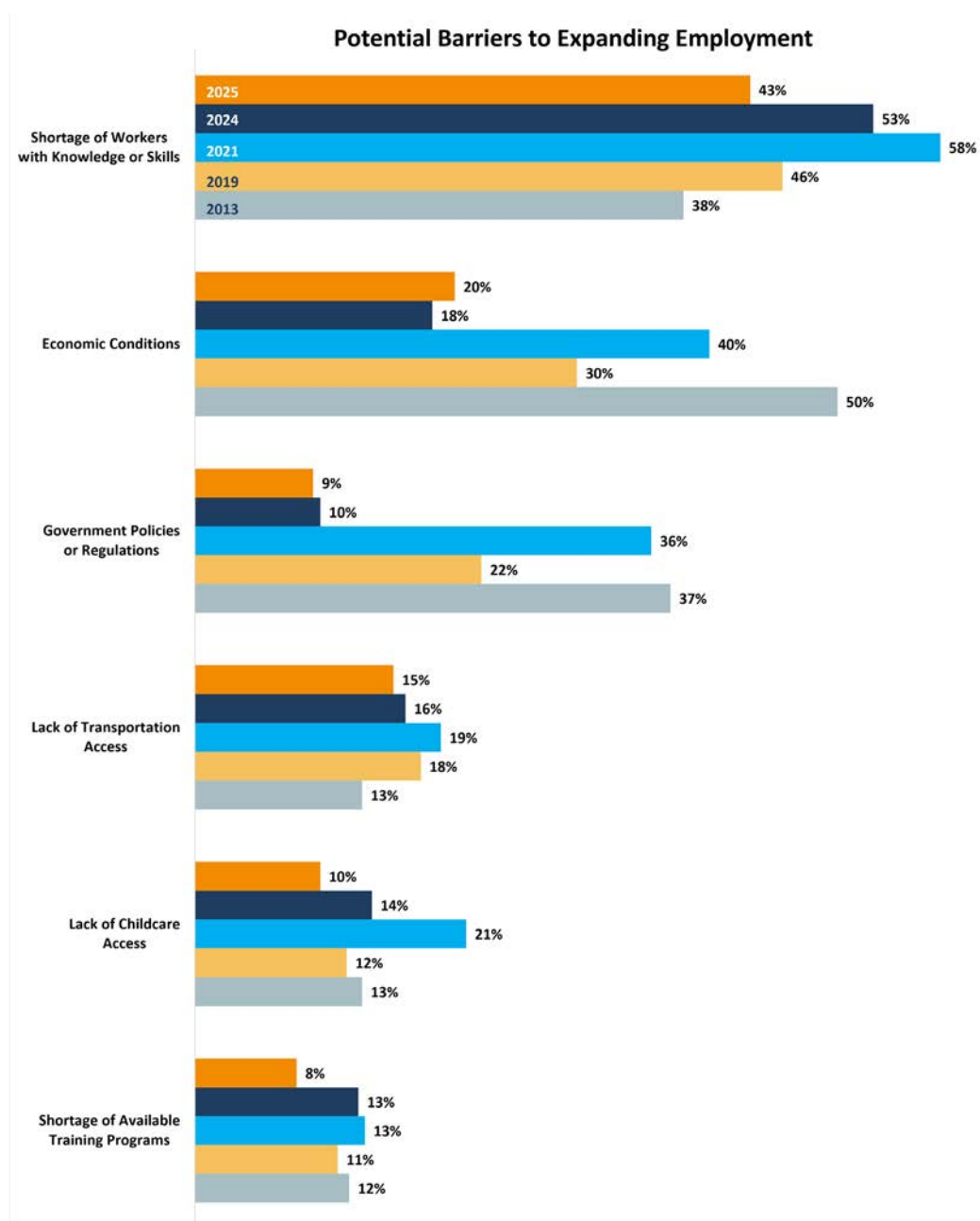


Expanding Employment

The State of the St. Louis Workforce survey queried employers about a range of barriers to expanding employment.

Barriers and Skill Gaps

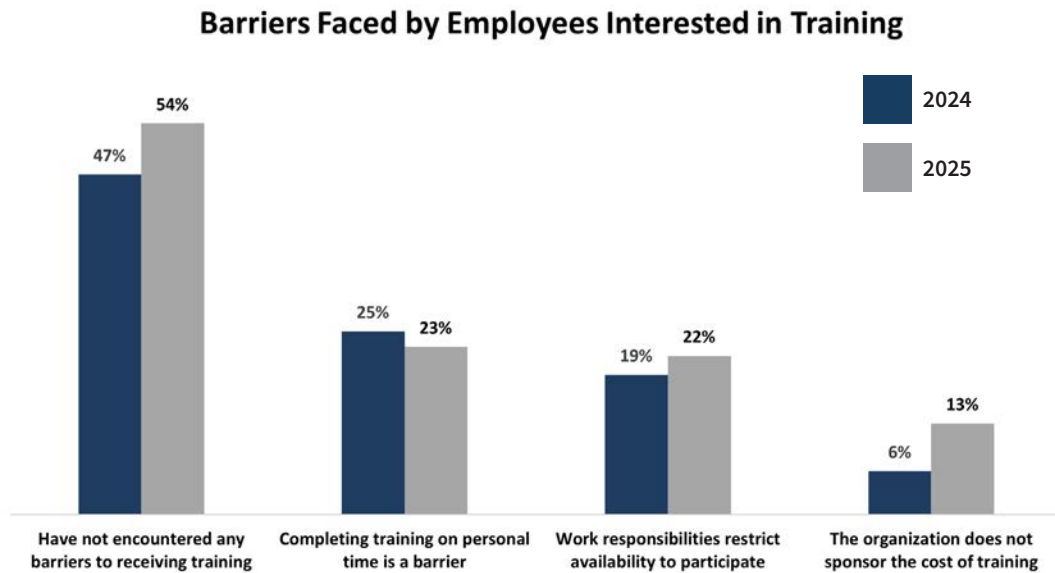
A shortage of workers with knowledge or skills remains the most frequently cited barrier to employment expansion among surveyed employers; however, the share of employers reporting this challenge declined from 53% (2024) to 43% (2025). At the same time, concerns over broader economic conditions have steadily increased over the previous three years, emerging as the second most significant barrier to hiring, followed by a lack access to transportation for employees. A shortage of available training programs remains a lower-tier barrier.



Employment Training

In a series of questions introduced in the 2024 survey, employers were asked to identify potential barriers faced by employees interested in training. In 2025, more than half of respondents indicated that most of their employees have not encountered any barriers to receiving training.

The survey focused on three specific barriers: completing training on personal time, work responsibilities restricting availability to participate, and the organization not sponsoring the cost of training. While there were modest changes in personal time and work-related barriers, the most notable change was employers who indicated that their organizations do not cover the cost of training, which doubled in 2025.



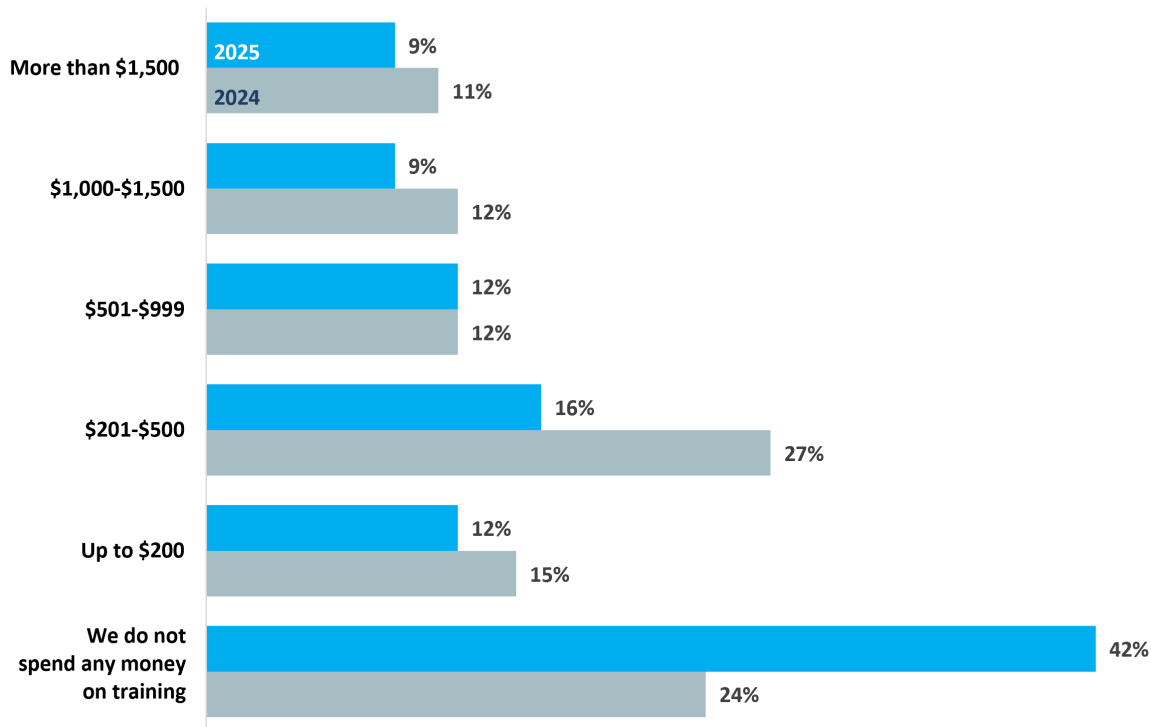
Investing in Employees

Employers were asked to discuss their level of investment in employee training. In 2025, there was a significant increase in the proportion of employers who reported no spending on training, rising from 24% in 2024 to 42% in 2025.

Spending levels across all training investment categories also declined compared to the previous year, a trend suggesting that despite a skills shortage, fewer employers appear to be investing in solutions to address them. Only 30% of employers surveyed spend more than \$500 per worker on training each year.

42% of employers surveyed spend no money on training employees.

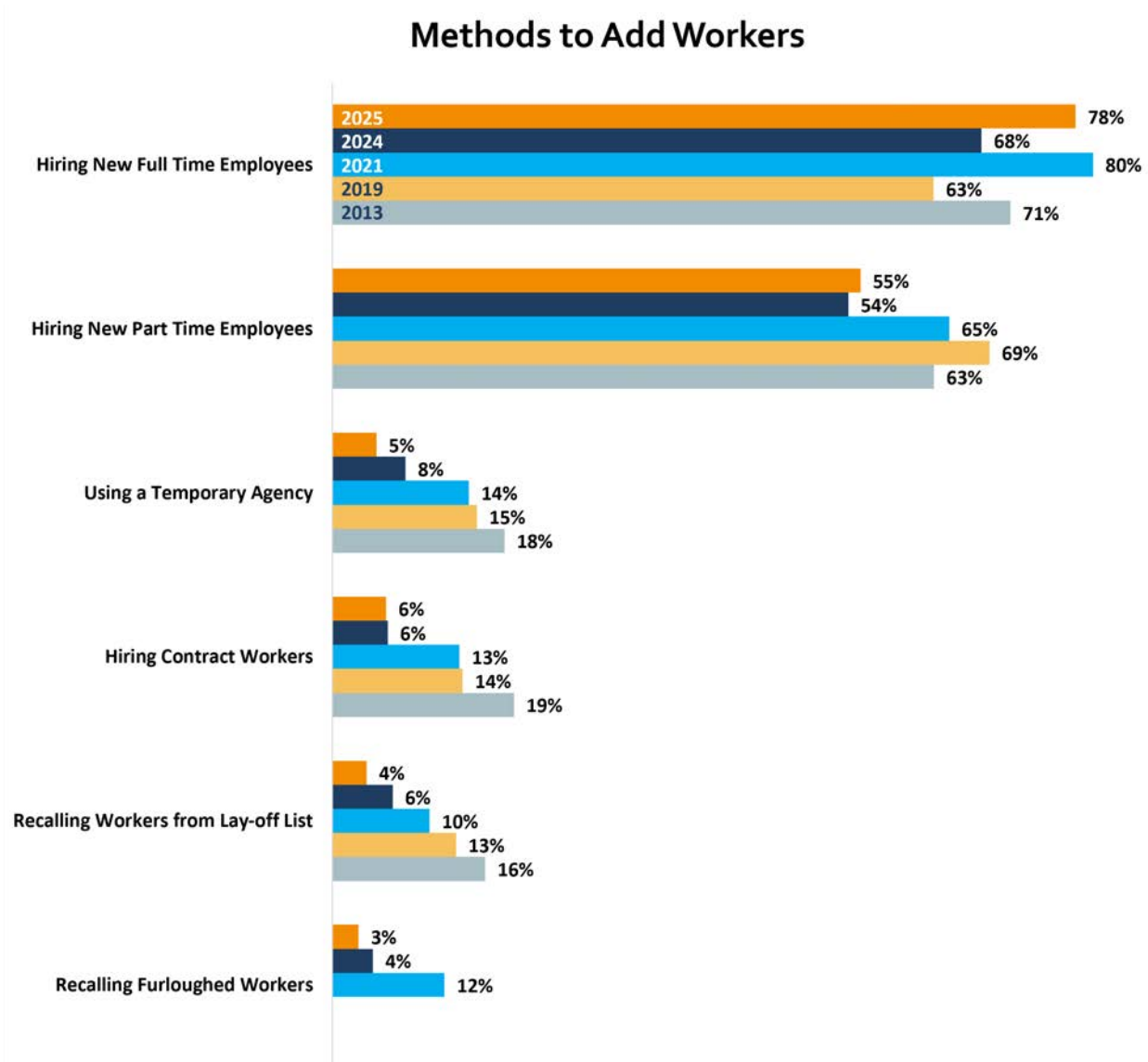
Annual Amount Spent on Training per Employee



Adding Employees

Hiring new, full-time employees continues to be the predominant workforce expansion strategy among surveyed employers. In 2025, 78% identified full-time hires as their preferred method for adding workers, an increase from 68% in the previous year.

Hiring new, part-time employees also showed relative robustness, with 55% of employers indicating its continued use. Other hiring strategies—using a temporary agency, hiring contract workers, recalling workers from lay-off lists, and recalling furloughed workers—remained largely unchanged and consistently low over the past several years.

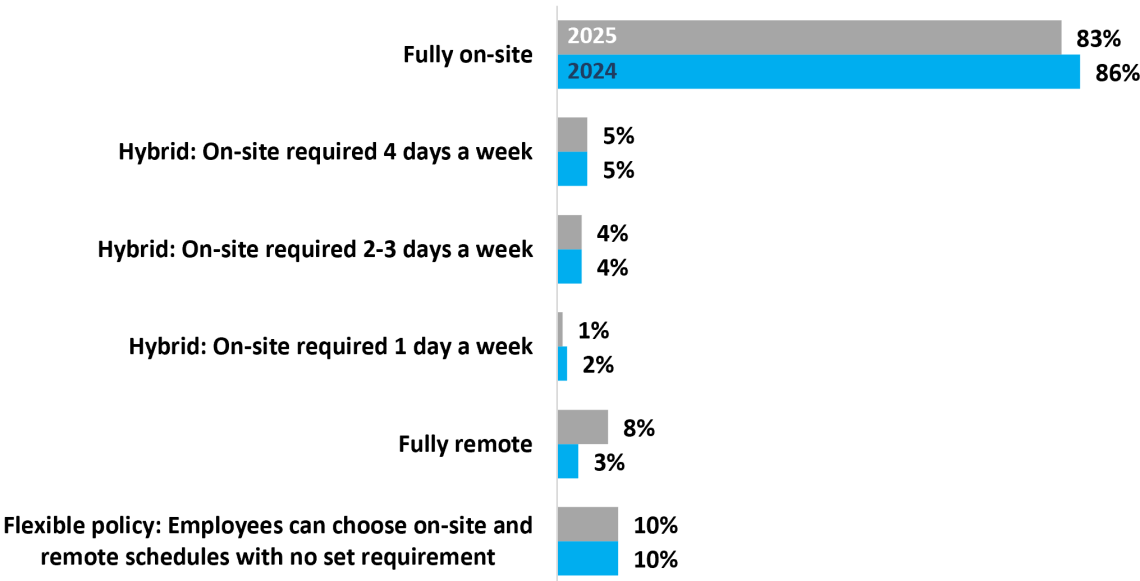


Remote Work

In 2020, the pandemic prompted companies to reassess which jobs could be performed remotely without compromising productivity. Five years later, most employers have returned to or maintained pre-pandemic work arrangements. In 2025, fully on-site work policies continued to dominate, with 83% of employers reporting such arrangements—down slightly from 86% in 2024. Although still a minority, the proportion of employers offering fully remote work increased over the past year, increasing from 3% to 8%. Hybrid and flexible work arrangements, encompassing a range of remote and on-site combinations, remained minimal and steady. For perspective, prior to the pandemic, it is estimated that 6% of employees worked remotely in any way.

83% of companies surveyed expect employees to work in the office full time.

Employers Remote Work Policy



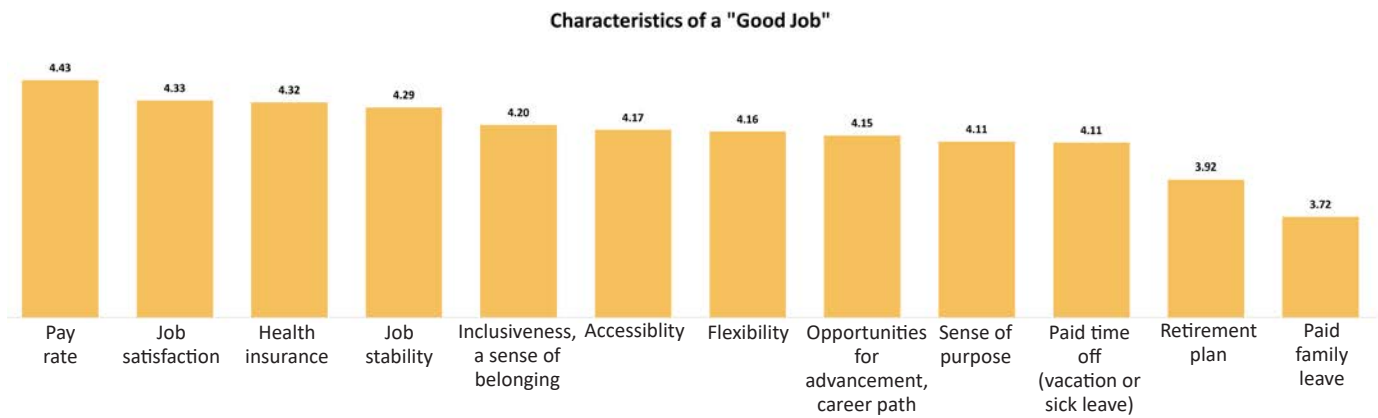
Remote work arrangements have become well-established with fewer anticipated changes compared to previous years. In 2025, 90% of surveyed employers reported no expected changes to their remote work policies within the next 12 months, an increase from 87% in 2024. Additionally, the percentage of employers anticipating an increase in remote workers has declined each year since 2022. This trend suggests that organizations have largely settled into their preferred workplace models.

Characteristics of a “Good Job”

Employers consistently have identified job stability, job satisfaction, pay rate, and a sense of belonging as the most important characteristics of a good job. In 2025, however, health insurance replaced a sense of belonging in the top four priorities cited by employers. The lowest-ranked characteristics—retirement plans and family paid leave—have also remained relatively consistent over time.

One of the most significant shifts in recent years has been the ranking of paid time off (vacation or sick leave), which rose from ninth place in 2023 to fifth in 2024, but declined to tenth place in 2025.

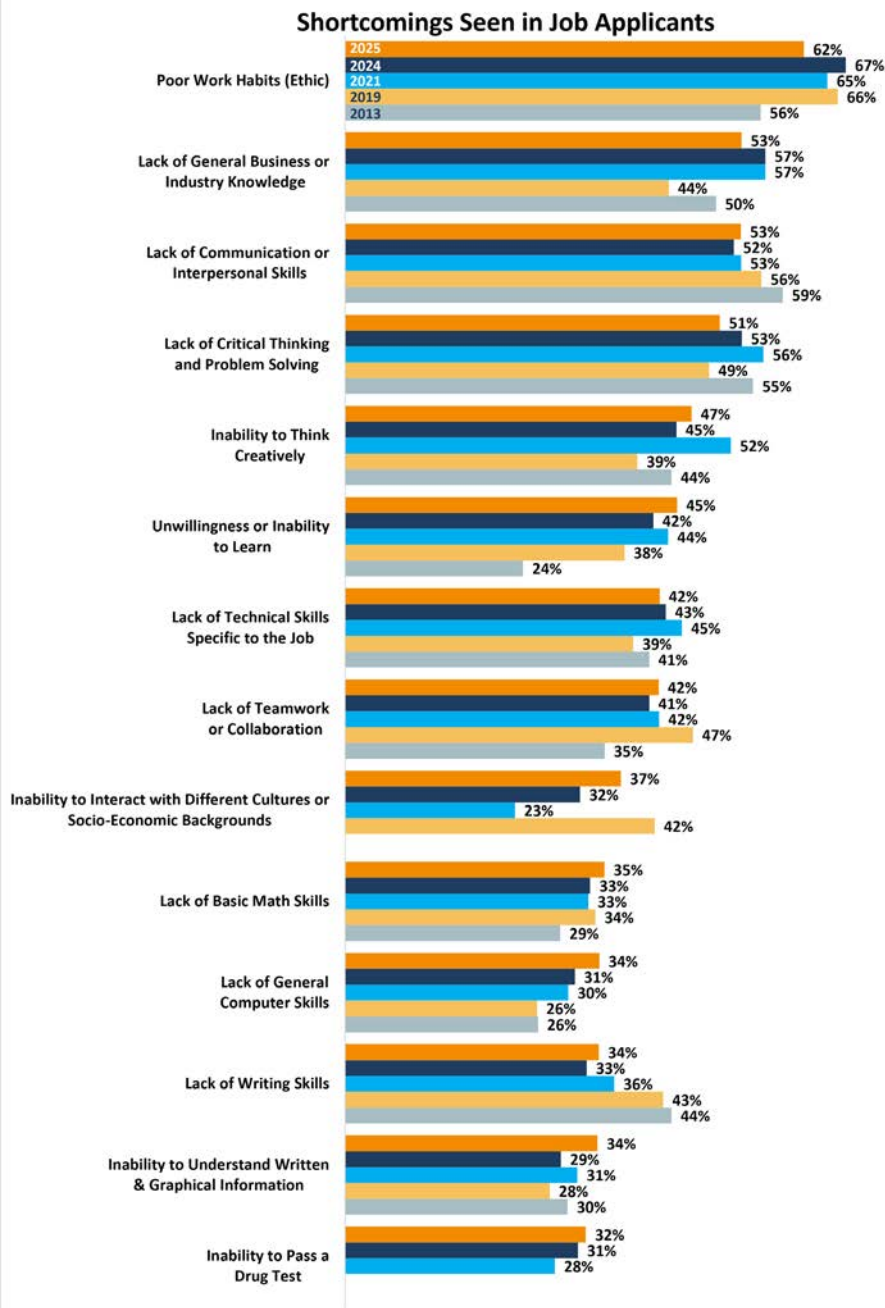
It is important to note that these findings reflect the employer’s perspective on what constitutes a good job. Research conducted during the pandemic indicated that employee priorities had evolved, particularly in response to the unique stresses and risks experienced during that time. According to a Federal Reserve survey of workers affected by the pandemic, employees increasingly value flexibility, career advancement opportunities, and compensation that aligns with their responsibilities. These evolving worker preferences may not yet be fully reflected in employer perceptions.



Shortcomings Seen in Job Applicants

A consistent decline in concerns over poor work habits among job applicants—from 79% in 2015 to 67% in 2024 to 62% in 2025—is an encouraging trend. Despite the improvement, it remains a frequent concern of employers. Other shortcomings noted by more than half of surveyed employers include: lack of industry-specific knowledge (53%), insufficient communication or interpersonal skills (53%), and/or limited critical thinking abilities (51%).

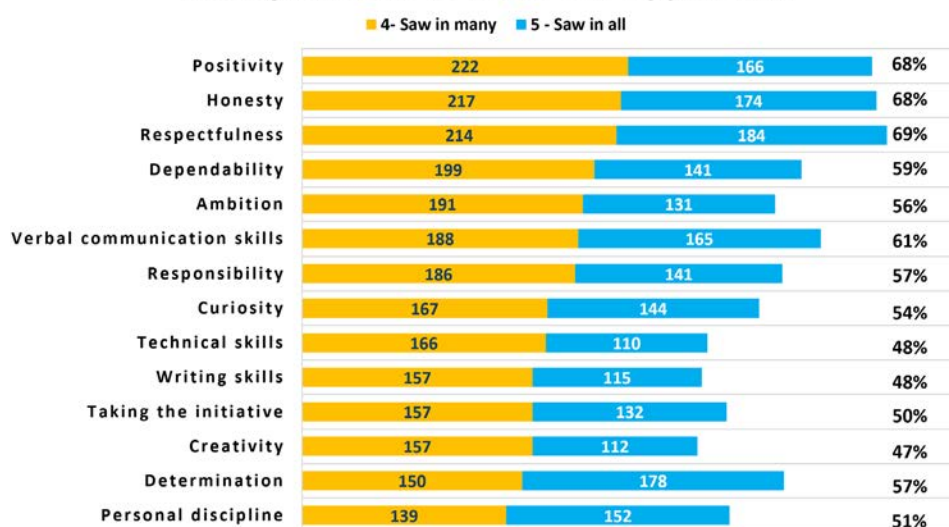
Applicants lacking basic skills such as writing, computer literacy, reading comprehension, and math have ticked modestly upward for three consecutive years. One of the most significant changes in recent years, however, is the concern that applicants are increasingly unable to engage effectively with individuals from different cultural or socioeconomic backgrounds—cited by 37% of employers in 2025, up from 23% in 2021.



Strengths Seen in Job Applicants

In contrast to the noted shortcomings among job applicants, employers reported a broad improvement in soft skills over the past year, with notable gains in ambition, curiosity, and initiative—each increasing by at least 10 percentage points. Foundational traits such as honesty and respectfulness continued to rank among the top three most commonly observed characteristics in many or all applicants, with positivity emerging as a new addition to this leading group.

Strengths Seen in More Job Applicants



Shortage of Applicants

The slight easing of unemployment rates in St. Louis is balanced with the continued expansion of companies. Skilled workers in most fields are hard to find, though there is less of a hiring frenzy or motivation to increase wages that was seen a few years ago. The number of businesses in the survey reporting a shortage of skilled applicants has dropped from 63% in 2022 to 38% in 2025.

The number of available job seekers is not in perfect alignment with the skill needs in the region, with some industries experiencing a larger gap in skilled workers. The health care sector continues to struggle with turnover and retention. It takes years to replace workers that may have exited the industry or to fill new jobs created by an aging workforce moving into retirement.

The IT industry, on the other hand, saw a significant drop in job postings since late 2023. There is speculation that some companies were keeping blanket IT posts up, even when they were not actively hiring because it was so difficult to find IT skills. The decrease in job postings may be influenced by these being removed from online job boards.

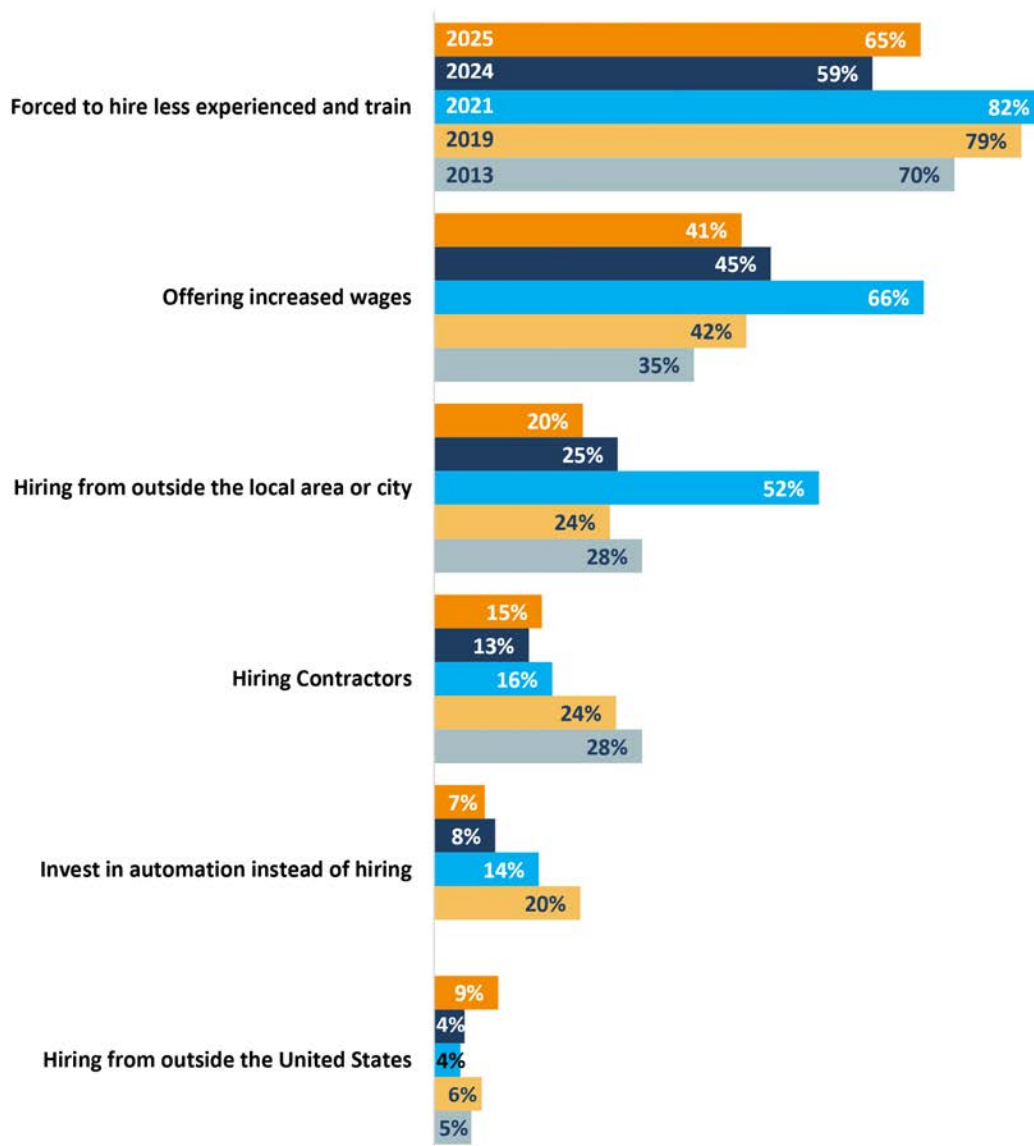
Between the use of AI and a shrinking demand for IT jobs, companies appear to still be significantly reevaluating their IT hiring needs. Companies are balancing a different need for IT skills; every employee is expected to have basic IT skills, with a smaller need for highly specialized technology skills. Additionally, larger IT companies continue to quietly lay off workers, creating a pool of available talent for small and mid-size firms across the industry.

Measures Taken

Employers have continued to adapt their hiring strategies in response to ongoing skill shortages. In 2025, 65% of employers reported being forced to hire and train workers who were less experienced, which represents a six-point increase from the previous year. Employers offering increased wages as a way to fill positions remains the second most common strategy at 41%, despite a sharp and steady decline since 2021 (66%).

Recruitment from outside the local area also continued a downward trend, falling to 20% in 2025. In contrast, hiring from outside of the United States doubled in 2025 (albeit still nominal at 9%), and for the first time, surpassed investment in automation as a preferred measure to address skill shortages.

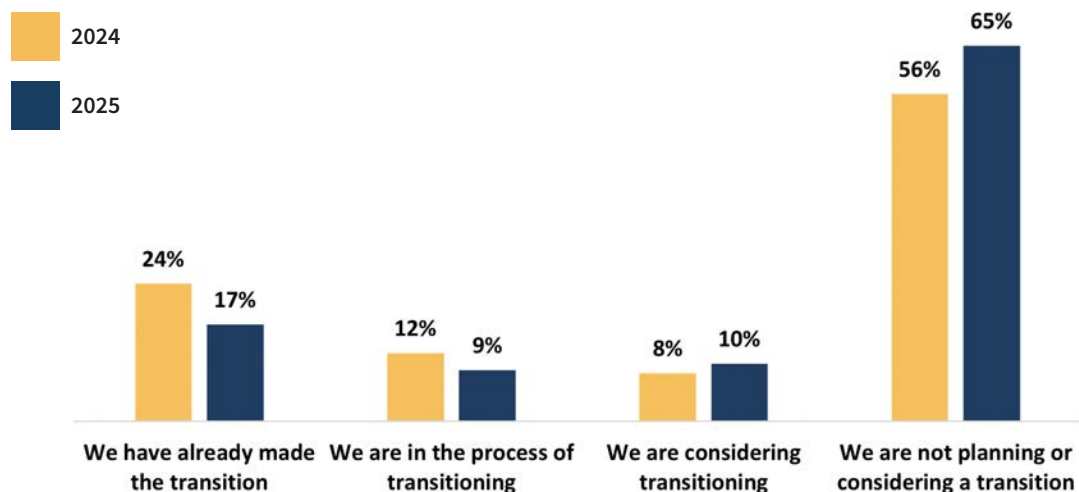
Measures Taken to Meet the Skill Shortages of Applicants



Transition from Degree-Focused Hiring

In 2025, 65% of employers reported that they are neither planning nor considering a transition away from a degree-focused hiring approach. This year, fewer employers indicated they have either completed a transition to skills-based hiring or are currently in the process of doing so.

Employers Transitioning To a Skills-Based Hiring Approach

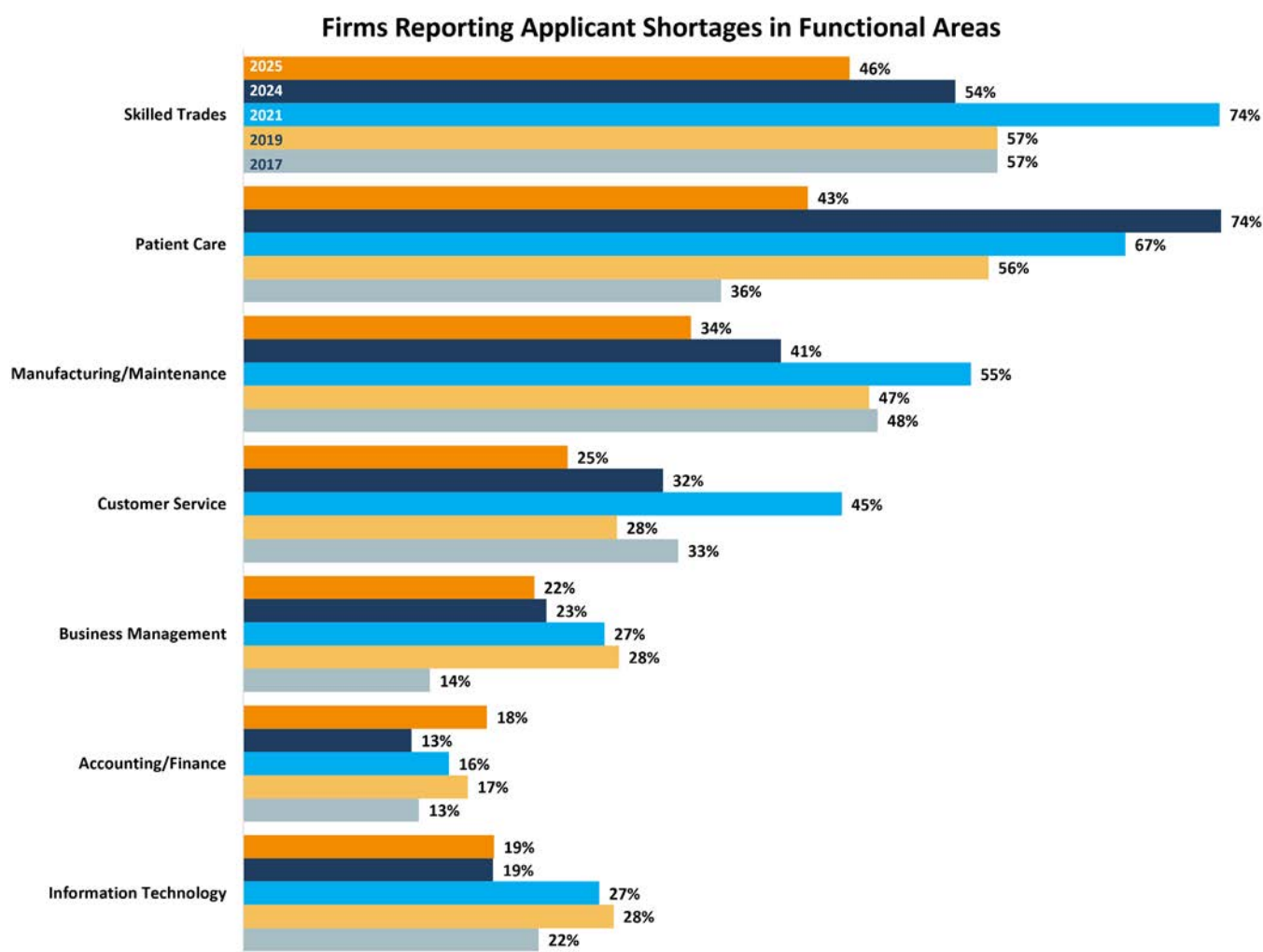


Skills Shortages in Functional Areas

Since 2017, the survey has tracked employer-reported applicant shortages across seven functional business areas: skilled trades, patient care, manufacturing/maintenance, customer service, business management, accounting/finance, and information technology.

In the 2025 survey, five of the seven categories showed a decline from last year in reported applicant shortages. The only category to increase was accounting/finance, rising from 13% (2024) to 18% (2025). Information technology remained unchanged at 19%.

Skilled trades continued to have the highest level of applicant shortages, with 46% of employers reporting difficulties. The most significant year-over-year improvement occurred in patient care, where reported shortages dropped sharply from 74% (2024) to 43% (2025). This category in particular has experienced considerable fluctuation in recent years.

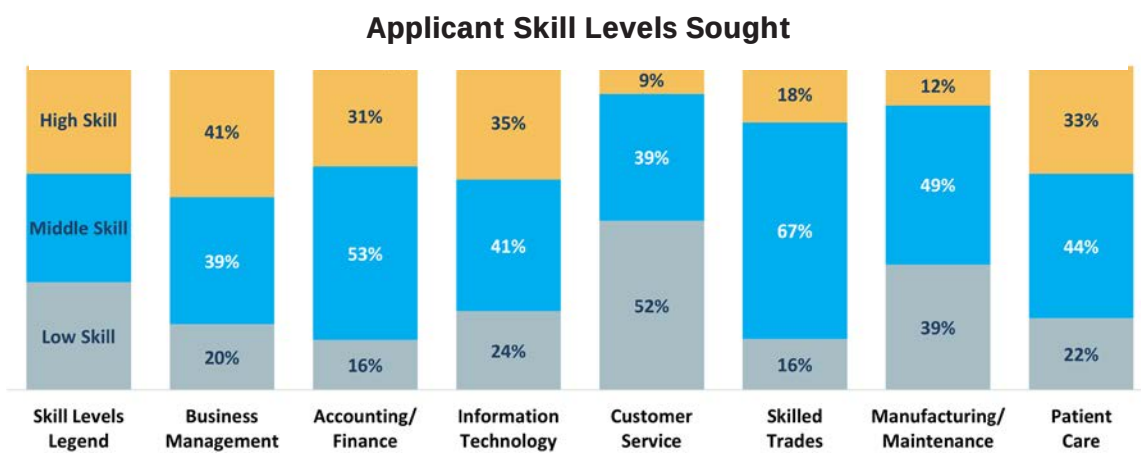


Skill Levels Sought

To assess the skill levels required to address workforce shortages, employers were asked to categorize their needs as high-skill, middle-skill, or low-skill across seven functional business areas. The most significant shifts in skill level demand were observed in business management, patient care, and manufacturing/maintenance.

In 2025, business management surpassed information technology as the sector with the highest demand for high-skilled applicants, rising sharply from 23% (2024) to 41% (2025). Patient care followed closely, with its share of employers seeking high-skilled applicants increasing from 20% (2024) to 33% (2025).

Conversely, notable declines were reported in the need for low-skilled applicants within skilled trades and manufacturing/maintenance sectors. Both areas experienced decreases of more than 10 percentage points.



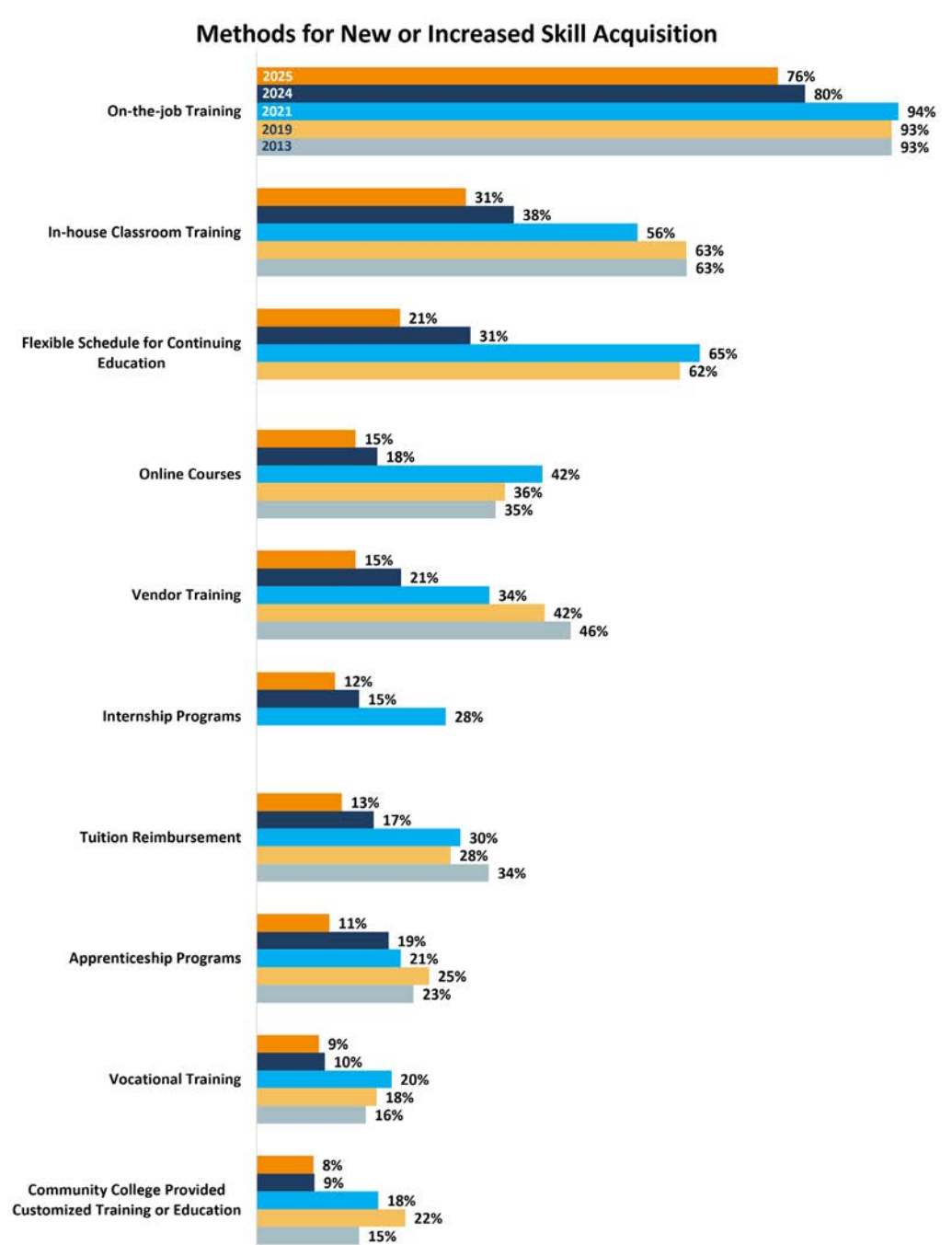
Methods of Skill Acquisition

On-the-job training remains the most commonly utilized method that surveyed companies reported using to facilitate new or enhanced skill acquisition; however, its prevalence has declined in recent years. In 2021, on-the-job training peaked at 94%; this figure fell to 76% in 2025.

In-house classroom training remains the second most widely used method, albeit at a significantly lower rate. In 2025, 31% of employers reported using this approach, down from 38% in the previous year.

Overall, 2025 marked the first year since 2021 in which all reported methods of skill acquisition showed a downward trend. The most pronounced decline was observed in the use of flexible schedules for continued education, which dropped from 31% (2024) to 21% (2025). Community colleges that provided customized training or education saw the smallest decline, but continued as the least utilized methods for improving skillsets.

Given the drop in use of reported training methods over the last decade, and the stagnation of training options during the pandemic, additional questions were added to the survey for further explanation. Training and reskilling workers will continue to be a key facet of economic growth, as employers strive to retain and support their workers, and as workers acquire new skills or upgrade their skills to remain employable and explore new options.



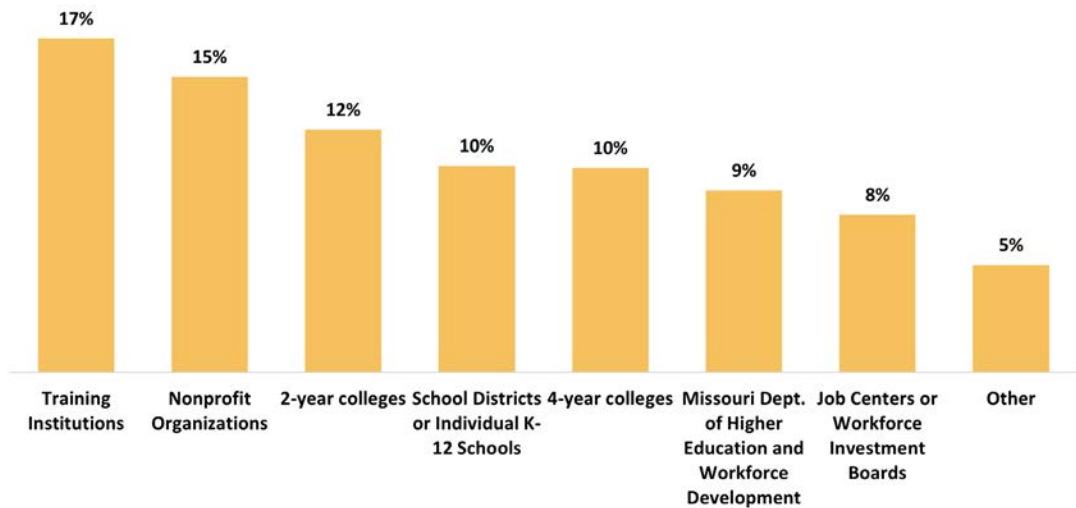
Sourcing Talent

In recent years, employers have adjusted their hiring strategies in response to traditional talent sources lacking sufficient returns. As a result, many organizations have turned to partnerships to address workforce challenges, the composition and effectiveness of which continues to evolve. In 2025, talent sourcing percentages shifted broadly across partner categories, with nearly every one experiencing a decline in reported usage.

Training institutions overtook nonprofit organizations as the most frequently cited partner type, followed by two-year colleges, which advanced from fifth to third place. Four-year colleges, once the top partnership choice for employers, continued a downward trend. After falling from the leading position in 2023, they declined by an additional five percentage points in 2025 and are now tied with K–12 school districts with only 10% of employers seeking to partner with them.

Job centers and workforce investment boards, along with the Missouri Department of Higher Education and Workforce Development (DHEWD), remained the least utilized among the options. These state- and locally-funded entities offer support services—including job matching, business counseling, and skill assessments—to employers through local job centers. Employers in Missouri can locate these services at jobs.mo.gov.

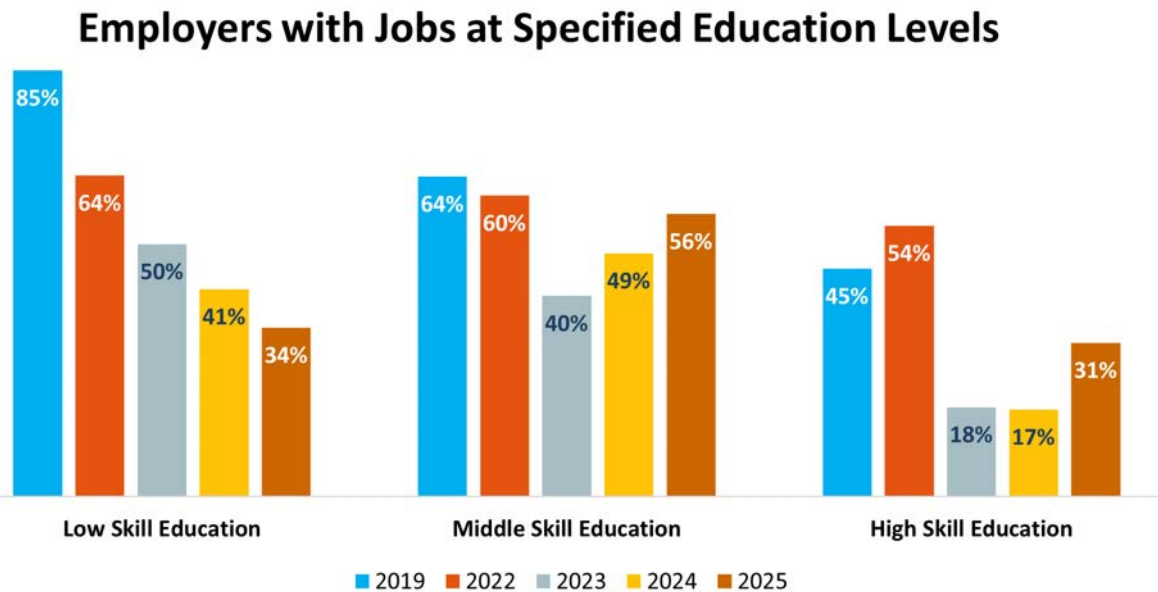
Current Partnerships to Source Talent



Education Requirements

While demand for low-skill positions (requiring a high school diploma or less) has steadily declined since 2019, employer requirements for middle- and high-skill positions have demonstrated notable fluctuation in recent years.

The proportion of employers seeking high-skill workers (positions requiring a four-year degree or higher) declined sharply between 2019 (54%) and 2023 (18%), but then rebounded in 2025 (31%). Middle-skill positions (requiring education or training beyond high school but less than a four-year degree) showed less extreme flux in the same time period. The number of employers with middle-skill positions increased from 49% in 2024 to 56% in 2025. Meanwhile, the prevalence of low-skill job openings has declined by more than 50% since 2019.



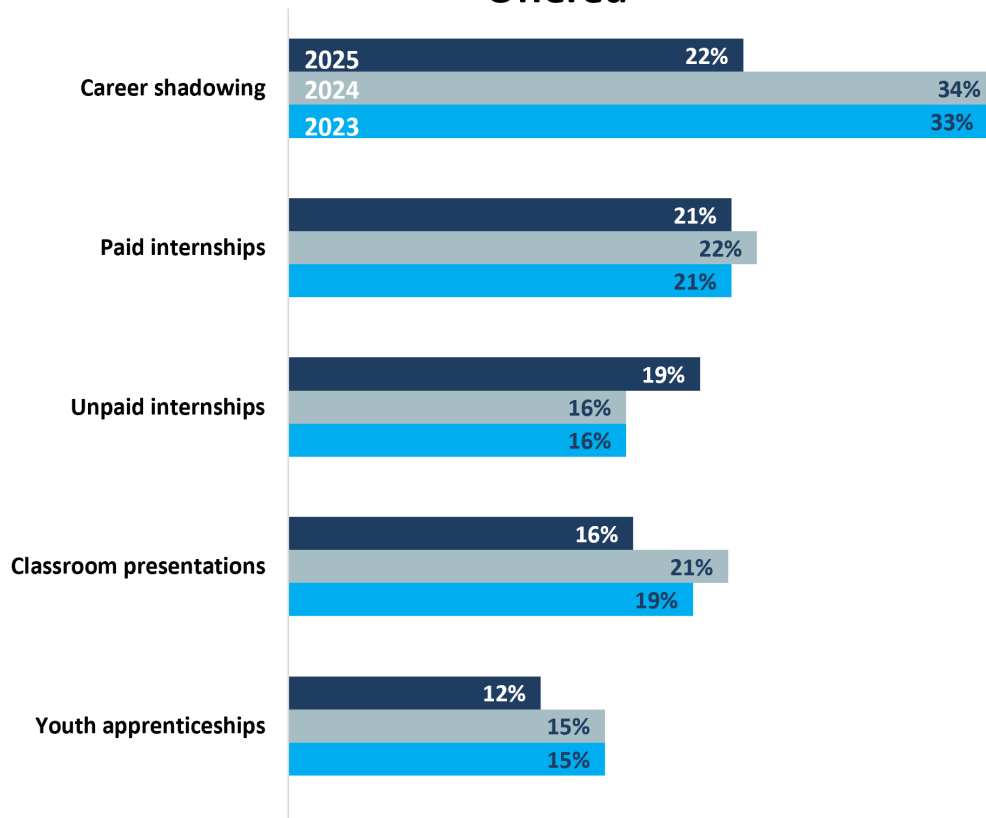
Experience Opportunities for Young Adults

Experiential learning opportunities offer students and young adults valuable exposure to real-world work environments.

After two years of relatively similar responses, 2025 survey data trended downward in nearly every category except for unpaid internships. Career shadowing remained the most frequently cited method of offering work-based learning experiences to students and young adults, although its prevalence declined significantly from 34% in 2024 to 22% in 2025.

Programs like these are instrumental in shaping career pathways for students and young adults, but they require time and resources to implement, factors that may be challenging for employers that are already short staffed. Nonetheless, access to work-based learning remains a critical investment in the development of the region's future workforce.

Young Adult Work-based Learning Experiences Offered



Employment Barriers

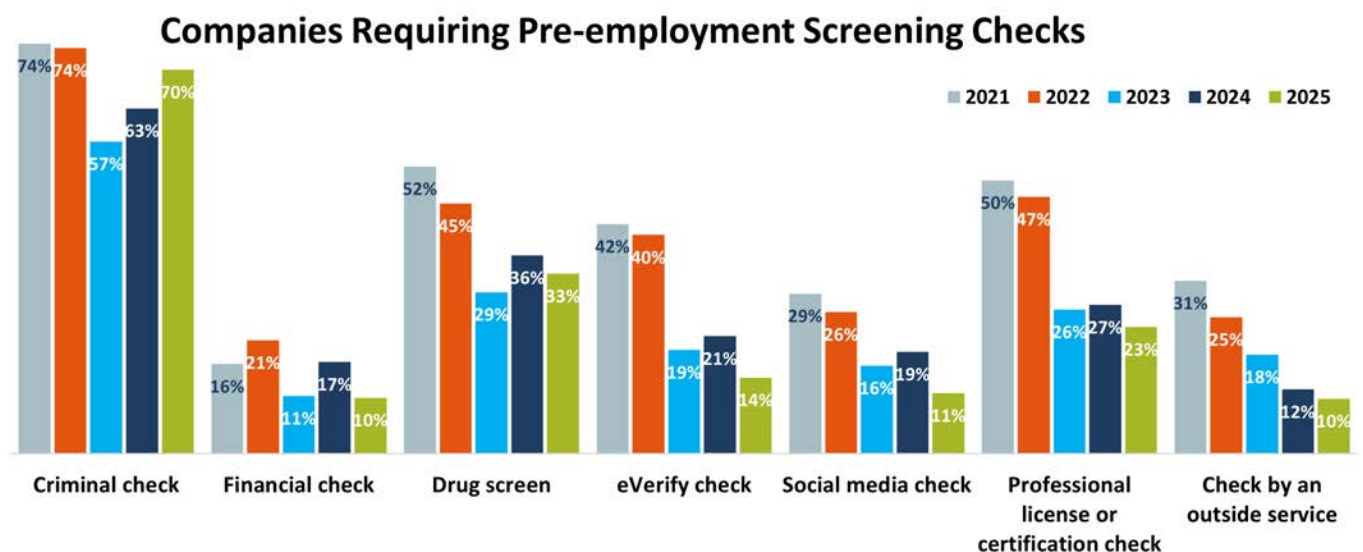
The survey examines a range of barriers to employment, including background checks and criminal convictions. While these screening tools may be designed to protect a company, they also eliminate job candidates who could be qualified and may have been convicted of lesser, non-violent offenses. Missouri releases 97% of incarcerated offenders back into the community. While the three-year recidivism rate dropped from 42.9% in 2019 to 28.9% in 2024, it remains that over one quarter of all released from incarceration will return to prison.

Each year, more than 128,000 people are booked into local jails in Missouri. That is a rate of 713 individuals per 100,000. (In contrast, Canada books 109 per 100,000.) This removes a large number of workers from the workforce, even for short stays or while awaiting trial. While the number of incarcerated individuals is higher in the urban areas of our state, the rate of incarceration is much higher, and rising, in the rural counties. Missouri has the third highest rate of prison admissions in the country. A felony conviction follows that individual for the rest of their life, permanently impacting options for employment, housing, and more, perpetuating a cycle of joblessness, under employment and poverty

70% of companies require criminal background checks.

Pre-employment Screening Checks

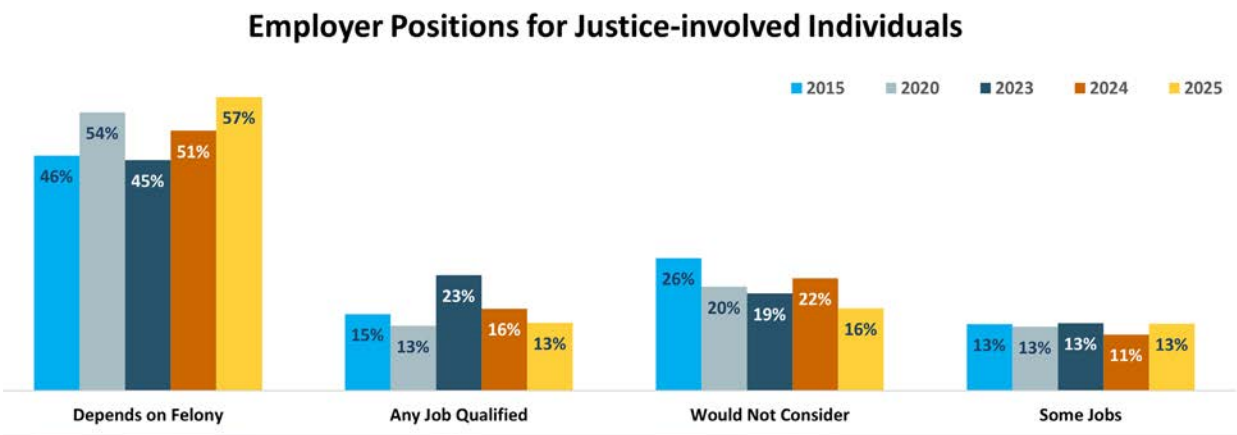
Companies have been gradually deprioritizing pre-employment screening checks as critical components of their candidate evaluation process. Since 2021, the overall use of these measures has declined by approximately 17%. An exception to the overall decline is the use of criminal background checks, which increased from 63% (2024) to 70% (2025). Criminal checks remain the most utilized form of pre-employment screening.



Justice-Involved Individuals

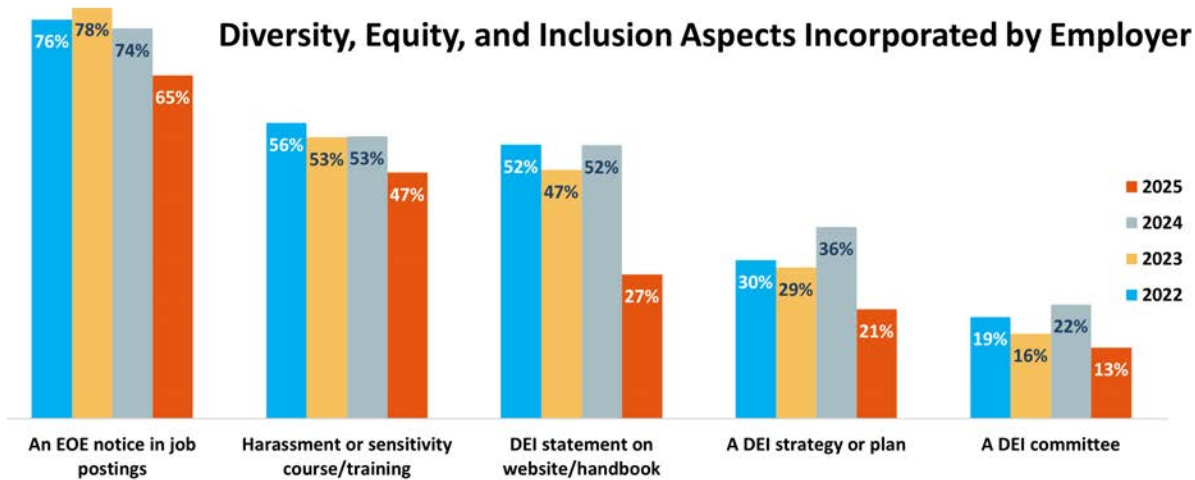
In 2025, approximately one in six employers (16%) reported that they would not consider hiring an applicant with a felony conviction, even if the individual had completed their sentence and/or probation. This figure has declined over the three years prior as well as in comparison to data reported a decade ago.

Generally, employer perspectives on this issue have remained relatively unchanged since the survey was introduced in 2015. However, there has been a consistent increase in the proportion of employers willing to hire, depending on the nature of the felony. This response has grown steadily over the past three years, from 45% to 57%. Conversely, the percentage of employers who stated they would hire an individual with a felony conviction for any position for which the applicant is qualified has declined during the same period, suggesting a shift toward a more conditional approach to hiring justice-involved individuals.

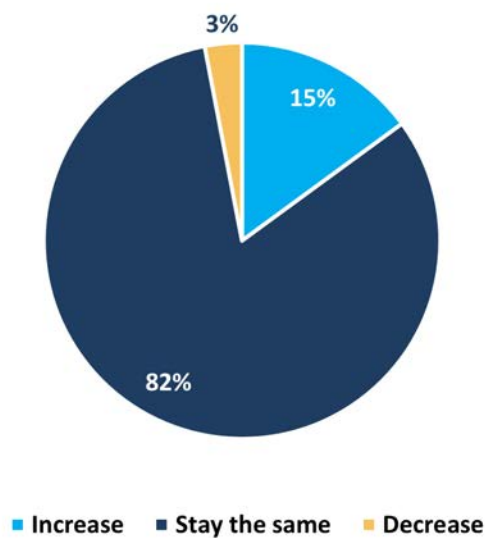


Diversity, Equity and Inclusion Initiatives

Diversity, Equity and Inclusion (DEI) initiatives are programs and policies that aim to promote representation and encourage participation of employees from all walks of life. In other survey questions, employers identified a sense of belonging as among the most important characteristics of a good job. However, survey responses show a general reduction in DEI-related efforts among employers. It is important to note that only 3% of employers reported plans to further scale back their DEI initiatives in the coming year.



Anticipated Changes in DEI Efforts for the Upcoming Year

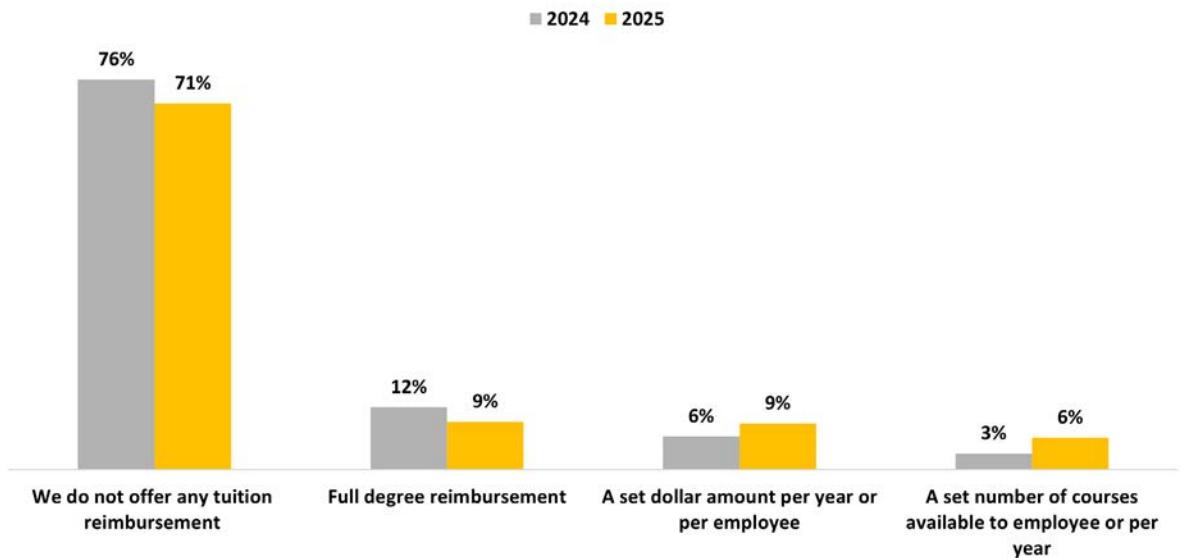


Type of Tuition Reimbursement Provided

The majority of employers continue to report that they do not offer financial assistance for college degrees. In 2025, 71% of employers indicated no financial support is provided, a slight improvement from 76% in 2024.

While full tuition reimbursement has declined, other forms of financial assistance have shown modest growth, including: employers offering a set dollar amount per employee, those covering a set number of courses, and others providing alternative forms of financial support. These trends suggest a gradual shift toward more limited, targeted forms of educational assistance rather than comprehensive tuition reimbursement.

Type of Tuition Reimbursement Employers Provide

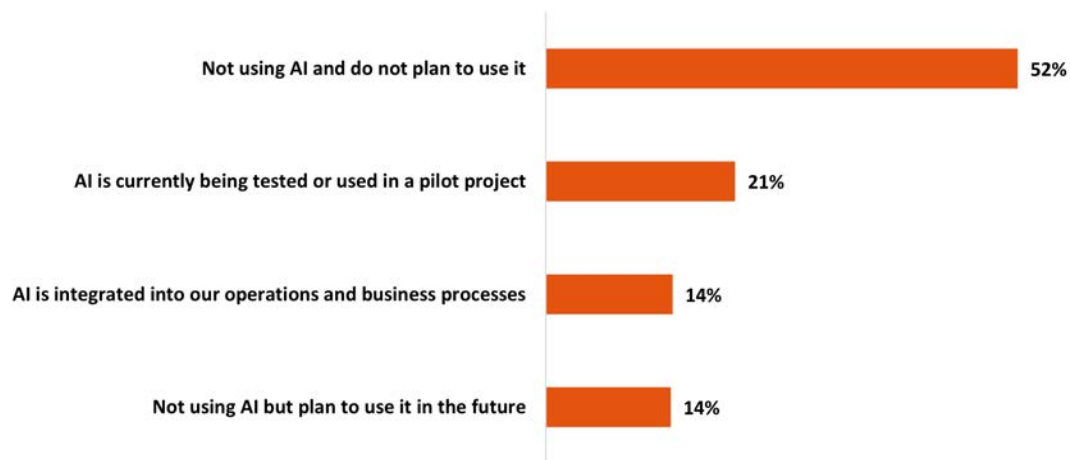


ARTIFICIAL INTELLIGENCE

Current Use of AI

Just over half of companies reported they are not using AI nor do they have immediate plans to do so. An almost equal number of companies are testing, already using, or planning to use AI. Pilot projects and future adoption plans suggests a gradual but steady shift toward broader AI utilization. Companies not yet engaged may face increasing pressure to explore AI in order to remain competitive as its adoption becomes more widespread.

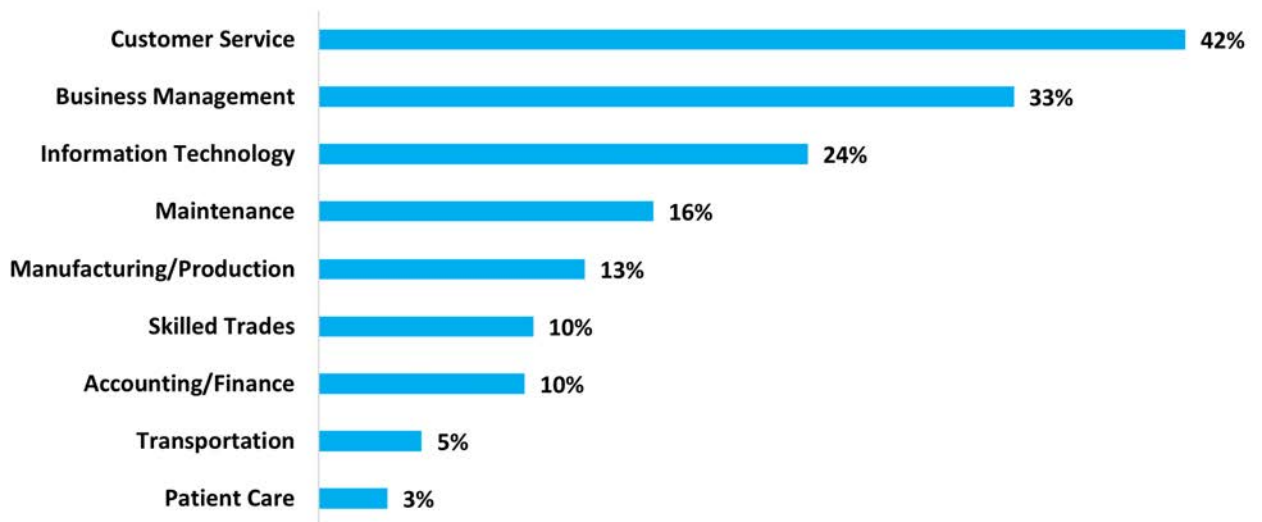
Current Use of Artificial Intelligence



Operational Uses of AI

Companies are most actively adopting AI in customer-facing and managerial functions, where automation and data-driven decision-making can provide immediate operational benefits. Customer service is the most common area, with 42% of companies reporting its use in this function, and business management follows, with 33% of companies integrating AI into management processes. In contrast, AI integration in sectors requiring physical tasks, high precision, or direct human interaction remains comparatively limited. These trends highlight both the expanding influence of AI across industries and the varying pace of adoption based on sector-specific requirements and challenges.

Areas of Company Using Artificial Intelligence(AI)



Benefits of Using AI

Understanding what benefits companies hope to achieve from using AI provides a glimpse into the creative uses of this emerging tool. Applications cover a wide range of uses and are not concentrated in only one or two dominant areas.

Benefits of Using Artificial Intelligence





SPOTLIGHT ON STARTUPS

The number of new startups created in St. Louis rebounded in 2024, after a major dip in 2023 for both new startup creation and new job creation. This trend of strong increases in 2022 and 2024, with a significant decline in 2023 is also seen at the state and national levels.

Higher interest rates, inflation, and uncertain economic growth may have had significant impacts on starting new businesses in 2023. By 2024, entrepreneurs had adjusted their models to account for those changes and got back to the business of starting companies.

In the most challenging economic times, people start businesses to feel a sense of control over their lives and their future. This may feel counterintuitive, as many workers associate corporate jobs as a secure option for a reliable salary and benefits. For workers that are creators and problems solvers, however, combining those skills with entrepreneurship may be the better option.

Over the past two years, there has been an increase in layoffs. Some have been large layoffs noted in the media, particularly in the tech industry. There have also been a number of quiet layoffs; individual or small numbers of separations that avoid the headlines. In 2025, layoffs in the federal sector and resulting from NIH and other research grants ending added a very different mix of people to the unemployment line, most very unexpectedly out of work.

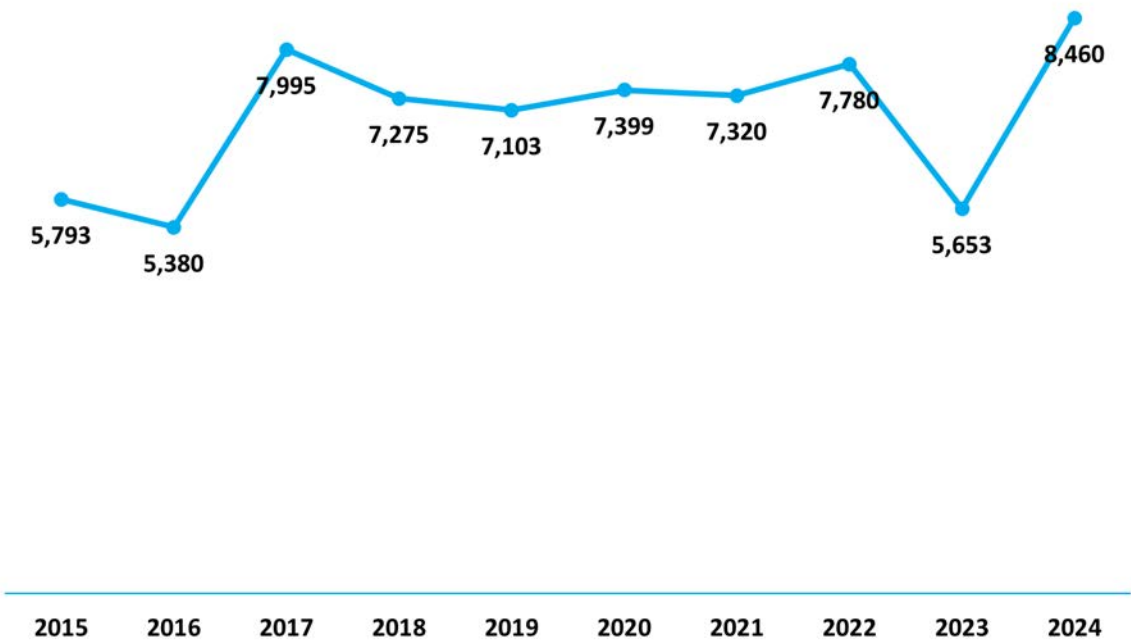
From past experience in St. Louis, the expectation is that around 10% of workers with strong skills that are laid off will start a new business. These are usually midcareer professionals that have experience and skills, see the opportunities in their industry, and also know the problems and gaps that need to be addressed. To put perspective to this, a 10% reduction in the Department of Defense workers based in St. Louis would lay off 2,500 workers. If 10% choose to start a company, there will be 250 new startups in the region.

**St. Louis
startups
created
15,612
first-time
new jobs
in 2024.**

Startup Creation

This report identifies a first-year startup as a firm hiring its first employee, looking at a unique point in time when a solo entrepreneur takes the step of hiring workers. For 2024, 8,460 startups in the St. Louis area took that step. Every single job noted is a brand new position that did not exist the previous year.

St. Louis Region First-time Startups by Year



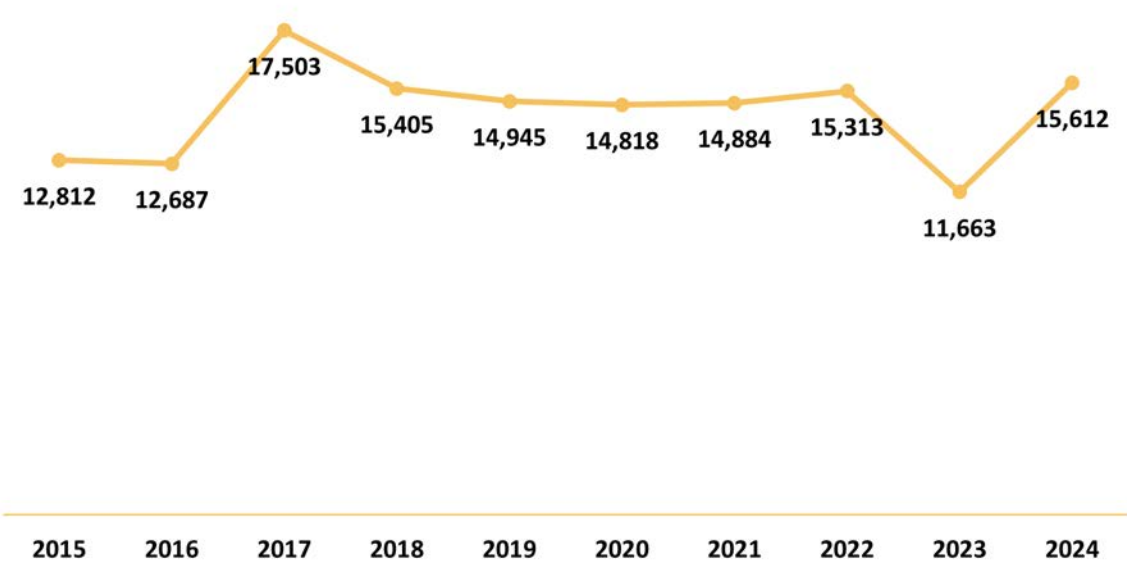
Total startups rose from 5,793 in 2015 to 8,460 in 2024, a 46% increase over the period. This growth was driven by surges in health care, construction, and professional, scientific and technical services startups.

Job Creation by First-Time Employers

The 8,460 new startups in the region created 15,612 new jobs in 2024. This was a significant rebound from the 11,663 jobs created in 2023 and continues a five-year trend of new jobs in the 14,800-15,600 range from 2018 to 2022.

For the last decade, startups in the area created a total of 145,642 new first-time jobs. For the same period, the St. Louis MSA grew by approximately 91,000 jobs. Startups were responsible for the net gain in new jobs, a scenario that plays out across the country and was documented by the Ewing Marion Kauffman Foundation, based in Kansas City.

St. Louis Region Jobs Created by First-time Startups by Year

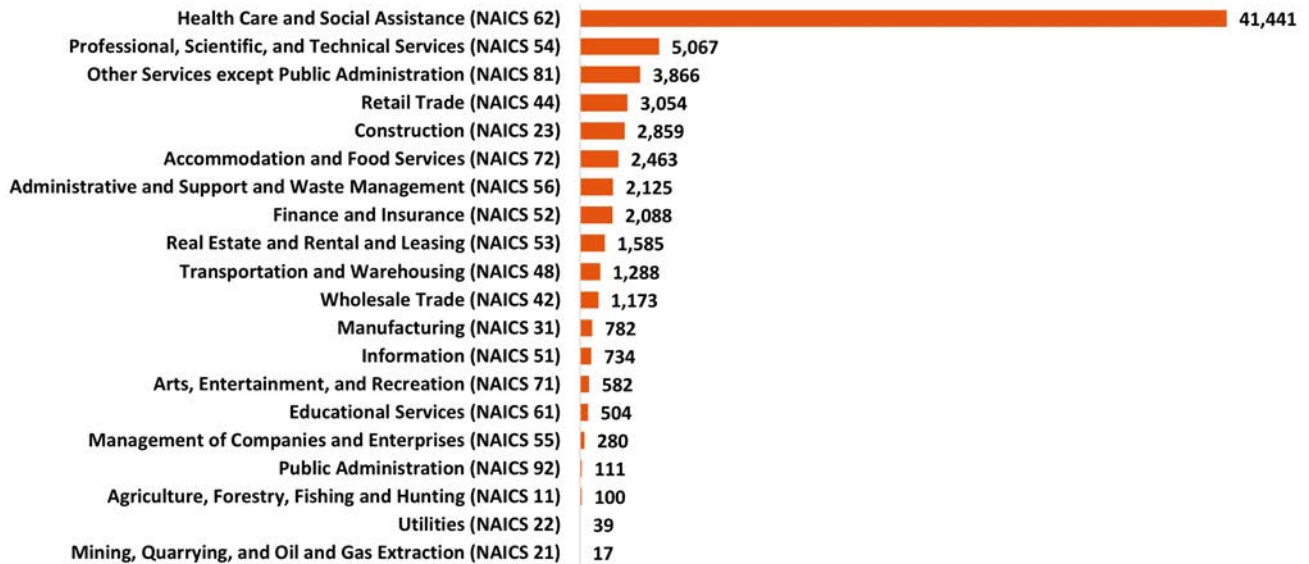


While about 20% of new businesses will fail in the first year, and an additional 35% will fail within four years, the remaining businesses will continue to grow and create more new positions that make up for the losses of those firms that failed.

Startups by Industry Sector

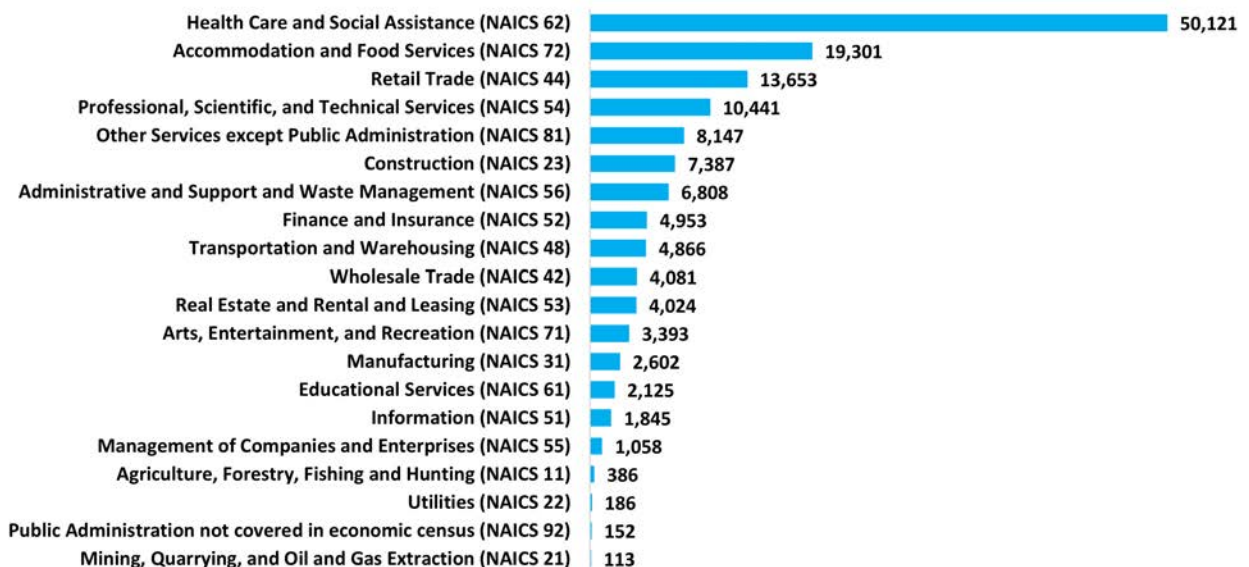
The St. Louis health care industry is the largest industry sector for the St. Louis MSA, and both the number of new startups and new jobs reflects the dominance of the industry in the region. In 2024, health care and social assistance added 5,585 startups. Professional, scientific and technical services added 510 startups. Every industry continues to add startups each year, even those that are capital intensive like mining and utilities.

St. Louis Region Startups by Industry (2015-2024)

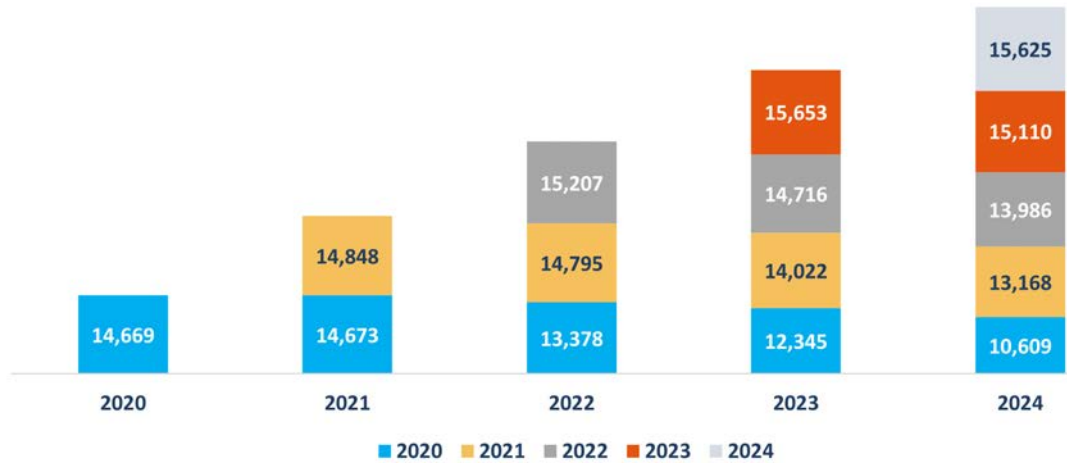


The number of startups and jobs created by startups rebounded from 2023. Health care and social assistance new first-time jobs experienced growth of 6,225 jobs or 14.2% over last year. Accommodation and food services grew by 13.4%. Retail trade new first-time jobs grew by 10.9%. Professional, scientific and technical services added 970 new jobs, a 10.2% increase over 2023.

St. Louis Region Jobs Created by Startups (2015-2024)



Cumulative Job Contributions from St. Louis Region Startups



The data on each startup is tracked year-to-year, indicating which startups have closed their businesses and which continue. Due to the high number of failures, the first couple of years after launching result in a decline of jobs from that cohort. Over time, the companies that remain in business continue to grow, resulting in an increase in jobs.

Every company in the St. Louis region starts out this way: an entrepreneur with an idea. Eventually, top performers with a little luck and hard work grow to be major employers. Entrepreneurship support requires that we play the long game and support companies through each stage of growth. That investment of time and support results in large companies in the region who will be major employers for our workforce.

Indicators for 2025 Startup Growth

Uncertainty, unanticipated change, and unemployment will trigger a new level of entrepreneurial development in the St. Louis region in 2025 and 2026. This may result in small businesses and tech startups that can launch fairly quickly and often grow from personal funds and revenue. It will also result in science and technologically sophisticated businesses that take years and significant investment to develop.

The recent layoffs could have a significant impact on the future rate of entrepreneurial activity in the St. Louis region. Historically, layoffs from Boeing in the 1990s resulted in approximately 10% of those workers creating new companies. The recent layoffs of scientists and researchers, technology workers, nonprofit professionals, and defense and defense-related civilian workers have put a mix of people into the job market that are creative, highly skilled and adept problem solvers. The IT workers may have opportunities elsewhere in the tech industry, but many of the researchers and nonprofit professionals do not have similar roles available because the loss of grant funding impacted every organization. Those workers may be courted by other countries that are offering attractive packages of jobs, labs, research funding, housing and more. They could also decide to take control of their own destiny and start a company.

St. Louis has experienced a significant decline in the number of entrepreneur support organizations over the last decade. Several mentoring programs for early-stage startups have shuttered. Social events for connecting entrepreneurs with each other and with resources in the community dwindled during the pandemic. Few accelerators that provide cash investment remain; most have invested their funds and have not raised new rounds of capital. Venture capital has shifted towards investing in later stage companies.

From the small business perspective, recent federal funding cuts resulted in a loss of 43% of the Small Business Administration's workforce. Additionally, the SBA's SCORE mentoring program lost 60% of its funding.

It is not necessary to replace exactly what was supporting entrepreneurs in the region previously. It is, however, essential that the region take stock of the supports needed to nurture the next wave of startups. Making the investment and supporting those organizations will be critical for the long-term growth of the St. Louis region.

A vibrant welcoming startup community will keep and attract entrepreneurs and small business owners to the St. Louis region. If those startups grow and are successful, they will generate revenue, attract investment, hire workers, and grow the regional economy. If they do not find support here, they will shift to other cities that can provide the resources they need and the sense of community they desire.



SPOTLIGHT ON TRANSPORTATION

Transportation is an important industry for the St. Louis region, anchored by four key modes of transporting goods: water, rail, air and highway. Being home to major infrastructure in each of these areas allows movement of a significant amount of goods to, from, and through the St. Louis MSA. Transportation serves other significant industries for exports in advanced manufacturing, metals, food & agtech and chemicals. The 67,069 transportation jobs facilitate these industries, which would flounder without access to substantive means to move their exports or supplies.

The key strengths of the four modes of transportation contribute to the overall category of Transportation and it is worth understanding the details of each.

Ports

The ports and barge industries within the St. Louis Regional Freightway are based centrally along the Mississippi River, within close proximity to America's agricultural heartland, major Midwest populations and manufacturing centers. The port system includes both the Port of Metropolitan St. Louis and portions of the Port of Kaskaskia, IL, along a 70-mile stretch (8%) of the 855 miles from Minneapolis, MN to the Ohio River near Cairo, IL, comprised of over 200 private terminals.

This strategic location on the Mississippi River is the northernmost lock and ice-free port on the river and offers substantial fleet operations. The region's port system is not only one of the country's largest inland ports, but also the most efficient. These 70 miles of the St. Louis Port system carry almost a quarter of the river's total freight. The St. Louis region's barge industry routinely handles approximately 369,000 tons per mile, while the average tons per mile across the other eight inland port districts is 92,863. Essentially, the St. Louis Metro Ports collectively move almost four times the average tons per mile, as compared to the other eight inland port districts in the U.S.

In addition to their importance to agriculture, handling a total of 14.45 million tons in inbound and outbound agriculture shipments in 2021, St. Louis Metro Ports handle large volumes of other products. In 2021, they moved more than one million tons each of 10 different products, including agricultural products, sand and gravel, crude petroleum, cement and concrete, petroleum coke, asphalt, tar and pitch, and coal and lignite. With 15 million tons of non-agriculture products moving through the region's ports, the system isn't dependent on a single industry.

St. Louis Region:

4th Largest Inland Port

2 International Airports

6 Class I Railroads

4 Major Interstates

Air

The St. Louis region includes two international cargo airports (St. Louis Lambert International Airport and MidAmerica St. Louis Airport) and several other regional airports with amenities beneficial to freight movement, including financial benefits from Foreign Trade Zones and Enterprise Zones, access to adjacent developable land, additional modes of transportation, cold storage for perishable goods, and 24/7 operations 365 days a year.

Rail

The nearly \$80-billion freight rail industry is operated by six Class I railroads (railroads with operating revenues of \$490 million or more), 22 regional and 584 local/short line railroads. The St. Louis region is one of the largest rail hubs in the U.S., linking these six Class I railroads with local and short line railroads. BNSF Railway Company, Canadian National Railway Company, CSX Corporation, CPKC, Norfolk Southern Corporation and Union Pacific Railroad allow the region's freight access to 145,000 route miles of rail across the country.

The region serves all corners of the U.S. without the need for railroad interchange. The barge/rail transload services provide supply-chain options for shipments to and from both Houston and New Orleans.

The region's cost-effective rail service and modal flexibility provide national reach, carrier reliability, reduced travel times and competitive transportation costs. Rail service offers ancillary benefits that other modes of transportation cannot, including reductions in road congestion, highway fatalities, fuel consumption, greenhouse gases, cost of logistics, and public infrastructure maintenance costs.

Unlike roadways, U.S. freight railroads are owned by private organizations who are responsible for their own maintenance and improvement projects. Compared with other major modes of transportation, railroad owners invest one of the highest percentages of revenues (19%) to maintain and add capacity to their system, spending nearly \$25 billion annually.

In April 2025, the top exports of Missouri were delivery trucks (\$315 million), nitrogen heterocyclic compounds (\$84.1 million), explosive ammunition (\$82.5 million), coal briquettes (\$78.2 million), and refined copper (\$48.8 million). Missouri exports mostly to Canada, Mexico, Israel, Japan and Brazil.

Highways

St. Louis is a significant highway hub, acting as a crossroads for major interstate routes. Four major interstates (I-44, I-55, I-64, and I-70) intersect in or near the city, making it highly accessible for freight and passenger travel. The highway infrastructure is a strong complement to the other modes of transportation in the region.

Significant Partner Industries

Advanced Manufacturing

With a significant workforce concentration in aerospace, automotive, and machinery and equipment manufacturing, the region has the existing labor pool needed to support growing companies seeking a location to grow their business. Key subsectors include aerospace, automotive, furniture, machinery and equipment, and HVAC and commercial equipment.

Metals

The St. Louis MSA is distinguished as the second-leading region in the United States for minerals and ores exports, with a primary focus on metals and metal products. Missouri stands out as one of only ten states possessing potentially economically viable rare earth element deposits. These minerals, found in the Earth's crust, are essential components in a variety of modern technologies, including smartphones, wind turbines, electric vehicles, and military equipment.

In 2022, the St. Louis metro area exported over \$2.9 billion in minerals and ores, securing its position as a major exporter. The region's prominence in the export market is driven by the abundance of minerals and ores, coupled with robust processing industries. Key sectors include iron & steel mills, foundries, forging & stamping, and coating, engraving, heat treating & allied activities. Overall, the combination of natural resources and industrial capabilities positions the St. Louis region as a significant player in the metals export market.

Food and AgTech: Ag Coast of America

A 15-mile stretch of the Mississippi River has gained recognition as the Ag Coast of America. It is home to 16 barge-transfer facilities that can handle more than 150 barges a day – the highest level of capacity on the Mississippi River. Currently, 50% of U.S. crops and livestock are produced within a 500-mile radius of the St. Louis region, including 80% of corn and soybean acreage.

The St. Louis region's strategic location on the river, infrastructure assets and multimodal connectivity enable it to play a crucial role in moving those commodities. The workforce related to these industries is equally significant. There are nearly 3.5 times as many animal food manufacturing employees as similar sized metros. Additionally over 1,000 plant scientists work in the St. Louis region, one of the highest concentrations of plant scientists in the world.

Chemicals

The St. Louis region ranks among the top 25 metro areas in the U.S. for chemical exports, with significant sub-sector clusters in pharmaceutical, soap and cleaning compounds, petroleum and coal products, and fertilizer and agricultural chemicals. The regional chemical industry benefits from a skilled workforce that can support manufacturing and research and development, with the presence of established chemical companies and research facilities.

Changes in the Transportation and Warehousing Sector

From 2014 to 2024, the total employment across these transportation and warehousing subsectors increased by 23%, rising from 47,742 to 58,544 jobs. The largest percentage of growth is seen in warehousing and storage, with more than a 100% increase. Couriers and messengers also showed significant growth, rising by 58%.

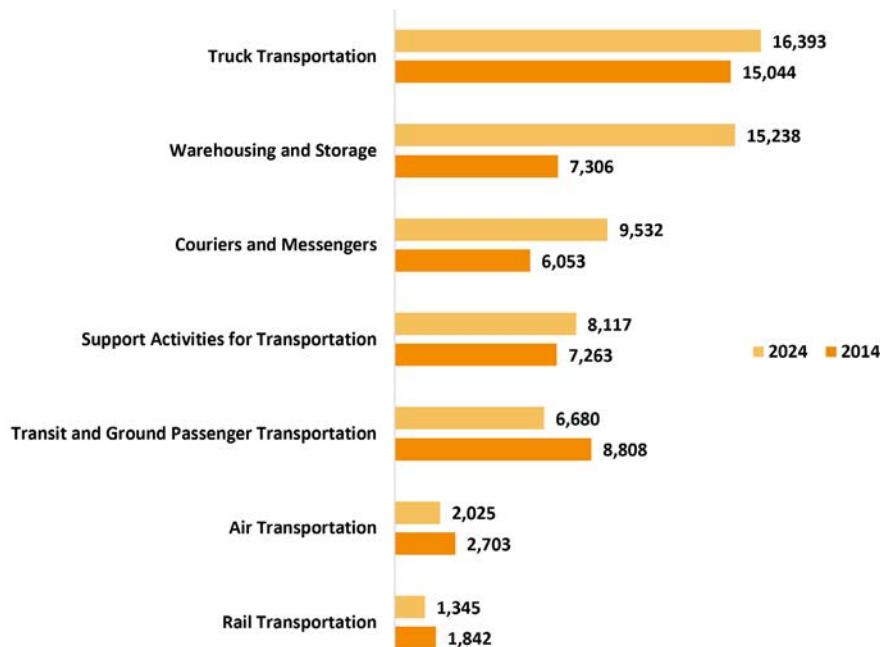
In contrast, employment in air transportation, transit and ground passenger transportation, and water transportation experienced a decline, decreasing by 20% for a loss of 2,884 jobs.

The top geographic centers for employment in transportation and warehousing are St. Louis County (22,132 workers) and Madison County, Illinois (10,334). St. Charles County (9,882) came in a close third, with St. Louis City (6,246) and St. Clair County (5,187) rounding out the top five largest counties for employment in the sector. These five counties account for 92% of the transportation and warehousing employment in the 15-county St. Louis MSA.

St. Charles County experienced a 148% increase in transportation and warehousing workers from 2014 to 2024. Madison County grew by 61% and Franklin County grew by 49%.

Several other counties experienced large decreased in employment in the sector over the same decade: St. Louis City lost 23% of its workers in the sector, a loss of 1,841 jobs. St. Clair County lost nearly 10% of its workers in this industry, a loss of 545 employees.

St. Louis MSA Transportation and Warehousing Employment by Subsector



Source: Quarterly Workforce Indicators, 2014 (Q1-Q4), 2023 (Q3, Q4), 2024 (Q1, Q2).



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The 2025 State of the St. Louis Workforce report was made possible by the collaborative efforts of staff from the St. Louis Community College Workforce Solutions Group and the Missouri Economic Research and Information Center (MERIC), the research unit of the Missouri Department of Economic Development.

SAVE THE DATE:

2026 STATE OF THE ST. LOUIS
WORKFORCE
August 5 | 9 a.m. | STLCC–Meramec

State of the St. Louis Workforce Speakers and Panel

The State of the St. Louis Workforce event on August 6, 2025, featured D'Andre Braddix, EdD from St. Louis Community College. His talk focused on understanding Gen Z's impact on the modern workplace. The event panel, with Dr. Pittman moderating, discussed what's ahead for the transportation industry workforce in St. Louis and the impact it has on the region. Visit stlcc.edu/STLworkforce to access a link to the event recording and to download the report.



D'Andre Braddix, EdD

St. Louis Community College, Ombudsperson

D'Andre Braddix, EdD, has more than 20 years of leadership experience in higher education. He is currently STLCC's Ombudsperson, where he builds connection between faculty and students, promotes fairness, and fosters a collaborative and respectful educational environment.



Rhonda Hamm-Niebruegge

St. Louis Lambert International Airport, Director of Airports

Rhonda Hamm-Niebruegge is the Director of St. Louis Lambert International Airport and chair of the St. Louis Airport Commission. She has more than 25 years' experience in aviation management, largely based in St. Louis, including as managing director of American Airlines' St. Louis operation and as vice president of TWA's North American operations. Recently, she served as chairperson of the Airport Oversight Committee of the Airport Cooperative Research Program, a research program supported by the FAA.



Ron Hines

United Parcel Service, Director of Operations

Ron Hines is director of operations at UPS with more than 19 years' experience in planning and directing operation strategies, including scheduling, logistics, safety compliance and supply chain management. He manages more than 1,200 employees, achieving significant reductions in safety incidents and increasing operational efficiency and revenue. He holds an MBA from Fontbonne University and serves on the board of the St. Louis Crisis Nursery.



Mary Lamie, PE

Bi-State Development, Executive Vice President of Multi Modal Enterprises

Mary Lamie, PE, is the Executive Vice President of Multi Modal Enterprises at Bi-State Development, where she oversees a number of business enterprises, including the Gateway Arch operations of key assets, the St. Louis Downtown Airport and the St. Louis Regional Freightway. She has more than 30 years' experience in the transportation industry and has been recognized for her work by the U.S. Department of Transportation and U.S. Department of Agriculture.



Jeff L. Pittman, PhD

St. Louis Community College, Chancellor

Jeff Pittman leads STLCC Transformed, a multi-year, multi-campus, \$500 million initiative that ensures the College continues to meet the region's ever changing and ever-increasing workforce development demands. His work continues STLCC's tradition of providing quality, affordable and accessible education and workforce training for all St. Louis area residents in support of area businesses.



Phyllis Ellison, MBA

St. Louis Community College, Associate Vice Chancellor, Workforce Solutions Group

Phyllis Ellison leads the College's corporate and workforce development programs, personal enrichment education and professional development initiatives that meet the training and skill development needs of regional businesses.

Appendix:

State of the St. Louis Workforce Employer Survey 2025

The employer survey was conducted as phone interviews on weekdays starting March 14, 2025 - April 6, 2025.

Only complete surveys are used in this report.

Initial Question Employees

First, including yourself, how many employees does your company CURRENTLY employ in your area?

Less than 5 (Thank & Terminate)	01
5 to 10	02
11 to 49	03
50 or more	04
(Do not read) Refuse - Thank & Terminate	97
(Do not read) Don't know/Not sure - Thank & Terminate	98

1. Over the past 12 months, would you say your employment levels have increased significantly (by 15% or more), increased slightly (by less than 15%), remained the same as before, decreased slightly (by less than 15%), or decreased significantly (by 15% or more)?

Increased significantly, by 15% or more	01
Increased slightly, by less than 15%	02
Remained the same as before	03
Decreased slightly, by less than 15%	04
Decreased significantly, by 15% or more	05
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

2. Looking ahead over the next 12 months, how does your business PLAN to change your employment levels? Would you say your employment levels will increase significantly (by 15% or more), increase slightly (by less than 15%), remain the same as before, decrease slightly (by less than 15%), or decrease significantly (by 15% or more)?

Increase significantly, by 15% or more	01
Increase slightly, by less than 15%	02
Remain the same as before	03
Decrease slightly, by less than 15%	04
Decrease significantly, by 15% or more	05
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

3. If you were to add employees in the next 12 months, which of the following methods would you use?

(Read list; enter code for each method would use; enter all that apply.)

Recalling furloughed workers	01
Recalling workers from a lay-off list	02
Hiring new full-time employees	03
Hiring new part-time employees	04
Hiring contract workers	05
Using a temporary agency	06
(Do not read) Not applicable - Not wanting to add employees	95
(Do not read) Would not use any listed method	96
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

4a. Please tell me if you have encountered the following barriers to expanding your employment level.

(Rotate barriers; ask "Any other barrier?" last)

Shortage of workers with knowledge or skills	01
Shortage of available training programs	02
Economic conditions	03
Government policies or regulations	04
Lack of information regarding the occupation	05
Lack of access to transportation to get to work	06
Lack of access to child care	07
Any other barrier? (If "Yes" - Record)	08
(Do not read) Have not encountered any barriers to expanding employment level	95
(Do not read) Not applicable - Not expanding employment level	96
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

4b. (Re: each barrier named on Q.4a)

Please tell me how large of a barrier each is to your business using a 1-to-5 scale where 1 is "insignificant" and 5 is a "critical barrier." You may also use any number between 1 and 5. And, if an item is not applicable to your business, please tell me so.

96 - Not applicable

97 - Refuse

98 - Don't know/Not sure

Shortage of workers with knowledge or skills	—
Shortage of available training programs	—
Economic conditions	—
Government policies or regulations	—
Lack of information regarding the occupation	—
Lack of access to transportation to get to work	—
Lack of access to child care	—
Other barrier	—

5a. What is your company's current policy on remote work?

(Read list; enter code for each applicable policy type; enter all that apply.)

Fully on-site	
(Employees are required to work on-site everyday)	01
Fully remote	
(Employees work remotely with no on-site requirement)	02
Flexible policy	
(Employees can choose on-site and remote schedules with no set requirement)	03
Hybrid: On-site required 4 days a week	04
Hybrid: On-site required 2-3 days a week	05
Hybrid: On-site required 1 day a week	06
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

5b. Under your current work policy, what percentage of employees work under each of the following arrangements? Answers MUST total 100%

Fully on-site	
(Employees are required to work on-site everyday)	___
Fully remote	
(Employees work remotely with no on-site requirement)	___
Flexible policy	
(Employees can choose on-site and remote schedules with no set requirement)	___
Hybrid: On-site required 4 days a week	___
Hybrid: On-site required 2-3 days a week	___
Hybrid: On-site required 1 day a week	___
(Do not read) Refuse	___
(Do not read) Don't know/Not sure	___

5c. Do you expect the number of your remote workers to increase, stay the same, or decrease over the next 12 months?

Increase	01
Stay the same	02
Decrease	03
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

6. Next, I am going to read some possible shortcomings of job applicants and ask if you have or have not seen these characteristics in a significant number of applicants during the last 12 months. I would then like you to rank the importance of that shortcoming to your business on a 1 to 5 scale where 1 is "not at all important" and 5 is "very important."

6a-1. Please tell me if you have or have not noticed a significant number of applicants with "Poor work habits" (including attendance, punctuality, and attention to job).

Have seen this characteristic in job applicants	01
Have not seen this characteristic in job applicants	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

6a-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) 98 - Don't know/Not sure	
Poor work habits	___

6b-1. Please tell me if you have or have not noticed a significant number of applicants with a "Lack of general knowledge about business or industry."

Have seen this characteristic in job applicants	01
Have not seen this characteristic in job applicants	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

6b-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) 98 - Don't know/Not sure	
Lack of general knowledge about business or industry	___

6c-1. Please tell me if you have or have not noticed a significant number of applicants with a "Lack of ability to interact effectively with people of different cultures and socio-economic backgrounds."

Have seen this characteristic in job applicants	01
Have not seen this characteristic in job applicants	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

6c-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) 98 - Don't know/Not sure	
Lack of ability to interact effectively with people of different cultures and socio-economic backgrounds	___

6d-1. Please tell me if you have or have not noticed a significant number of applicants with a "Lack of communication or interpersonal skills."

Have seen this characteristic in job applicants	01
Have not seen this characteristic in job applicants	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

6d-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) 98 - Don't know/Not sure	
Lack of communication or interpersonal skills	___

6e-1. Please tell me if you have or have not noticed a significant number of applicants with a "Lack of willingness to learn or inability to learn."

Have seen this characteristic in job applicants	01
Have not seen this characteristic in job applicants	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

6e-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) 98 - Don't know/Not sure	
Lack of willingness to learn or inability to learn	___

6f-1. Please tell me if you have or have not noticed a significant number of applicants with a "Lack of teamwork or collaboration."

Have seen this characteristic in job applicants	01
Have not seen this characteristic in job applicants	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

6f-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) 98 - Don't know/Not sure	
Lack of teamwork or collaboration	___

6g-1. Please tell me if you have or have not noticed a significant number of applicants with a "Lack of general computer skills."

Have seen this characteristic in job applicants	01
Have not seen this characteristic in job applicants	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

6g-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) 98 - Don't know/Not sure	
Lack of general computer skill	___

6h-1. Please tell me if you have or have not noticed a significant number of applicants with a "Lack of critical thinking and problem solving."

Have seen this characteristic in job applicants	01
Have not seen this characteristic in job applicants	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

6h-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) 98 - Don't know/Not sure	
Lack of critical thinking and problem solving	___

6i-1. Please tell me if you have or have not noticed a significant number of applicants with an "Inability to think creatively or 'out of the box.'"

Have seen this characteristic in job applicants	01
Have not seen this characteristic in job applicants	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

6i-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) 98 - Don't know/Not sure
Inability to think creatively or 'out of the box' —

6j-1. Please tell me if you have or have not noticed a significant number of applicants with a "Lack of writing skills."

Have seen this characteristic in job applicants 01
Have not seen this characteristic in job applicants 02
(Do not read) Refuse 97
(Do not read) Don't know/Not sure 98

6j-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) Don't know/Not sure 98
Lack of writing skills —

6k-1. Please tell me if you have or have not noticed a significant number of applicants with a "Lack of basic math skills."

Have seen this characteristic in job applicants 01
Have not seen this characteristic in job applicants 02
(Do not read) Refuse 97
(Do not read) Don't know/Not sure 98

6k-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) Don't know/Not sure 98
Lack of basic math skills —

6l-1. Please tell me if you have or have not noticed a significant number of applicants with a "Lack of technical skills specific to the job."

Have seen this characteristic in job applicants 01
Have not seen this characteristic in job applicants 02
(Do not read) Refuse 97
(Do not read) Don't know/Not sure 98

6l-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) Don't know/Not sure 98
Lack of technical skills specific to the job —

6m-1. Please tell me if you have or have not noticed a significant number of applicants with an "Inability to understand written and graphical information."

Have seen this characteristic in job applicants 01
Have not seen this characteristic in job applicants 02
(Do not read) Refuse 97
(Do not read) Don't know/Not sure 98

6m-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) Don't know/Not sure 98
Inability to understand written and graphical information —

6n-1. Please tell me if you have or have not noticed a significant number of applicants with an "Inability to pass a drug test or has a substance abuse issue."

Have seen this characteristic in job applicants 01
Have not seen this characteristic in job applicants 02
(Do not read) Refuse 97
(Do not read) Don't know/Not sure 98

6n-2. On the 1 to 5 scale, how important is this applicant shortcoming to your business?

(Do not read) Don't know/Not sure 98
Inability to pass a drug test or has a substance abuse issue —

7. Now we would like you to share the strengths you have seen in job applicants during the last 12 months. Please rank each strength on a 1 to 5 scale where 1 is "did not see this strength in any applicants" and 5 is "saw this strength in all applicants."

(Do not read) Don't know/Not sure 98

7a. Determination
7b. Personal discipline
7c. Creativity
7d. Respectfulness
7e. Honesty
7f. Curiosity
7g. Verbal communication skills
7h. Writing skills
7i. Technical skills
7j. Taking the initiative
7k. Responsibility
7l. Positivity
7m. Ambition
7n. Dependability

8a. Are you experiencing a shortage of skilled applicants for your organization?

Yes 01
No (if "no" skip to question 8) 02
(Do not read) Refuse 97
(Do not read) Don't know/Not sure 98

8b. (If experiencing shortage of skilled applicants per Q.8a)

Please tell me the skill level required to meet your skill shortages. Approximately what percentage of the SHORTAGES you are experiencing require high-skill applicants (those with a 4-year degree or higher); middle-skill applicants (training or education beyond high school, but less than a 4-year degree); and low-skill applicants (high school or less). What percent of positions require ...

Answers MUST total 100%
Refuse 97
Don't know/Not sure 98
High-skill, requiring a 4-year degree or higher —
Middle-skill, training or education beyond high school, but less than a 4-year degree —
Low-skill, requiring high school or less —

8c. (If experiencing shortage of skilled applicants per Q.8a)

Please tell me if you are taking any of the following measures to meet the skill shortages of applicants.

Hiring from outside the St. Louis area 01
Hiring from outside the United States 02
Hiring contractors 03
Forced to hire less experienced workers and then train them 04
Invest in automation instead of hiring 05
Offering increased wages due to shortage of experienced workers 06
(Do not read) Not taking any of listed measures 96
(Do not read) Refuse 97
(Do not read) Don't know/Not sure 98

9. What is your business' plan to transition from a degree-centered hiring approach to a more skills-based approach for hiring new talent (e.g., eliminating Bachelor's degree requirement)?

We have already made the transition 01
We are in the process of transitioning 02
We are considering transitioning 03
We are not planning or considering a transition 04
(Do not read) Refuse 97
(Do not read) Don't know/Not sure 98

10. Which of the following methods do you use to assist current workers to address your company's need for new or increased skills? (Read list; enter all that apply.)

In-house classroom training	01
On-the-job training	02
Vendor training	03
Apprenticeship programs	04
Internship programs	05
Community college provided customized training or education	06
Vocational training	07
Tuition reimbursement	08
Online courses	09
Provide flexible schedule for outside continuing education	10
(Do not read) Not applicable – Do not need new or increased skills	95
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

11a. What do you think your employees' attitudes are, in general, toward upskilling/reskilling training?

Interested:	
Interested and actively engages in training	01
Interested but training is not available	02
Neutral	03
Not interested in training	04
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

11b. (If interested in training per Q.11a)

What barriers do your employees interested in training experience? (Read list; enter all that apply.)

Work responsibilities restrict availability to participate	01
Completing training on personal time is a barrier	02
The organization does not sponsor the cost of training	03
Any other barrier? (If "Yes" – Record)	04
Have not encountered any barriers to receiving training	95
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

11c. Approximately how much do you spend on training per year per employee? (Include spending on internal and external training, certifications, or courses, but not tuition reimbursement for college degrees.)

Up to \$200	01
\$201-\$500	02
\$501-\$999	03
\$1,000-\$1,500	04
More than \$1,500	05
We do not spend any money on training	95
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

12. Does your company offer financial assistance for employees pursuing college degrees? If yes, what type of financial assistance is available? (Enter all that apply.)

Full tuition reimbursement for a degree program	01
A set dollar amount per employee per year, please specify: _____	02
Coverage for a set number of courses per employee per year, please specify: _____	03
Other, please specify: _____	04
We do not offer financial assistance for college degrees	95
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

13. Now we have some questions about your company's workforce by job function.

13a. Do you employ staff in the Accounting or Finance function?

Yes	01
No (if "no" skip to question 13b)	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

13aa. (If employ staff in Accounting or Finance function per Q.13a)

Are you seeing a shortage of skilled applicants in the Accounting or Finance function?

Yes	01
No (if "no" skip to question 13b)	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

13aaa. (If seeing shortage of skilled applicants in the Accounting or Finance function per Q.13aa)

Please tell me the skill level of applicants required to meet your Accounting or Finance skill shortages. Approximately what percentage of the shortages you are experiencing require high-skill applicants (those with a 4-year degree or higher); middle-skill applicants (training or education beyond high school, but less than a 4-year degree); and low-skill applicants (high school or less).

What percent of positions require ...

Answers MUST total 100%	
Refuse	97
Don't know/Not sure	98
High-skill, requiring a 4-year degree or higher	—
Middle-skill, training or education beyond high school, but less than a 4-year degree	—
Low-skill, requiring high school or less	—

13b. Do you employ staff in the Information Technology function?

Yes	01
No (if "no" skip to question 13c)	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

13bb. (If employ staff in Information Technology function per Q.13b)

Are you seeing a shortage of skilled applicants in the Information Technology function?

Yes	01
No (if "no" skip to question 13c)	02
(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98

13bbb. (If seeing shortage of skilled applicants in the Information Technology function per Q.13bb)

Please tell me the skill level of applicants required to meet your Information Technology skill shortages. Approximately what percentage of the shortages you are experiencing require high-skill applicants (those with a 4-year degree or higher); middle-skill applicants (training or education beyond high school, but less than a 4-year degree); and low-skill applicants (high school or less).

What percent of positions require ... Answers MUST total 100%

Refuse = 97	
Don't know/Not sure = 98	
High-skill, requiring a 4-year degree or higher	—
Middle-skill, training or education beyond high school, but less than a 4-year degree	—
Low-skill, requiring high school or less	—

13c. Do you employ staff in the Customer Service function?

Yes	01
No (if “no” skip to question 13d)	02
(Do not read) Refuse	97
(Do not read) Don’t know/Not sure	98

13cc. (If employ staff in Customer Service function per Q.13c) Are you seeing a shortage of skilled applicants in the Customer Service function?

Yes	01
No (if “no” skip to question 13d)	02
(Do not read) Refuse	97
(Do not read) Don’t know/Not sure	98

13ccc. (If seeing shortage of skilled applicants in the Customer Service function per Q.13cc)
Please tell me the skill level of applicants required to meet your Customer Service skill shortages. Approximately what percentage of the shortages you are experiencing require high-skill applicants (those with a 4-year degree or higher); middle-skill applicants (training or education beyond high school, but less than a 4-year degree); and low-skill applicants (high school or less).
What percent of positions require ...
Answers MUST total 100%

Refuse	97
Don’t know/Not sure	98
High-skill, requiring a 4-year degree or higher	—
Middle-skill, training or education beyond high school, but less than a 4-year degree	—
Low-skill, requiring high school or less	—

13d. Do you employ staff in the Business Management function?

Yes	01
No (if “no” skip to question 13e)	02
(Do not read) Refuse	97
(Do not read) Don’t know/Not sure	98

13dd. (If employ staff in Business Management function per Q.9d) Are you seeing a shortage of skilled applicants in the Business Management function?

Yes	01
No (if “no” skip to question 13e)	02
(Do not read) Refuse	97
(Do not read) Don’t know/Not sure	98

13ddd. (If seeing shortage of skilled applicants in the Business Management function per Q.13dd)
Please tell me the skill level of applicants required to meet your Business Management skill shortages. Approximately what percentage of the shortages you are experiencing require high-skill applicants (those with a 4-year degree or higher); middle-skill applicants (training or education beyond high school, but less than a 4-year degree); and low-skill applicants (high school or less).
What percent of positions require ...
Answers MUST total 100%

Refuse	97
Don’t know/Not sure	98
High-skill, requiring a 4-year degree or higher	—
Middle-skill, training or education beyond high school, but less than a 4-year degree	—
Low-skill, requiring high school or less	—

13e. Do you employ staff in the Skilled Trades function?

Yes	01
No (if “no” skip to question 13f)	02
(Do not read) Refuse	97
(Do not read) Don’t know/Not sure	98

13ee. (If employ staff in Skilled Trades function per Q.13e) Are you seeing a shortage of skilled applicants in the Skilled Trades function?

Yes	01
No (if “no” skip to question 13f)	02
(Do not read) Refuse	97
(Do not read) Don’t know/Not sure	98

13eee. (If seeing shortage of skilled applicants in the Skilled Trades function per Q.13ee)
Please tell me the skill level of applicants required to meet your Skilled Trades skill shortages. Approximately what percentage of the shortages you are experiencing require high-skill applicants (those with a 4-year degree or higher); middle-skill applicants (training or education beyond high school, but less than a 4-year degree); and low-skill applicants (high school or less).
What percent of positions require ...
Answers MUST total 100%

Refuse	97
Don’t know/Not sure	98
High-skill, requiring a 4-year degree or higher	—
Middle-skill, training or education beyond high school, but less than a 4-year degree	—
Low-skill, requiring high school or less	—

13f. Do you employ staff in the Manufacturing, Production & Maintenance function?

Yes	01
No (if “no” skip to question 13g)	02
(Do not read) Refuse	97
(Do not read) Don’t know/Not sure	98

13ff. (If employ staff in Manufacturing, Production & Maintenance function per Q.13f) Are you seeing a shortage of skilled applicants in the Manufacturing, Production & Maintenance function?

Yes	01
No (if “no” skip to question 13g)	02
(Do not read) Refuse	97
(Do not read) Don’t know/Not sure	98

13fff. (If seeing shortage of skilled applicants in the Manufacturing, Production & Maintenance function per Q.13ff)
Please tell me the skill level of applicants required to meet your Manufacturing, Production and Maintenance skill shortages. Approximately what percentage of the shortages you are experiencing require high-skill applicants (those with a 4-year degree or higher); middle-skill applicants (training or education beyond high school, but less than a 4-year degree); and low-skill applicants (high school or less).
What percent of positions require ...
Answers MUST total 100%

Refuse	97
Don’t know/Not sure	98
High-skill, requiring a 4-year degree or higher	—
Middle-skill, training or education beyond high school, but less than a 4-year degree	—
Low-skill, requiring high school or less	—

13g. Do you employ staff in the Patient Care function?

Yes	01
No (if “no” skip to question 14)	02
(Do not read) Refuse	97
(Do not read) Don’t know/Not sure	98

13gg. (If employ staff in Patient Care function per Q.13g) Are you seeing a shortage of skilled applicants in the Patient Care function?

Yes	01
No (if “no” skip to question 14)	02
(Do not read) Refuse	97
(Do not read) Don’t know/Not sure	98

13ggg. (If seeing shortage of skilled applicants in the Patient Care function per Q.13gg) Please tell me the skill level of applicants required to meet your Patient Care skill shortages. Approximately what percentage of the shortages you are experiencing require high-skill applicants (those with a 4-year degree or higher); middle-skill applicants (training or education beyond high school, but less than a 4-year degree); and low-skill applicants (high school or less). What percent of positions require ...		17d. Field trips	
Answers MUST total 100%		Yes	01
Refuse	97	No	02
Don't know/Not sure	98	17e. Classroom presentations	
High-skill, requiring a 4-year degree or higher	—	Yes	01
Middle-skill, training or education beyond high school, but less than a 4-year degree	—	No	02
Low-skill, requiring high school or less	—	17f. Youth apprenticeships	
14. In your business, what percentage of your TOTAL positions requires each of the following levels of experience?		Yes	01
What percent of positions require ...		No	02
Answers MUST total 100% Refuse	97	17g. (If 17a through 17f are all "No") Would you be interested in offering work-based learning experiences for students and young adults?	
Don't know/Not sure	98	Yes	01
A minimum of 4 or more years of experience	—	No	02
A minimum of 1 to 3 years of experience	—	18. Do you currently have partnerships with any of the following organizations to help you source talent?	
Some experience, but less than 1 year	—	(Do not read) Refuse	97
No Experience	—	(Do not read) Don't know/Not sure	98
15. In your business, what percentage of your TOTAL positions require each of the following levels of education as a minimum requirement? What percent of positions require...		18a. Job Centers or Workforce Investment Boards	
Answers MUST total 100%		Yes	01
Refuse	97	No	02
Don't know/Not sure	98	18b. School districts or individual K-12 schools	
High-skill, requiring a 4-year degree or higher	—	Yes	01
Middle-skill, training or education beyond high school, but less than a 4-year degree	—	No	02
Low-skill, requiring high school or less	—	18c. 2-year colleges	
16. What percentage of jobs in your business are available for individuals with industry relevant short-term training, meaning not more than 6 months of training beyond a high school diploma?		Yes	01
No jobs	01	No	02
1 to 49% of jobs	02	18d. 4-year colleges	
50 to 100% of jobs	03	Yes	01
(Do not read) Refuse	97	No	02
(Do not read) Don't know/Not sure	98	18e. Training institutions	
17. Do you offer any of the following work-based learning experiences for students and young adults?		Yes	01
(Do not read) Refuse	97	No	02
(Do not read) Don't know/Not sure	98	18f. Nonprofit organizations	
17a. Paid internships		Yes	01
Yes	01	No	021
No	02	18g. Missouri Department of Higher Education and Workforce Development	
17b. Unpaid internships		Yes	01
Yes	01	No	02
No	02	18h. Other (please record)	
17c. Career shadowing		Yes	01
Yes	01	No	02
No	02	19. What percentage of jobs in your firm receives each of the following types of background checks prior to hire?	
		Criminal check, percentage	—
		Financial check, percentage	—
		Drug screen, percentage	—
		eVerify check, percentage	—
		Social media check, percentage	—
		Professional license or certification check, percentage	—
		Check by an outside service, percentage	—

20. What aspects of DEI – Diversity, Equity, and Inclusion – does your business incorporate?		1 to 5 scale where 1 is “not at all important” and 5 is “very important.”	
(Do not read) Refuse	97	(Do not read) Refuse	97
(Do not read) Don't know/Not sure	98	(Do not read) Don't know/Not sure	98
20a. A DEI strategy or plan		Health Insurance	—
Yes	01	Pay rate	—
No	02	Sense of purpose	—
20b. An Equal Opportunity Employer notice in job postings		Accessibility	—
Yes	01	Retirement plan	—
No	02	Job stability	—
20c. A DEI statement on your website or in a handbook		Paid time off (vacation or sick leave)	—
Yes	01	Flexibility	—
No	02	Paid family leave	—
20d. A DEI committee		Inclusiveness, a sense of belonging	—
Yes	01	Job satisfaction	—
No	02	Opportunities for advancement or a career path	—
20e. Harassment or sensitivity course or training		24. In what areas of your company are you using Artificial Intelligence (AI)?	
Yes	01	(Read list; enter code for each area of your company; enter all that apply.)	
No	02	Accounting/Finance	01
20f. Affinity groups within your company (These are voluntary, employee-led groups that are typically based on shared characteristics or experiences. Examples include: Women's Resource Group, Racial/Ethnic Groups, LGBTQ+ Employee Network, Veterans Group, Disability Support Group.)		Information Technology	02
Yes	01	Customer Service	03
No	02	Business Management	04
21. How do you anticipate your organization's Diversity, Equity, and Inclusion (DEI) efforts will change in the next year?		Skilled Trades	05
Increase	01	Manufacturing/Production	06
Stay the same	02	Maintenance	07
Decrease	03	Patient Care	08
(Do not read) Refuse	97	Transportation	09
(Do not read) Don't know/Not sure	98	(Do not read) Refuse	97
22. Which statement best describes your company's position on hiring an applicant convicted of a felony offense who has completed their sentence and/or probation? (Read list; single response only)		(Do not read) Don't know/Not sure	98
Would not consider applicant for any position	01	25. How would you describe your organization's current use of Artificial Intelligence (AI)?	
Depends on the nature of the felony and the time since the offense	02	Not using AI and do not plan to use it	01
Would consider for some jobs but not for others	03	Not using AI but plan to use it in the future	02
Would consider the applicant for any job for which they are qualified	04	AI is currently being tested or used in a pilot project	03
(Do not read) Refuse	97	AI is integrated into our operations & business processes	04
(Do not read) Don't know/Not sure	98	(Do not read) Refuse	97
23. Finally, we want to understand the characteristics that best define a “good” job. Please rank the importance of each of the following job characteristics on a		(Do not read) Don't know/Not sure	98
		26. What benefits has your organization experienced since using AI?	
		(Read list; enter code for each area of your company; enter all that apply.)	
		More efficient/saving time on some tasks	01
		Improved decision-making through data insights	02
		Cost reduction through automation and optimization	03
		Enhanced customer experience and satisfaction	04
		Fostering innovation and gaining a competitive edge	05
		Replacing workers or unfulfilled positions	06
		Reduced operational errors or mistakes	07
		Enhanced employee experience and satisfaction	08
		(Do not read) Refuse	97
		(Do not read) Don't know/Not sure	98



Researched and developed by St. Louis Community College Workforce Solutions Group



www.stlcowd.org

**Office of
Compliance
Issuance**

38-2026

Release Number-Program Year

Active Date: 04/22/2026

Effective Date: 04/22/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Reasonable Accommodations

ATTACHMENTS (if any): (N/A)

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

Section 188 of WIOA
29 CFR Part 1630
29 CFR 38
29 CFR 32 subparts B & C, and appendix A
Missouri Nondiscrimination Plan

SUMMARY

St. Louis County Workforce Development (STLCOWD) policy is to provide requirements for reasonable accommodation and modification for individuals, applicants, workforce staff, and registrants.

BACKGROUND

Definitions

1. Reasonable accommodation. The term reasonable accommodation means:

- Modifications or adjustments to a job application process that enable a qualified applicant with a disability to be considered for the position such qualified applicant desires; or
- Modifications or adjustments to the work environment, or to the manner or circumstances under which the position held or desired is customarily performed, that enable an individual with a disability who is qualified to perform the essential functions of that position; or
- Modifications or adjustments that enable a covered entity's employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by its other similarly situated employees without disabilities.

Reasonable accommodation may include but is not limited to:

- Making existing facilities used by employees readily accessible to and usable by individuals with disabilities; and
- Job restructuring; part-time or modified work schedules; reassignment to a vacant position; acquisition or modifications of equipment or devices; appropriate adjustment or modifications of examinations, training materials, or policies; the provision of qualified readers or interpreters; and other similar accommodations for individuals with disabilities.
- To determine the appropriate reasonable accommodation it may be necessary for the covered entity to initiate an informal, interactive process with the individual with a disability in need of the accommodation. This process should identify the precise limitations resulting from the disability and potential reasonable accommodations that could overcome those limitations.
- A covered entity is required, absent undue hardship, to provide a reasonable accommodation to an otherwise qualified individual who meets the definition of disability under the "actual disability" prong¹, or "record of" prong², but is not required

¹ A physical or mental impairment that substantially limits one or more of the major life activities of such individual

² A record of such an impairment

to provide a reasonable accommodation to an individual who meets the definition of disability solely under the “regarded as” prong.³

2. Disability⁴

In general. Disability means, with respect to an individual—

- A physical or mental impairment that substantially limits one or more of the major life activities of such individual;
- A record of such an impairment; or
- Being regarded as having such an impairment as described in [paragraph \(I\)](#) of this section. This means that the individual has been subjected to an action prohibited by the ADA as amended because of an actual or perceived impairment that is not both “transitory and minor.”
- Being regarded/proven as having such impairment.

3. Essential functions

The term *essential functions* means the fundamental job duties of the employment position the individual with a disability holds or desires. The term “essential functions” does not include the marginal functions of the position.

A job function may be considered essential for any of several reasons, including but not limited to the following:

- The function may be essential because the reason the position exists is to perform that function;
- The function may be essential because of the limited number of employees available among whom the performance of that job function can be distributed; and/or
- The function may be highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function.

Evidence of whether a particular function is essential includes, but is not limited to:

- The employer’s judgment as to which functions are essential;
- Written job descriptions prepared before advertising or interviewing applicants for the job;
- The amount of time spent on the job performing the function;
- The consequences of not requiring the incumbent to perform the function;
- The terms of a collective bargaining agreement;
- The work experience of past incumbents in the job; and/or
- The current work experience of incumbents in similar jobs.

³ Establishing that an individual is “regarded as having such an impairment” does not, by itself, establish liability. Liability is established under title I of the ADA only when an individual proves that a covered entity discriminated on the basis of disability within the meaning of section 102 of the ADA, [42 U.S.C. 12112](#).

⁴ Refer to 29CFR 1630.3 for exceptions to this definition.

4. Major Life Activities

- Functions such as caring for oneself, performing manual tasks, walking seeing, hearing, speaking, breathing, learning, and working.
- Major life activities are those functions that are important to most people's daily lives. Examples of major life activities are breathing, walking, talking, hearing, seeing, sleeping, caring for one's self, performing manual tasks, and working. Major life activities also include major bodily functions such as immune system functions, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

SUBSTANCE

The purpose of this policy is to assist the STLCOWD staff and its service providers (sub recipients) in establishing programmatic and physical accessibility practices as well as processing accommodation requests. This policy and procedure guide is to provide a framework for serving individuals with disabilities and handling accommodation requests, not to replace the policies of the service provider's organization. It is the policy of the STLCOWD to comply with the Americans with Disabilities Act and **Section 188 of WIOA, 29 CFR 38**, providing program accessibility and reasonable accommodations to qualified individuals with disabilities to enable them to:

- Be considered for the aid, benefits, services, training, or employment as desired; and/or
- Perform the essential functions of their jobs; or receive aid, benefits, services, or training equal to that provided to qualified individuals without disabilities; and/or
- When receiving aid, services, training, or employment, it is equal to those individuals without disabilities, unless providing such accommodation would impose an undue hardship.

A. WHAT ACCOMMODATIONS ARE REASONABLE?

The reasonableness of accommodation will depend upon the circumstances of each case.⁵

The providers are not required to provide personal items to individuals with disabilities. Such items include hearing aids, prosthetic limbs, wheelchairs, or eyeglasses. However, such items may constitute reasonable accommodation where they are specifically designed to meet needs that are related to the program or activity in which the person is participating, or the job the person is performing. For example, eyeglasses designed to enable the individual to view a computer monitor, but which are not otherwise needed outside of the program or activity in which the person is participating, or the job the person is performing, may constitute reasonable accommodation.

Where more than one possible reasonable accommodation exists, the provider should give primary consideration to the individual's preference in determining what accommodation it will provide.

⁵ eCFR :: 29 CFR 32.13 -- Reasonable accommodation.

Accommodations may be considered “unreasonable” only if they impose an undue hardship for the specific program/job in question. For example, shifting tasks among clerical employees to accommodate an employee with a disability may be reasonable where a sufficient number of employees exist among whom the tasks can be distributed; however, such accommodation may be unreasonable in a very small office with few employees.

Where the service provider determines that the accommodation requested by the individual would impose an undue hardship, or the modification requested would result in a fundamental alteration, the service provider must propose an alternative accommodation or modification that would ensure that, to the maximum extent possible, the person with a disability receives the aid, benefits, services, training, or employment offered by the program.

Accommodations can be simple, but most importantly, should be offered in response to any request or Individual identified need. Examples of simple accommodations might include holding a spot in line for an Individual who has difficulty standing for long periods, taking notes for an Individual during a Job Center workshop, adjusting table height for an Individual with physical disability, or providing a quiet work area. In many cases, accommodations may require staff to “think outside the box” or research accommodation resources. Because there are sometimes multiple options for a reasonable accommodation, the individual making the request and Job Center staff should work together to identify the most effective accommodation using the “interactive process”. Through informal discussion, individuals are provided the opportunity to articulate their needs, and staff are able to determine how best to meet those needs. It is important to note that an Individual request can be made in “plain language” and need not mention the Americans with Disabilities Act, the Rehabilitation Act, or even use the phrase “reasonable accommodation”. As such, the request does not have to be in writing, and may be made by a family member, friend, or other representative on the Individual’s behalf.

B. EFFECTIVE COMMUNICATION & OTHER ASSISTANCE

Workforce Innovation and Opportunity Act (WIOA) Title I-financially assisted programs and activities must be programmatically accessible. This includes providing reasonable accommodations for individuals with disabilities and communicating as effectively as with others. Recipients must provide appropriate auxiliary aids or services, including Assistive Technology devices and services, upon request, where necessary to afford individuals with disabilities an equal opportunity to participate in and enjoy the benefits of the program or activity.

Assistive Technologies are mitigating measures to aid people with disabilities that substantially limit their abilities to receive or communicate information about themselves, programs, or services. Assistive Technologies usually take the form of auxiliary aids or services but also may include modifications to the physical environment related to the use of devices.

Each service provider shall be responsible for establishing a procedure that ensures effective communication between the qualified individual with a disability and service provider staff throughout the service provision and accommodation process. Effective communication may require arranging for sign language interpreters, assistive listening equipment, alternative formats for people with visual impairments, or other approaches. In addition, the service provider shall also be responsible for providing such other reasonable assistance as is requested throughout the accommodation process, as well as through the process of any necessary appeals.

The definition of auxiliary aids or services includes:

- Communications accessibility for individuals with hearing impairments
- Qualified interpreters, on-site or through video remote interpreting (VRI) services;
- Note takers;
- Real-time computer-aided transcription services;
- Written materials;
- Exchange of written notes;
- Telephone handset amplifiers;
- Assistive listening devices;
- Assistive listening systems;
- Telephones compatible with hearing aids;
- Closed caption decoders;
- Open and closed captioning, including real-time captioning;
- Voice, text, and video-based telecommunications products and systems, including TTY;
- Videophones, captioned telephones, or equally effective telecommunications devices
- Videotext displays; or
- Accessible electronic and information technology.
- Staff will use the “Sign Language Interpreter Desk Aid and Checklist” to further assist individuals with hearing impairments.
- Communications for individuals who are blind or have low vision
- Qualified readers;
- Taped texts;
- Audio recordings;
- Brailled materials and displays;
- Screen reader software;
- Magnification software;
- Optical readers;
- Secondary auditory programs (SAP);
- Large print materials; or
- Accessible electronic and information technology.

C. PROCESS FOR INDIVIDUALS & GENERAL PUBLIC

Individuals and members of the general public may request accommodation(s) through any staff member of the service provider. Signage notifying Individuals and the general public of the availability of accommodations shall be posted prominently in the reception area of each service provider. Literature (in the appropriate format) shall be provided to Individuals by the service provider as part of the registration process.

Individuals desiring accommodation shall meet with a member of the service provider staff to discuss their need for accommodation. Requests for accommodation can be made verbally or in writing.

Each service provider shall designate a staff member responsible for reviewing accommodation requests.

Within ten (10) business days of receipt, the designated staff person shall either grant or deny the request in writing. Provisions for this accommodation should commence immediately, once the request is granted.

Where the request is denied based on undue hardship or fundamental alteration, the program must propose alternative accommodation or modification that would ensure that, to the maximum extent possible, the person with a disability receives the aid, benefits, services, training, or employment offered by the program.

Recipients must make the decision that the accommodation would cause such hardship only after considering all factors listed in the definition of "undue hardship" in § 38.4(rrr)(1). The decision must be accompanied by a written statement of the recipient's reasons for reaching that conclusion. The recipient must provide a copy of the statement of reasons to the individual or individuals who requested the accommodation.

Individuals and members of the general public who are not satisfied with the final decision/outcome of a service provider of STLCOWD may file a complaint by following the non-discrimination complaint and grievance policies set forth by the Board and OWD.

D. PROCESS FOR SERVICE PROVIDER STAFF

It is the responsibility of each service provider's organization to disseminate to their employees, their respective reasonable accommodation policy. Each service provider's reasonable accommodation policy shall include an internal appeals process.

Employees shall also be made aware that if they are not satisfied with the final decision/outcome of their employer, they may file a complaint by following the non-discrimination complaint and grievance policies set forth by STLCOWD and OWD.

E. PROCESS FOR STLCOWD STAFF

The staff of STLCOWD will follow the policy as set forth. STLCOWD staff shall also be made aware that if they are not satisfied with the decision of STLCOWD, they may file a grievance by following the non-discrimination complaint and grievance policies set forth by STLCOWD and OWD.

F. CONFIDENTIALITY

Medical information obtained in connection with the reasonable accommodation process must be kept confidential. This means all medical information obtained by the Job Center, subcontracted, partner or STLCOWD staff in connection with a request for reasonable accommodation must be kept in a separate file from the individual's participant or personnel files. This includes the fact that reasonable accommodation has been requested, approved, and information about functional limitations. All instruction and guidance regarding confidentiality and record keeping provided by the Office of Workforce Development (OWD) will be followed.

TIMELINE

Immediate and continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance document to stlcowd@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

Office of Compliance Issuance

25-2026

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Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Confidentiality

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance - Statewide Confidentiality and Information Security Plan Policy

U.S. Department of Labor, Employment and Training Administration, Training and Employment Guidance Letter (TEGL) No. 39-11, "Guidance on the Handling and Protection of Personally Identifiable Information (PII)," June 28, 2012. UC Confidentiality and Disclosure Regulations- 20 CFR Part 603

SUMMARY

This policy communicates guidance from the St Louis County Workforce Development (STLCOWD) for authorized users of the statewide case management system (MoJobs, etc.) and use of confidential information.

BACKGROUND

The purpose of this policy is to communicate the requirements to protect personal and confidential information for individuals receiving services through WIOA or other funding sources. STLCOWD must ensure the privacy of individuals and safeguard their confidential information. Those actions serve individuals by:

- protecting individuals' eligibility for workforce programs, services, and benefits.
- maintaining consumer confidence in the workforce development system by preserving privacy and minimizing the risk of identity theft or fraud; and
- shielding individuals from discriminatory programmatic or hiring practices by keeping certain details about their barriers to employment in strict confidence.

This policy is to align with the State of Missouri confidentiality policies, to protect Personally Identifiable Information (PII):

"Recipients and sub-recipients of WIOA title I and Wagner-Peyser Act funds must have an internal control structure and written policies in place that provide safeguards to protect personally identifiable information, records, contracts, grant funds, equipment, sensitive information, tangible items, and other information that is readily or easily exchanged in the open market, or that the Department or the recipient or sub-recipient considers to be sensitive, consistent with applicable Federal, State and local privacy and confidentiality laws."¹

SUBSTANCE

All WIOA staff, including sub-contracting/sub-recipient agencies, and/or consultants who use MoJobs or other as they carry out their duties in the workforce development system, will comply with the Missouri Workforce Development System Confidentiality & Information Security Plan.

Before being given access to MoJobs, staff or consultants will be required to sign the OWD Confidential Information User Attestation Form. Staff or consultants who do not use MoJobs but have access to confidential information must also sign an attestation form. Documentation of confidentiality agreements will be maintained by a designated custodian.

A. PROCEDURES

I. Training of Authorized Users

a. Definitions:

- i. Personally Identifiable Information (PII) - information in records, such as a name or identification number, used to distinguish or trace an individual's

¹ <https://www.ecfr.gov/current/title-20/part-683/section-683.220>

identity, directly or indirectly, through linkages with other information. PII includes direct identifiers (e.g. name and SSN), and indirect identifiers (e.g. birth certificate information). PII also includes any information that, alone or in combination, is linked or linkable to a specific person that would allow identification of that person.

- ii. Sensitive Information - any unclassified information whose loss, misuse, or unauthorized access to or modification of could adversely affect the interest or the conduct of Federal programs, or the privacy to which individuals are entitled under the Privacy Act.
- iii. Protected PII - information that if disclosed could result in harm to the individual whose name or identity is linked to that information. Examples of protected PII include, but are not limited to, social security numbers (SSNs), credit card numbers, bank account numbers, home telephone numbers, ages, birthdates, marital status, spouse names, educational history, biometric identifiers (fingerprints, voiceprints, iris scans, etc.) medical history, financial information, and computer passwords.
- iv. Non-sensitive PII: Information that, if disclosed by itself, could not reasonably be expected to result in personal harm. Essentially, it is stand-alone information that is not linked or closely associated with any protected or unprotected PII. Examples of non-sensitive PII include, but are not limited to, first and last names, e-mail addresses, business addresses, business telephone numbers, general education credentials, gender, or race. However, depending on the circumstances, a combination of these items could potentially be categorized as protected or sensitive PII.
 - To illustrate the connection between non-sensitive PII and protected PII, the disclosure of a name, business e-mail address, or business address most likely will not result in a high degree of harm to an individual. However, a name linked to a social security number, a date of birth, and mother's maiden name could result in identity theft. This demonstrates why protecting the individual's information is so important.

Any authorized user must read the Missouri Office of Workforce Development Workforce Development System Confidentiality and Information Security Plan in its entirety upon hire and sign an attestation acknowledging they understand and will adhere to the policy. A review of this policy and signed attestation is required annually in December.

Supervisors of any authorized user will be responsible for ensuring that staff have read this policy, and that they have signed the user attestation form.

Authorized users must immediately report any breach or suspected breach of PII to their supervisor.

STLCOWD WIOA designated staff and sub-recipients will ensure user lists of those having access to MoJobs.

II. Handling Confidential Information

Paper copies of confidential information should be marked as "Confidential."

PII and sensitive information must not be communicated via email or stored on a CD, DVD, thumb drives, etc., unless the device is encrypted.

Individual information must only be communicated through agency approved email addresses and not through third-party or personal email addresses.

Social security numbers must not be delivered through email. In the event an authorized user or staff member receives social security numbers via email, the authorized user must immediately delete the email and caution that individual to supply only information needed to answer a question or process a request.

Authorized users must be discreet when verbally communicating personal and confidential information and ensure the receiver(s) are authorized to receive the information.

Faxes and emails containing confidential information must include the statement below in the email or on the fax cover sheet:

"CONFIDENTIALITY STATEMENT: This message and any attachments are intended only for those to whom it is addressed and may contain information which is privileged, confidential, and prohibited from disclosure or unauthorized use under applicable law. If you are not the intended recipient of this message, you are hereby notified that any use, dissemination, or copying of this email or the information contained in this message is strictly prohibited by the sender. If you have received this transmission in error, please return the material received to the sender and delete all copies from your system."

Receipt of unsolicited confidential information or PII submitted via fax or email from individuals to the State email-system users is not a breach of confidentiality or this policy.

III. Storage of Confidential Information:

Store confidential information that is in paper or portable media format in a secure location to prevent unauthorized access.

Confidential information stored electronically must be protected by security programs to prevent unauthorized users from accessing this information.

Authorized users must not leave confidential information exposed. Computers and screens should be "locked" before leaving the work area. Authorized users also must avoid situations where unauthorized persons, such as other individuals, can read records of information displayed on the user's screen.

Any portable-media electronic record containing confidential information (i.e., diskettes, disk drives, flash drives, CD-ROMs, tapes, etc.) must be properly secured (i.e., locked in a drawer or cabinet) to prevent unauthorized access.

Records shall be stored, maintained, and destroyed in accordance with STLCOWD – Record Retention policy.

Whenever possible, use unique identifiers (such as Applicant IDs [APPIDs]) for participant tracking instead of SSNs after the SSN is entered for required federal performance tracking. If SSNs must be used for participant tracking, they must be stored or displayed in a way that is not linked to a particular individual.

IV. Medical and Disability Information:

Whether written or oral and regardless of format, authorized users must maintain confidentiality of the following:

- Confidential information *should not* be case noted in MoJobs.
- Personal and confidential information that contains health information related to a physical or mental disability, mental diagnosis, or perception of a disability related to the individual must be kept in a separate locked file (if in paper form) and apart from working files.
- Any medical information contained in case notes must be redacted from the individual file; the original notes must be placed in the participant's medical file.
- To minimize the need for staff to access a medical file, only the portion of the individual's information that reveals the presence of a disability should be included in the medical file.
- Access to medical files/information should be limited, with the approval of a supervisor, and when such access is necessary to facilitate individual's access to services or to support an ongoing service plan; or
- First aid and safety personnel may be provided with an individual's medical information in the event of an emergency.
- Local, state, or federal monitors may have access to medical files for monitoring purposes.
- When all services, including follow-up services, are complete and the participant file is ready to be archived, individual medical and disability related information that had had been previously filed away from the active file must be placed in a sealed envelope and marked "*Medical and Disability Information*" and secured in the participant file.

V. Sharing of Confidential Information:

Permissive disclosures shall include a signed request from the subject of the information or a signed release directing that specific information be conveyed to a specific third party for a specific use.

Required disclosures shall be considered as the release of information mandated by law or regulation that do not require the informed consent of the subject of the information.

Any authorized users must permit authorized federal, state, and local personnel to make onsite inspections during regular business hours for the purpose of conducting audits and/or conducting other investigations to ensure compliance with the confidentiality requirements described in this policy, federal, and State law.

A record of all PII disclosed to the individual, the individual's agent, or to an authorized third party must be retained. Furthermore, a record of all requests received for an individual's PII must be retained, whether or not the request was fulfilled.

Archive boxes must be clearly marked as containing personal and confidential information.²

VI. Destroying Confidential Information:

Personal and confidential information *must not* be tossed in the regular trash and recycle bins. Use appropriate methods for destroying sensitive PII in paper files, (i.e., shredding) and securely deleting sensitive electronic PII.

Per Missouri statute and policy, electronic documents and emails on State email servers are archived and cannot be destroyed. Nevertheless, deletions can be made from a user's sent or received folders to prevent dissemination of breached information.

Failure to comply with the requirements of this policy, or any improper use or disclosure of PII for an unauthorized purpose may result in disciplinary actions including the imposition of special conditions or restrictions, or such other actions deemed necessary to protect individual's privacy or the integrity of data.

VII. Acknowledgement of Confidential Information

Individuals creating new accounts in MoJobs are informed about information they submit: "You are accessing a trusted, secure government website. The State of Missouri does not share your personal information with other entities.

B. INFORMED CONSENT AND PERMISSIVE DISCLOSURES

In accordance with federal and state law, individuals must be provided an opportunity to submit written authorization allowing authorized users to share their personal and confidential information and records. Each individual must also be informed that they can request their personal and confidential information not to be shared among partner agencies, and such request does not affect their eligibility services.

² <https://www.ecfr.gov/current/title-20/part-603>

Individuals shall be informed and agree to the Privacy Policy electronically to register in MoJobs. By agreeing to such Privacy Policy, they acknowledge and agree that their personal and confidential information:

- May be shared among the agency partner staff and sub recipients,
- Is used only for the purpose of delivering services and that further disclosure of their confidential information,
- Will not be shared among partner agencies if the individual declines to share their confidential information and the decline to share will not impact their eligibility for services.

If an individual believes their privacy has been compromised the following steps should be taken:

1. Individual should contact the subrecipient (company) they received services from.
2. Subrecipient should contact STLCOWD regarding possible breach.
3. STLCOWD will contact OWD.
4. Subrecipient, STLCOWD or OWD will provide the individual with next steps or information regarding breach or suspected breach.

TIMELINE

Immediate and continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

**Office of
Compliance
Issuance**

31-2026

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Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

STLCOWD Safety Policy

ATTACHMENTS (if any):

(A)– Introduction of MET Center Emergency Procedures and Evacuation Plans

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES: N/A

SUMMARY

St. Louis County Workforce Development (STLCOWD) policy is to ensure safe measures are in place for not only the safety of visitors, individuals and workforce staff.

BACKGROUND

This policy describes the safety guidelines for WIOA-funded buildings and offices. Following designated company procedures is essential for the safety of all visitors or staff working at the job center.

SUBSTANCE

A. SAFETY AWARENESS

An Emergency Response Staff (ERS) contact list will be distributed with designated name(s)/title(s) of staff that will handle emergencies. This list includes staff that will contact law enforcement/emergency personnel, operating emergency equipment, providing medical assistance such as CPR, ordering evacuation or shelter-in-place procedure, and other actions that will be needed in an emergency.

If the designated ERS is/are not available, staff should report the threat to building security, their supervisor or another member of the management team. If staff believe they are in immediate danger, call 911.

B. NATURAL DISASTERS

Stay or move to a safe location. Follow building procedures for natural disasters such as tornadoes, fire, inclement weather, flooding, and other issues that may arise. Staying alert and contacting appropriate staff members (ERS, manager, security, 911, etc.) assists with the safety of everyone.

C. EMERGENCY SITUATIONS – ACTIVE SHOOTER, HEALTH SCARE/CONCERNS

Stay or move to a safe location. Follow building procedures for emergency situations. Staying alert and contacting appropriate staff members (ERS, manager, security, 911, etc.) assists with the safety of everyone.

D. DISRUPTIVE VISITORS/INDIVIDUALS/STAFF

Visitors (or potential individuals to be enrolled) who access the job center and display abusive, violent, or threatening behavior that creates a disruption for staff and other job center visitors, may need to be restricted or barred from entering the job center.

Disruptive behavior refers to patterns of actions that interfere with others' ability to learn, complete work, or function effectively. The following are examples of disruptive behavior (may include but not limited to):

- Disruptive behavior, which includes disorderly conduct, physical abuse, abusive or threatening language, theft, vandalism, other illegal acts during a visit, displaying

violent or aggressive behavior that warrants alarm for the safety and health of other individuals.

When disruptive behavior is exhibited, STLCOWD will initiate an appropriate response. This response may include but is not limited to suspension and/or termination of services, restricting access to the job center, and/or further action(s) for the person/people involved. The type and length of restriction may be permanent or temporary and based on the extent of the act(s).

E. PROPERTY DAMAGE

Visitors, individuals, and staff may be held liable for any damage to property due to misuse, neglect, malicious intent, or negligence during their use of said property. If a visitor, individual or staff willfully causes or attempts to cause physical damage to the facility or equipment, enters unauthorized areas, or refuses to comply with the directives of workforce staff, they will be asked to leave. Staff may arrange with the individual to deliver the services in another manner or at another time.

F. REPORTING

Whenever there is damage, loss of property, or injury to individuals or staff, the incident should be reported to STLCOWD Executive Director immediately. All pertinent information such as police reports, the extent of damage, cause of injury, etc. should be included.

TIMELINE

Immediate and continuous.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to stlcowd@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

ATTACHMENT A – Introduction of MET Center Emergency Procedures and Evacuation Plans

STLC PUBLIC WORKS BLDG.

"MET" Center Building
6347 PLYMOUTH AVE.
WELLSTON, MO 63133



Emergency Procedures and Evacuation Plans

Rev. 03/2026

INTRODUCTION:

Disasters or other emergencies may strike with little or no warning and can cause great bodily harm to building occupants. Time is a critical factor when responding to emergencies, particularly when there are injuries involved. A basic understanding of common emergency procedures can help save valuable time especially when assisting victims and preventing further damage.

Highly effective emergency response personnel generally received years of training on what to do as a disaster strike. Their training and dedication enable them to take calculated risks while saving others. **As Floor Captain, you are not expected to put your own life at risk during emergencies.** This document is not a first aid reference manual, nor will it instruct you how to rescue victims or put out a fire. Those jobs are reserved for Public Safety professionals. Rather, this procedure and its descriptions are offered as a general framework of emergency response procedures that will hopefully enable you and your co-workers to react to disasters in a more coordinated and less risky manner.

The words "disaster" and "emergency" are often used interchangeably. For purposes of this manual, we will define an emergency as an event that causes (or threatens) a significant disruption of services performed by occupants and requires immediate attention.

The primary objectives during emergencies are:

- Preservation of life and health
- Preservation of public assets
- Restoration of vital services
- Restoration of all other services

PURPOSE:

The purpose of this guide is to familiarize employees and occupants with policies and procedures related to building operations and emergency operations, assigned responsibilities and prescribed procedures to protect and safeguard tenants, visitors, employees and the property within the St. Louis County MET Center Building, in the event of fire or other emergency that may occur. The evacuation plan is designed to ensure the orderly and safe evacuation of all endangered employees to a safe location in the event of an emergency involving fire, tornado, earthquake, severe weather, medical, security and/or bomb threats.

SCOPE:

The provisions contained in this guide are applicable to all tenants, visitors, departments, divisions and personnel within the St. Louis County "MET" Center Building at 6347 Plymouth Avenue, Wellston,

ATTACHMENT A - Introduction of MET Center Emergency Procedures and Evacuation Plans (continued)

STLC PUBLIC WORKS BLDG.

"MET" Center Building
6347 PLYMOUTH AVE.
WELLSTON, MO 63133



Emergency Procedures and Evacuation Plans

Rev. 03/2026

INTRODUCTION - (Continued)

MO 63133 during the time of an emergency.

SAFETY PLAN FORMAT:

Security & Floor Captain shall be responsible for exit traffic flow and orders from these persons shall be followed.

Emergencies of various types will be dealt with in the forthcoming pages, some of which require key personnel to be assigned specific duties.

IMPORTANT PHONE NUMBERS

Emergency Incidents	911
Security Front Desk	(314) 377 - 0447
Mid-County Fire Protection & Ambulance Department	911 or (314) 863 - 4018
Wellston Police Department	911 or (314) 553-8010
MET Center – William Budde	(314) 615 - 7663
Jason Riegelsberger.....	(314) 974 - 0698
St. Louis County Police Security	(314) 615 - 8000
Central County Police Precinct	(314) 567 - 9926



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**Office of
Compliance
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Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Reporting of Criminal Fraud, Waste, Abuse or Other Criminal Activity

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance - Criminal Fraud, Waste, Abuse, or Other Criminal Activity Related to Federal Awards Policy
TEGL – 15-23

SUMMARY

This policy communicates St. Louis County Workforce Development (STLCOWD) policy applicable to WIOA programming: Adult (AD), Dislocated Workers (DW), and Youth (Y).

BACKGROUND

This policy details the process of reporting fraud, waste, misappropriation, or theft of federal awards under WIOA or the Wagner-Peyser Act.

SUBSTANCE

STLCOWD has developed a process for the proper handling of reporting fraud, waste, misappropriation or theft of federal after providing notice and an opportunity for comment. Recipients of federal awards must disclose violations of federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the award; the applicant for a federal award must disclose in writing all violations.

Penalties for noncompliance with mandatory disclosures include:

- Temporarily withhold cash payments pending correction of the deficiency by the non-Federal entity or more severe enforcement action by the Federal awarding agency or pass-through entity.
- Disallow (that is, deny both use of funds and any applicable matching credit for) all or part of the cost of the activity or action not in compliance.
- Wholly or partly suspend or terminate the Federal award.
- Initiate suspension or debarment proceedings.
- Withhold further Federal awards for the project or program.
- Take other remedies that may be legally available.

Information and complaints involving criminal fraud, waste, abuse or other criminal activity will be reported immediately to Missouri Department of Higher Education and Workforce Development and Department of Labor Office of Inspector General:

- Contact: Department of Labor Office of Inspector General - Office of Investigations, Room S5514, 200 Constitution Avenue NW., Washington, DC 20210, or to the corresponding Regional Inspector General for Investigations, with a copy simultaneously provided to the Employment and Training Administration. The Hotline number is 1-800-347-3756. The Web site is <http://www.oig.dol.gov/contact.htm>.

STLCOWD will conduct its own review of a claim(s) and evidential document(s) with final results given within ten (10) business days. Determination of the reviewed results, information obtained, and actions taken (if any) will be provided to DHEWD and the Department of Labor Office of Inspector General.

Complaints of a non-criminal nature may be handled under the procedures through the Department's Incident Reporting System.

TIMELINE

Immediate and continuous

INQUIRIES

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**Office of
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32-2026

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Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Nondiscrimination and Equal Opportunity Policy

ATTACHMENTS (if any): (N/A)

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

29 CFR 38, Section 188
Missouri Nondiscrimination Plan

SUMMARY

St. Louis County Workforce Development (STLCOWD) Nondiscrimination and Equal Opportunity policy clarifies the application of the nondiscrimination and equal opportunity provisions of WIOA and provides uniform procedures for implementing them. STLCOWD implements provisions of nondiscrimination and equal opportunity for the Workforce Innovation and Opportunity Act (WIOA).

BACKGROUND

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

Recipient of WIOA Title I funding includes the following:

- Registrants, applicants, and registrants and applicants for whom an eligibility determination has been made;
- Participants;
- Applicants for employment and employees;
- Unions or professional organizations that hold collective bargaining or professional agreements with the recipient;
- Recipients that receive WIOA Title I financial assistance; and
- Members of the public, including those with impaired vision or hearing and those with limited English proficiency.

SUBSTANCE

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

- Establishing that discrimination against individuals who are limited English proficient (LEP) is discrimination on the basis of national origin.
- Updates based on disability discrimination jurisprudence, particularly regarding access to programs and activities.
- Expanded requirements to ensure “vital information” about aids, benefits, services, and training is accessible, in print and online, by LEP¹ individuals and individuals with a disability.
 - STLCOWD must record the limited English proficiency and preferred language of each applicant, registrant, individual, and trainee. Such information must be stored in a manner that ensures confidentiality, and must be used only for the purposes of:
 - recordkeeping and reporting

¹ STLCOWD Issuance – Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy

- determining eligibility, where appropriate, for WIOA financially assisted programs or activities
- Establishing that pregnancy discrimination as a type of sex discrimination
- Establishing that discrimination based on sex stereotyping, transgender status, or gender identity is discrimination on the basis of sex. New definitions of “harassment” are given.

The following is STLCOWD’s suggested procedures for filing a discrimination complaint under a WIOA Title I-financially assisted program or activity. A recipient may file a complaint within 180 days from the date of the alleged violation with either:

1. Contact STLCOWD’s Local EO Officer:

- a. Trence (TJ) James
 Location: Missouri Job Center
 3757 Harry S. Turman Blvd.
 St. Charles, MO 63301
 Phone: 816-804-2956
 Email: trence.james@dhewd.mo.gov

or

2. Contact the State of Missouri EO Officer or The Director, Civil Rights Center (CRC):

- a. Danielle Smith
 State WIOA Equal Opportunity Officer
 Location: P.O. Box 1087
 Jefferson City, MO 65102-1087
 Phone: 573-751-2428
 TTY: 800-735-2966 (or 711)
 Fax: 573-751-4088
 Email: danielle.smith@dhewd.mo.gov

or

- b. The Director, Civil Rights Center (CRC)
 U.S. Department of Labor
 200 Constitution Avenue NW Room N-4123
 Washington, DC 20210
www.dol.gov/crc (electronic submission)

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

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

If the recipient does give an individual a written Notice of Final Action on a complaint, but an individual is dissatisfied with the decision or resolution, an individual may file a complaint with CRC. An individual must file their CRC complaint within 30 days of the date on which an individual received the Notice of Final Action.

TIMELINE

Immediate and continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance document to stlcowd@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

**Office of
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32-2026

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Active Date: 04/22/2026

Effective Date: 04/22/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Nondiscrimination and Equal Opportunity Policy

ATTACHMENTS (if any): (N/A)

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

29 CFR 38, Section 188
Missouri Nondiscrimination Plan

SUMMARY

St. Louis County Workforce Development (STLCOWD) Nondiscrimination and Equal Opportunity policy clarifies the application of the nondiscrimination and equal opportunity provisions of WIOA and provides uniform procedures for implementing them. STLCOWD implements provisions of nondiscrimination and equal opportunity for the Workforce Innovation and Opportunity Act (WIOA).

BACKGROUND

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

Recipient of WIOA Title I funding includes the following:

- Registrants, applicants, and registrants and applicants for whom an eligibility determination has been made;
- Participants;
- Applicants for employment and employees;
- Unions or professional organizations that hold collective bargaining or professional agreements with the recipient;
- Recipients that receive WIOA Title I financial assistance; and
- Members of the public, including those with impaired vision or hearing and those with limited English proficiency.

SUBSTANCE

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

- Establishing that discrimination against individuals who are limited English proficient (LEP) is discrimination on the basis of national origin.
- Updates based on disability discrimination jurisprudence, particularly regarding access to programs and activities.
- Expanded requirements to ensure “vital information” about aids, benefits, services, and training is accessible, in print and online, by LEP¹ individuals and individuals with a disability.
 - STLCOWD must record the limited English proficiency and preferred language of each applicant, registrant, individual, and trainee. Such information must be stored in a manner that ensures confidentiality, and must be used only for the purposes of:
 - recordkeeping and reporting

¹ STLCOWD Issuance – Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy

- determining eligibility, where appropriate, for WIOA financially assisted programs or activities
- Establishing that pregnancy discrimination as a type of sex discrimination
- Establishing that discrimination based on sex stereotyping, transgender status, or gender identity is discrimination on the basis of sex. New definitions of “harassment” are given.

The following is STLCOWD’s suggested procedures for filing a discrimination complaint under a WIOA Title I-financially assisted program or activity. A recipient may file a complaint within 180 days from the date of the alleged violation with either:

1. Contact STLCOWD’s Local EO Officer:

- a. Trence (TJ) James
 Location: Missouri Job Center
 3757 Harry S. Turman Blvd.
 St. Charles, MO 63301
 Phone: 816-804-2956
 Email: trence.james@dhewd.mo.gov

or

2. Contact the State of Missouri EO Officer or The Director, Civil Rights Center (CRC):

- a. Danielle Smith
 State WIOA Equal Opportunity Officer
 Location: P.O. Box 1087
 Jefferson City, MO 65102-1087
 Phone: 573-751-2428
 TTY: 800-735-2966 (or 711)
 Fax: 573-751-4088
 Email: danielle.smith@dhewd.mo.gov

or

- b. The Director, Civil Rights Center (CRC)
 U.S. Department of Labor
 200 Constitution Avenue NW Room N-4123
 Washington, DC 20210
www.dol.gov/crc (electronic submission)

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

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

If the recipient does give an individual a written Notice of Final Action on a complaint, but an individual is dissatisfied with the decision or resolution, an individual may file a complaint with CRC. An individual must file their CRC complaint within 30 days of the date on which an individual received the Notice of Final Action.

TIMELINE

Immediate and continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance document to stlcowd@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



www.stlcowd.org

**Office of
Compliance
Issuance**

02-2026

Release Number-Program Year

Active Date: 02/09/2026

Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

On-the-Job Training

ATTACHMENTS (if any): N/A

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD 07-2023 – Statewide On-the-Job Training Policy
 29. U.S.C. 3174(c)(3)(H)
 WIOA Section 3(44) [29 U.S.C. 3102(44)].
 20 CFR Part 680, Subpart F
 20 CFR 680.730

SUMMARY

This policy conveys guidelines for St. Louis County Workforce Development (STLCOWD) On-the-Job Training (OJT) for Adult and Dislocated Worker (AD/DW) and Out of School Youth (OSY).

BACKGROUND

This policy provides guidance for On-the-Job Training as specified by the State of Missouri. OJT is a training option used by individuals to achieve training and placement goals. The Workforce Innovation Opportunity Act (WIOA) defines OJT as: "... training, by an employer, provided to a paid individual while engaged in productive work in a job that:

- A. Provides knowledge or skills essential to the full and adequate performance of the job;
- B. is made available through a program that provides reimbursement to the employer of up to 50 percent of the wage rate of the individual, except for the extraordinary costs of providing the training and additional supervision related to the training; and
- C. is limited in duration as appropriate to the occupation for which the individual is being trained, considering the content of the training, the prior work experience of the individual, and the service strategy of the individual, as appropriate."

SUBSTANCE

STLCOWD has established an OJT policy for individuals and training providers. The policy contains the following details:

A. DISPUTE RESOLUTION

OJT Individual is encouraged to review the general assurances for procedures regarding resolving disputes at or regarding your site. Speaking with your designated WIOA staff member can assist with any additional questions or concerns.

B. NEPOTISM

No individual may be placed in a WIOA employment activity if a member of that person's immediate family is directly supervised by or directly supervises that individual. WIOA defines family as:

- Two or more persons related by blood, marriage, or decree of court, who are living in a single residence, and are included in one or more of the following categories:
 - A married couple and dependent children;
 - A parent or guardian and dependent children; or
 - A married couple.
- An individual who "hires and/or supervises" refers to an individual who exercises authority to hire for the position, provides day-to-day training or direction, or keeps time and attendance records. In addition, owners are included as supervisors/hiring managers since they have general authority to supervise, hire and dismiss.

C. AGREEMENT MODIFICATION

The OJT contract may be modified to adjust training end-date, the number of hours, the contract total amount, or for any other valid changes using the OJT Supplemental Agreement form.

D. EMPLOYED WORKERS ELIGIBILITY

STLCOWD can provide OJT for employed workers at this time, based on if a skills gap/work experience gap in which additional training would be needed to obtain gainful employment is shown. This will be on a case-to-case basis.

E. FORMER EMPLOYEE ELIBILITY

An OJT agreement with an individual's former employer will be considered, based on whether a skills gap/work experience gap in which additional training would be needed to obtain gainful employment is shown. This is on a case-to-case basis.

F. REGISTERED APPRENTICESHIPS

Individual training accounts (ITAs) and OJT may be combined to place individuals into a registered apprenticeship program. Apprenticeship Training Provides must be approved through the ETPL process prior to an individual being placed (STLCOWD Issuance Eligible Training Provider List). An ITA will be used to cover the classroom training portion of the apprenticeship (STLCOWD Issuance Individual Training Account) and OJT funds will be utilized to support the on-the job training portion of the registered apprenticeship as described in this OJT policy.

G. REIMBURSEMENTS

STLCOWD's typical reimbursement is 50 percent however, STLCOWD may increase the reimbursement rate for OJT contracts to 75 percent, when considering the following factors:

- If the individual is considered an individual with barriers to employment.
 - The term "individual with a barrier to employment" means a member of 1 or more of the following populations: Displaced homemakers, low-income individuals, Indians, Alaska Natives, and Native Hawaiians.
 - Individuals with disabilities, including youth who are individuals with disabilities, older individuals, and ex-offenders.
- The OJT employer has fewer than 100 employees.
- The OJT occupation is identified by the Local WIOA Plan as an in-demand industry sector strategies or the occupation rates an "A" or "A+" rating in the Missouri Economic Research and Information Center (MERIC) Missouri Occupational Outlook Projections for future years and/or is an O*Net Bright Outlook occupation.
- The wage and benefit level provided by the employer. The wage must be within the average wage shown by MERIC and/or O*Net for the local area; and
- The relation of the training to the competitiveness of the individual.

WIOA staff will document the factors used in MoJobs when deciding to increase the wage reimbursement levels above 50 percent up to 75 percent.

TIMELINE

Immediate and Continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



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**Office of
Compliance
Issuance**

36-2026

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Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Travel

ATTACHMENTS (if any): (N/A)

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES: N/A

SUMMARY

This policy describes requirements for St. Louis County Workforce Development (STLCOWD) travel.

BACKGROUND

STLCOWD staff may be required to travel outside of Region 13 to conduct official business. Travel must be approved by STLCOWD's designated staff (Executive Director and FWCA President) prior to date of arrival. It is imperative to receive approval for travel and follow procedures outlined in this policy to avoid disallowed costs.

SUBSTANCE

A. AUTHORIZATION TO TRAVEL

STLCOWD staff who are required by official duty to travel outside region thirteen (13) must obtain permission before traveling. All staff must receive written permission from STLCOWD designated staff (Executive Director and FWCA President) before making travel arrangements.

B. AIRFARE

- I. Type of Airfare and Scheduling Travel - The most economical fare available must be utilized on scheduled airlines. First class transportation will not be reimbursed. STLCOWD designated staff (Executive Director and FWCA President) will make travel arrangements unless otherwise directed by your supervisor. It is the staff's responsibility to be familiar with the necessary regulations and funding availability to avoid non-reimbursement.
- II. Staff Stopovers/Side Trips for Personal Reasons - If staff adds an additional stopover or side trip to a business trip for personal reasons, the staff will be responsible for any additional costs incurred above the lowest fare available for travel to and from the business destination. If a reduced fare results from a personal change in travel, additional lodging, meal or car rental expenses incurred to achieve this reduced airfare will be reimbursed up to the amount of the lowest fare available as if the personal travel changes had not been made (lowest amount necessary for STLCOWD to pay).

C. PERSONAL CAR EXPENSES

Staff will be reimbursed for use of their personal car on STLCOWD business, which requires more than normal home-to-work travel. Reimbursement is at the current IRS rate. Reimbursement for parking and taxi fees will be made if the staff are flying on STLCOWD business. Mileage reimbursement should not overly exceed (150%) amount purchased for gas.

D. LODGING & RENTAL CARS

These expenses are reimbursable at actual cost if allowed by the funding agency. Reimbursement will be based on original receipts; copies will not be considered for reimbursement. All receipts must be dated.

E. MEALS

Reasonable cost of meals is reimbursable at actual cost if allowed by the funding agency and original receipts are submitted. STLCOWD policy prohibits reimbursement for alcoholic beverages. Receipts must include the date, persons accompanying the staff, and which meal, if applicable. Per diem rates should be prorated based on arrival and departure times; meals should not exceed this rate.

F. WORK SCHEDULE DURING TRAVEL

The nature of work-related travel implies that the staff will be working outside of the normal work schedule. Staff may claim "hours worked" for work and/or travel while away from home.

G. REIMBURSEMENT PROCEDURES

STLCOWD staff are eligible for reimbursement of actual expenses for approved travel by submitting a travel request or reimbursement forms no later than 30 days after travel. Original receipts must support business expenses where receipts are customary. This may include such items as parking, bridge/ferry tolls, lodging, taxi fees, special registration, banquet fees, and miscellaneous expenses (prior written or verbal approval). Proof of actual travel must be submitted with your STLCOWD Travel Request or Reimbursement forms. This includes flight coupons and hotel receipts. A travel expense voucher must be turned in for each trip, even if no further reimbursement is requested.

If circumstances require the staff to report to the office before departure, reimbursement may begin from the office. Under normal circumstances, WDB staff will not be reimbursed for travel from home to the office. When possible, a tax letter should be provided to the hotel to avoid being assessed for state taxes. Meals within the staff's domicile will not normally be reimbursed, except when the staff is required to attend a meal function as part of their normal duties or is acting in an official capacity during a meal.

TIMELINE

Immediate and continuous

INQUIRIES

Please direct all questions or comments regarding this Issuance to stlcowd@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.



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Office of
Compliance
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12-2026

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Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Record Retention

ATTACHMENTS (if any):

(A)– Instructions: Retaining Records

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

CFR § 200.334

OWD Issuance – Records Retention Policy

SUMMARY

This policy communicates procedures for retaining records across programs administered by St. Louis County Workforce Development (STLCOWD).

BACKGROUND:

This policy is based on CFR 200.334 and OWD Issuance - Records and Retention and expanded to cover additional requirements regarding retention of records.

SUBSTANCE:

A. RECORDS RETENTION

Financial records, supporting documents, statistical records, and all other non-Federal entity records pertinent to a Federal award must be retained for a period of three (3) years from the date of submission of the final expenditure report or, for Federal awards that are renewed quarterly or annually, from the date of the submission of the quarterly or annual financial report, respectively, as reported to the Federal awarding agency or pass-through entity in the case of a subrecipient. Federal awarding agencies and pass-through entities must not impose any other record retention requirements upon non-Federal entities. The only exceptions are the following:

1. If any litigation, claim, or audit is started before the expiration of the 3-year period, the records must be retained until all litigation, claims, or audit findings involving the records have been resolved and final action taken.
2. When the non-Federal entity is notified in writing by the Federal awarding agency, cognizant agency for audit, oversight agency for audit, cognizant agency for indirect costs, or pass-through entity to extend the retention period.
3. Records for real property and equipment acquired with Federal funds must be retained for three (3) years after final disposition.
4. When records are transferred to or maintained by the Federal awarding agency or pass-through entity, the three (3) year retention requirement is not applicable to the non-Federal entity.
5. Educational records (transcripts, certificates of completion, licenses, measurable skills gains, attendance records and other documents related to training activities) must be retained in perpetuity and cannot be disposed of after three (3) years records can be moved to a secure storage area and clearly marked as educational records and are not to be destroyed.

B. RECORDS DESTRUCTION

Records which meet the criteria outlined above can be destroyed.

The Attachment to this Policy describes the forms needed to document which records are designated for destruction. The Attachment also describes procedures to follow when assigning records for destruction.

C. CUSTODY OF RECORDS

To avoid duplicate recordkeeping, subrecipient(s) will retain records that are required for joint use. In the event STLCOWD identifies a need for such records, during the prescribed period of time, STLCOWD will have the right to transfer those records to its custody. When the records are transferred to or maintained by STLCOWD, the three-year retention requirement does not apply to the subrecipient that relinquished its records.

If any records are unintentionally disposed of through acts of man or God before the three-year period, STLCOWD must be notified immediately. STLCOWD must request written permission from OWD before any records are destroyed.

RESPONSIBILITIES

Program Directors and Compliance Staff for each program will be responsible for implementation of this policy.

ACCOUNTABILITY

Office of Compliance will review on yearly basis adherence to this policy.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to complianceteam@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

ATTACHMENT A: INSTRUCTIONS: RETAINING RECORDS

INSTRUCTIONS: Retaining Records

The following are instructions to destroy records:

Step 1: Make an alphabetical list of customers who were closed during the calendar year (January 1 - December 31) in Excel.

Step 2: Place each customer's physical record inside the box in the same order as the Excel spreadsheet (alphabetical).

Step 3: Place a copy of the Excel spreadsheet on top of the files (inside the box).

Step 4: Tape a copy of the Excel spreadsheet to the lid of the box.

Step 5: Email the Excel spreadsheet to Office of Compliance.

Step 6: Office of Compliance will assist, if needed, with planning to dispose records.

Step 7: Please retain copy of Excel spreadsheet in your department permanently.

Step 8: Records are to be destroyed by an outside shredding or record/file discarding companying.

A	B	C	D	E	F	G	H
			RECORDS TO BE DESTROYED				
NO	LAST NAME	FIRST NAME	LAST 4 SS	CALENDAR YEAR	PROGRAM		

Diagram #1 - Excel spreadsheet format

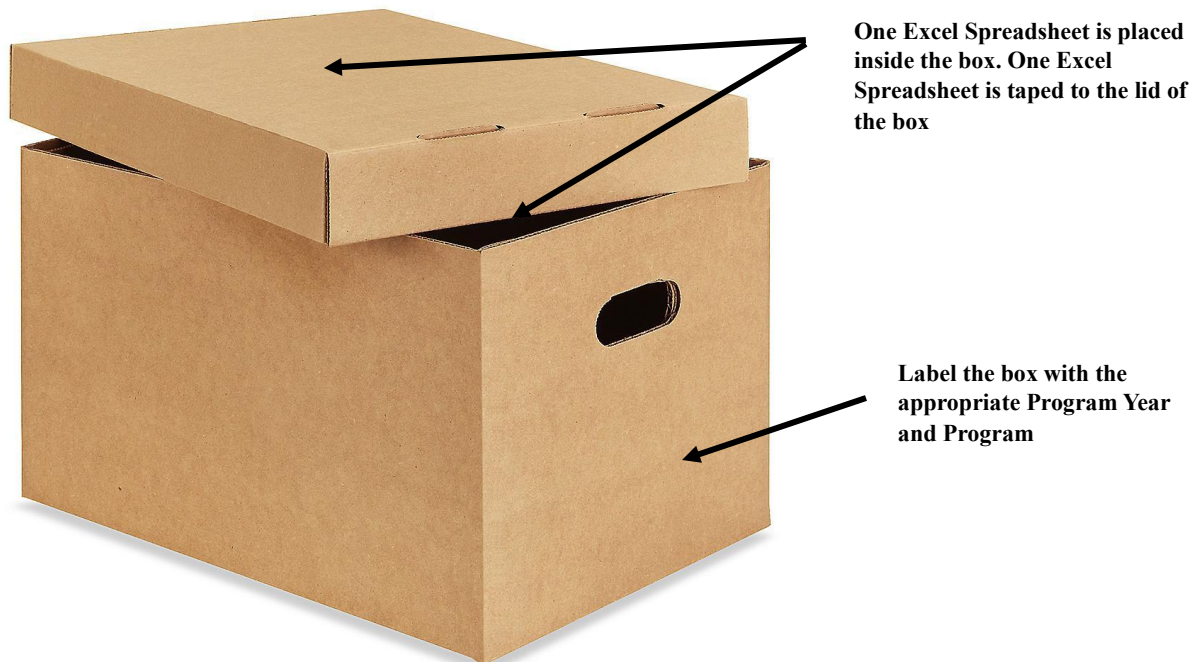


Diagram #2

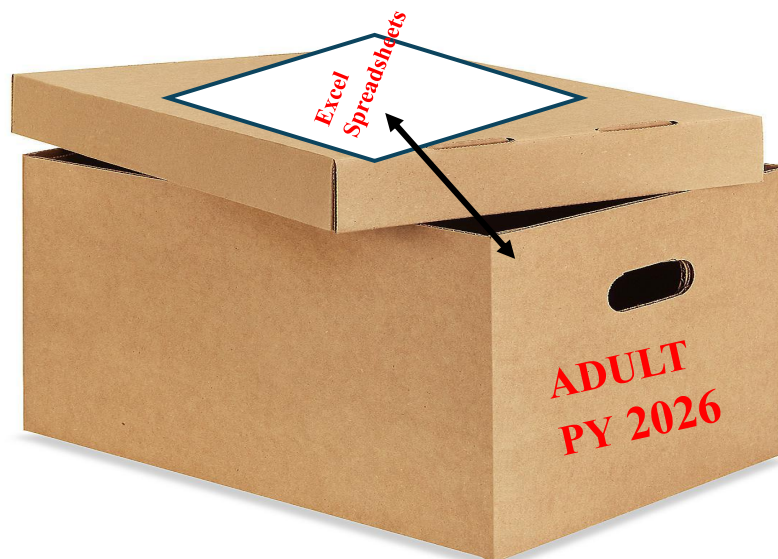


Diagram #3 Example of the boxed file (Excel spreadsheet on the lid. Excel spreadsheet inside. Calendar Year on the outside of the box)



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**Office of
Compliance
Issuance**

09-2026

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Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Work Experiences for Adult and Youth

ATTACHMENTS (if any):

(A) – Worksite Agreement

(B) – Training Plan

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance – Work Experience for Adults and Dislocated Workers

OWD Issuance – Case Note Policy

2) 20 CFR § 680.180 - What is an Internship or Work Experience for Adults and Dislocated Workers?

3) 20 CFR 680.170, 680.180, 680.530.

SUMMARY

This policy communicates the St. Louis County Workforce Development (STLCOWD) work experiences applicable to WIOA programming: Adult (AD) and Dislocated Workers (DW) and Youth (OSY & ISY).

BACKGROUND

STLCOWD policy for Work Experiences that supports an individual's chosen career pathway(s) and facilitates their transition into placement within high growth/high demand regional careers as identified by MERIC.

Work experience is applicable to all WIOA core programs and a valuable tool to engage employers and to support job seekers in overcoming barriers to employment. WIOA Work Experiences are designed to help individuals establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry into, and retention in, unsubsidized employment. Training to Work Experience activity is a contractual exchange between the WIOA service provider, the worksite employer, and the individual. It is not designed to replace an existing employee or position.

SUBSTANCE

A WIOA Work Experience is an individualized career service and is a planned, structured learning experience that takes place in a workplace for a limited period of time.¹ Worksite employers are critical partners that provide significant growth opportunities for adults and dislocated workers through work experiences that give them the ability to learn and apply in-demand skills. Work experience may be paid or unpaid, and may take place in the private sector, non-profit sector, or public sector.

A. VARIOUS TYPES OF WORK EXPERIENCES/LEARNING WHILE WORKING

- **Regular Work Experience** – A planned, structured learning experience that takes place in a workplace for a limited time. Work experience may be paid or unpaid, as appropriate, and may be arranged within the private for-profit sector, the non-profit sector, or the public sector. Work experience must be related to the individual's career pathway.
- **Subsidized/ Unsubsidized Internships** – A planned, structured learning experience that takes place in a workplace for a limited time and is related to a student's field of study or career pathway. An internship may be arranged within the private for-profit sector, the non-profit sector, or the public sector. Internships must be directly in line with the individual's long-term career pathway goal.

¹ 20 CFR 680.180.

- **Transitional Jobs** - A “transitional job” is a work-based learning activity that provides a time-limited work experience, wages-paid, and is subsidized in the public, private, or non-profit sectors.² Transitional jobs serve individuals with barriers to employment due to chronic unemployment or inconsistent work history.

- **Pre – Apprenticeships & Apprenticeships**

Registered Apprenticeship programs include immediate employment for apprentices, they provide an excellent opportunity for dislocated workers, returning military service members, and others needing to transition to new careers. Registered Apprenticeship contributes to career pathways by building worker skills and establishing well-defined steps along pathways to higher levels of employment and wages. All Registered Apprenticeship programs must consist of the following components:

- Industry Led
- On-the-Job Training
- Related Instruction
- Rewards for Skill Gains
- National Occupational Credential

Registered Apprenticeship programs are automatically included on the Missouri Eligible Training Provider List (ETPL).

Apprenticeship programs are well positioned to impart skills to workers, which would meet the WIOA measurable skills gain performance indicator.

- **Pre-Apprenticeships AD/DW/Youth**

Pre-apprenticeship programs are designed to assist individuals who do not currently possess the minimum (academic or skills) requirements for selection into an apprenticeship program.

Pre-apprenticeship programs generally consist of the following:

- Training and curriculum that aligns with the skill needs of employers in the economy of the State or region involved;
- Access to educational and career counseling and other supportive services, directly or indirectly;
- Hands-on, meaningful learning activities that are connected to education and training activities, such as exploring career options, and understanding how the skills acquired through coursework can be applied toward a future career;
- Opportunities to attain at least one industry-recognized credential; and
- A partnership with one or more Registered Apprenticeship programs that assists in placing individuals who complete the pre-apprenticeship program into a Registered Apprenticeship program.

² 20 CFR 680.190.

- **Customized Training**

Customized Training (CT) is designed to meet the unique training needs of an employer or a group of employers. CT can be used for training prospective (new) workers. CT is business-driven where the employer decides who will provide the training (e.g., external trainer, internal manager), what curriculum will be used, and which workers will be trained. The following should be met:

- Designed to meet the unique needs of an employer or a group of employers
- Commitment by the employer(s) to employ the individual upon successful completion of the training
- For which the employer pays for not less than 50% of the cost of the training.

- **Prospective or incumbent workers**

These individuals benefit by learning new skills and obtaining or retaining employment after successful training completion. The approved employer commits to hire or—in the case of incumbent workers—retain individuals who successfully complete training. Contracted Education Training (CET) provides STLCOWD the flexibility to contract directly with institutions of higher education or eligible training providers under certain conditions.

B. INDIVIDUAL ELIGIBILITY & ENROLLMENT

Individuals must meet program eligibility requirements, be enrolled into the respective WIOA program, and must have received an assessment resulting in the development of an Employment Plan (EP) that documents the individual's need for, and benefit from, a Work Experience (i.e. little or no prior work experience, difficulty maintaining employment, displaced worker needing to learn new skills, etc.). Individuals who have received funding through an ITA, cohort, or other WIOA funded training are also eligible for Work Experience. *Individual's file must show WIOA activity within the last 90 days.*

C. MAXIMUM HOURS

A WIOA Work Experience is allowable for up to 300 hours. STLCOWD may limit the duration and the number of hours for an individual to participate in a work experience. To determine the duration of a Work Experience activity, the following will be considered:

- the duration needed to acquire necessary skills or knowledge;
- the objectives of the work experience;
- the quality and benefit of the employer's work activity; and
- the budget of the WIOA service provider.

STLCOWD may recognize a need for additional Work Experience training hours to be approved in the initial Training Plan. Additional Work Experience hours may be requested with WIOA designated staff approval.

If, upon completion of the maximum work experience hours, the STLCOWD determines the individual requires additional hours to be successful or to obtain unsubsidized employment, the STLCOWD may extend the work experience hours to an additional 240 hours, provided that the following criteria are met and documented.

- An updated Training Plan justifying the need for the additional hours;
- A detailed case note detailing the need for the additional hours; and
- A statement from the worksite employer confirming the need for additional hours.

D. COMPENSATION

Individuals enrolled in a paid work experience shall be compensated an hourly wage at not less than the State or local minimum wage. Individuals shall be paid only for the hours worked during the work experience and the hours must be documented on the individual's work experience time sheet. Work Experience individuals are not authorized to be paid for sick leave, vacations, or holidays and are not authorized to work overtime (no more than 8 hours per day, 40 hours per week).

E. WORKSITE EMPLOYER ELIBILITY

- Employers must be licensed to operate in Missouri, be in good standing and must provide their Federal Employer Identification Number (FEIN). Additionally, employers must adhere to the following requirements:
 - Must have safe and healthy working conditions with no previously reported health and safety violations that have been reported but have not been corrected; and
 - Must be compliant with all Equal Opportunity (EO) regulations
 - Shall not terminate the employment of any of their current employees or otherwise reduce its workforce either fully or partially (such as reduction in hours or benefits) with the intention of filling the vacancy with an individual or as the result of having an individual; and
 - Shall not allow the individual's activity to result in the infringement of promotional opportunities of their current employees; and
 - Shall not allow the individual to be involved in the construction, operation, or maintenance of any part of any facility that is used, or to be used, for religious instruction or as a place for religious worship.

F. EMPLOYER OF RECORD REQUIREMENTS

- The employer of record must carry workers' compensation to the extent available, and if the States workers' compensation law does not apply, insurance coverage must be secured for injuries suffered by the individual in the course of such work experience;
- Ensure work experiences will be conducted in a safe and sanitary work environment;
- Complete an EO-15 document

- Ensure all work experience individuals have adequate worksite supervision;
- Must conduct a WIOA worksite orientation with the worksite employer and the individual prior to the start date; and
- Complete the federal E-Verify requirement within three (3) business days of the individual's hire/start date.

G. CASE MANAGEMENT & DOCUMENTATION

The following must be completed and documented prior to the start date of the work experience;

- Comprehensive Assessment identifying the need and ability for successful completion of work experience;
- Employment Plan (work experience must align with the identified career pathway);
- Documentation of an Employer Pre-award Review (case note or signed document);
- EO-15 document signed by worksite employer;
- Completed and signed Worksite Agreement (good for one year);
- Work experience dates must fall within the dates of the agreement;
- Detailed Work Experience Training Plan;
- Federal E-Verify documentation completed within three (3) business days of the individual's hire/start date; and
- Work Experience Starting Case Notes³, must include:
 - Name of worksite employer;
 - Employer of record;
 - Job title;
 - Begin date and project end date;
 - Total number of hours approved for the work experience;
 - Hourly wage; and
 - Funding source

The following documents must be uploaded, and case notes must be entered in the case management system throughout the duration of the work experience until the final payment to the individual is made:

- Completed timesheets, signed by the individual and the worksite supervisor;
- Payroll documentation, to include a copy of the pay stub and verification of payment to the individual;
- Case Notes⁴, describing the individual's progression in the work experience; and
- Work Experience Timesheet Payment Case Notes, to include:
 - The payroll or monthly invoice period;
 - Number of hours worked;

⁸ Missouri OWD Issuance - Case Note Policy

⁹ Missouri OWD Issuance - Case Note Policy

- Gross wages for the pay period;
- Number of hours remaining; and
- Funding source(s).

An example of a pre-award case note:

“Met with Worksite employer (xyz) to complete the Worksite Agreement, for WIOA. In discussing the Agreement, it was shown that the employer meets the criteria set forth in the Employer Pre-Award review, (adherence to EO regulations, American with Disabilities Act provisions, maintaining safety standards for the business and employees, current on all taxes etc.). All forms related to the Worksite Agreement have been uploaded into MoJobs (Documents).”

H. MONITORING REQUIREMENT

The WIOA service provider’s oversight of the paid and unpaid work experience individual’s training and payroll records may be reviewed by Federal, State, and local fiscal and program monitors. Such monitoring may include, but is not limited to, on-site visits and phone/email communication with the employer/trainer and individual, to review progress and provide technical assistance as needed.

I. EXEMPTIONS FROM UNEMPLOYMENT INSURANCE

Individuals in work-relief or work-training programs authorized by WIOA, or any other programs funded in whole or in part by Federal, State, or local awards or grants, are exempt from UI wage reporting requirements if the employer of record is:

- The State, or any (local) political subdivision of the State, or any instrumentality (board, commission, etc.) of the same; or
- A not-for-profit corporation, community chest fund, or foundation organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or for the prevention of cruelty to children or animals, or other organization as described in Section 501(c)(3) of the Internal Revenue Code. For the purposes of this exemption, DOL’s guidance defines work-relief and work-training programs thus:
- Conditions for all work-relief and work-training programs require:
 - The employer-employee relationship is based more on the individuals’ and communities’ needs than on normal economic considerations (such as increased demand or the filling of a bona fide job vacancy); and
 - The products or services are secondary to providing financial assistance, training, or work experience to individuals to relieve them of their unemployment or poverty or to reduce their dependence on various measures of relief, even though the work may be meaningful or serve a useful public purpose.

- Both work-relief and work-training programs also must have one or more of the following characteristics:
 - The wages, hours, and conditions of work are not commensurate with those prevailing in the locality for similar work; or
 - The jobs did not, or rarely did, exist before the program began (other than under similar programs) and there is little likelihood they will be continued when the program is discontinued; **OR**
 - The services furnished, if any, are in the public interest and are not otherwise provided by the employer or its contractors; OR
 - The jobs do not displace regularly employed workers or impair existing contracts for services.

For work-relief programs only, the qualifications for the jobs must take into account, as indispensable factors, the economic status (i.e., the standing conferred by income and assets) of the applicants.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

ATTACHMENT A – WORKSITE AGREEMENT (FRONT)



Missouri Department of Higher Education and Workforce Development
Office of Workforce Development

Work Experience Worksite Agreement

This Agreement is made between (1) _____ hereafter called AGENCY , and (2) _____ hereafter called WORKSITE EMPLOYER . These parties agree that the WORKSITE EMPLOYER shall provide meaningful work experience and supervision to participant(s) in accordance with the General Assurances and the Training Plan which are part of this agreement, during the period beginning _____ and ending _____.			
WORKSITE EMPLOYER INFORMATION	Company Name:		
	Federal Employer ID Number (FEIN)		
	Address		
	City, State, Zip Code		
	Telephone Number		
	Contact Person		
	Collective Bargaining Agent (if Applicable)		
	Location of Training Facility		
	TRAINING OCCUPATIONS	NUMBER OF PARTICIPANTS	SUPERVISOR NAME
WORK EXPERIENCE INFORMATION			
Signature of Employer/Authorized Representative		Type/Print Name	Title Date
Authorized Agency Signature		Type/Print Name	Title Date

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ATTACHMENT A – WORKSITE AGREEMENT (BACK)

- The AGENCY will provide each worksite supervisor with a Supervisor Orientation for the program, which covers WIOA rules, requirements, timesheet information, and other information as applicable.
- The WORKSITE EMPLOYER agrees to provide constructive and meaningful work experience and training activities for the participant as follows and ensure that:
 - Each worksite supervisor shall be provided a Supervisor Orientation for the program.
 - The Participant duties and activities are described in the training plan.
- The WORKSITE EMPLOYER shall provide the participant with a formal orientation to the requirements of the job, work rules, expectations, hours of work, and any other special requirements of the WORKSITE EMPLOYER.
- The worksite will provide a sufficient quantity of work/training to fully occupy participant.
- The worksite will provide all necessary materials, supplies and equipment for the purpose of completing assigned tasks.
- The worksite shall ensure consistent supervision of participants and of tasks performed.
- The worksite supervisor shall maintain close liaison with program staff regarding:
 - Participant performance and behavior
 - Immediate notification of irregular or lack of attendance
 - Immediate notification of injury on the job
- The WORKSITE EMPLOYER shall be responsible for reporting termination of participants to the AGENCY immediately.
- The WORKSITE EMPLOYER agrees to provide the instruction, supervision of employees, equipment tools, etc. that are necessary for the participant to conduct their job duties.
- The WORKSITE EMPLOYER will agree to absorb the financial liability for any costs that may result from participant damage.
- Ensure that accurate time and attendance records are completed on a daily basis and that the hours recorded will only reflect the hours the participant worked.
- **MONITORING:** The WORKSITE EMPLOYER understands that the AGENCY, Office of Workforce Development, or other such related agencies may monitor this worksite to ensure compliance with rules and regulations.
- **EMPLOYEE DISPLACEMENT/REPLACEMENT:** No participants shall displace (including a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits) any currently employed employee (as of date of participation). A participant in a program or activity may not be employed in or assigned to a job if:
 - (1) Any other individual is on layoff from the same or any substantially equivalent job;
 - (2) The WORKSITE EMPLOYER has terminated the employment of any regular, unsubsidized employee or otherwise caused an involuntary reduction in its workforce with the intention of filling the vacancy so created with the participant; or
 - (3) The job is created in a promotional line that infringes in any way on the promotional opportunities of current employed workers.
 - (4) Regular employees and program participants alleging displacement may file a complaint under the applicable grievance procedures.
- **WORKERS COMPENSATION:** The AGENCY is responsible for job related injuries to the participant and will provide insurance through Workers Compensation or other adequate medical and accident insurance. The WORKSITE EMPLOYER supervisor MUST contact the program staff immediately upon a workplace injury of a participant and complete the necessary forms.
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- No participant will be allowed to perform work activities that are not federally legal.
- **Employment or training of participants in sectarian activities is prohibited.** This limitation is more fully described at 29 CFR 37.6(f)(1). Under 29 CFR 37.6(f)(1), participants must not be employed to carry out the construction, operation, or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place for religious worship.
- **NEPOTISM:** No participant may be placed in an employment activity of a member of that person's immediate family is directly supervised by or directly supervises that individual.
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- **EQUAL OPPORTUNITY:** The EMPLOYER agrees not to discriminate against any participant because of age, race, creed, color, religion, political belief or affiliation, sex, national origin, ancestry or disability. The EMPLOYER further agrees that it will take affirmative action to ensure that applicants are employed, and that employees are treated without discrimination during employment, upgrading, demotion or transfer, recruitment or recruitment advertising; layoff or terminations; rates of pay or other forms of compensation and selection for training, including apprenticeship.
- **AMERICAN WITH DISABILITIES ACT:** The EMPLOYER shall comply with the Americans with Disabilities Act of 1990, Public Law 101-336, or as amended and associated code of federal regulations published in the Federal Register as applicable to the EMPLOYER directly or indirectly as recipients of contracted funds from the State of Missouri.
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- **TERMINATION OF AGREEMENT:** The performance of work under this agreement may be terminated by the AGENCY when, for any reason, it is determined that such termination is in the best interest of the program. Termination may also occur with it has been determined that the WORKSITE EMPLOYER has failed to provide any of the training specified or failed to comply with any of the other provisions contained in the agreement.
- **AVAILABILITY OF FUNDS:** This contract is predicated on the continuing availability of funds from the AGENCY and the Office of Workforce Development.

Acknowledgement: I have received the above information:

Employer's Initials: _____ **Date:** _____

STLCOWD

Active Date: 02/09/2026

Effective Date: 02/09/2026

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WIOA Title I Work Experience Training Plan

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www.stlcowd.org

**Office of
Compliance
Issuance**

09-2026

Release Number-Program Year

Active Date: 02/09/2026

Effective Date: 02/09/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Work Experiences for Adult and Youth

ATTACHMENTS (if any):

(A) – Worksite Agreement

(B) – Training Plan

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this policy is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

OWD Issuance – Work Experience for Adults and Dislocated Workers

OWD Issuance – Case Note Policy

2) 20 CFR § 680.180 - What is an Internship or Work Experience for Adults and Dislocated Workers?

3) 20 CFR 680.170, 680.180, 680.530.

SUMMARY

This policy communicates the St. Louis County Workforce Development (STLCOWD) work experiences applicable to WIOA programming: Adult (AD) and Dislocated Workers (DW) and Youth (OSY & ISY).

BACKGROUND

STLCOWD policy for Work Experiences that supports an individual's chosen career pathway(s) and facilitates their transition into placement within high growth/high demand regional careers as identified by MERIC.

Work experience is applicable to all WIOA core programs and a valuable tool to engage employers and to support job seekers in overcoming barriers to employment. WIOA Work Experiences are designed to help individuals establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry into, and retention in, unsubsidized employment. Training to Work Experience activity is a contractual exchange between the WIOA service provider, the worksite employer, and the individual. It is not designed to replace an existing employee or position.

SUBSTANCE

A WIOA Work Experience is an individualized career service and is a planned, structured learning experience that takes place in a workplace for a limited period of time.¹ Worksite employers are critical partners that provide significant growth opportunities for adults and dislocated workers through work experiences that give them the ability to learn and apply in-demand skills. Work experience may be paid or unpaid, and may take place in the private sector, non-profit sector, or public sector.

A. VARIOUS TYPES OF WORK EXPERIENCES/LEARNING WHILE WORKING

- **Regular Work Experience** – A planned, structured learning experience that takes place in a workplace for a limited time. Work experience may be paid or unpaid, as appropriate, and may be arranged within the private for-profit sector, the non-profit sector, or the public sector. Work experience must be related to the individual's career pathway.
- **Subsidized/ Unsubsidized Internships** – A planned, structured learning experience that takes place in a workplace for a limited time and is related to a student's field of study or career pathway. An internship may be arranged within the private for-profit sector, the non-profit sector, or the public sector. Internships must be directly in line with the individual's long-term career pathway goal.

¹ 20 CFR 680.180.

- **Transitional Jobs** - A “transitional job” is a work-based learning activity that provides a time-limited work experience, wages-paid, and is subsidized in the public, private, or non-profit sectors.² Transitional jobs serve individuals with barriers to employment due to chronic unemployment or inconsistent work history.

- **Pre – Apprenticeships & Apprenticeships**

Registered Apprenticeship programs include immediate employment for apprentices, they provide an excellent opportunity for dislocated workers, returning military service members, and others needing to transition to new careers. Registered Apprenticeship contributes to career pathways by building worker skills and establishing well-defined steps along pathways to higher levels of employment and wages. All Registered Apprenticeship programs must consist of the following components:

- Industry Led
- On-the-Job Training
- Related Instruction
- Rewards for Skill Gains
- National Occupational Credential

Registered Apprenticeship programs are automatically included on the Missouri Eligible Training Provider List (ETPL).

Apprenticeship programs are well positioned to impart skills to workers, which would meet the WIOA measurable skills gain performance indicator.

- **Pre-Apprenticeships AD/DW/Youth**

Pre-apprenticeship programs are designed to assist individuals who do not currently possess the minimum (academic or skills) requirements for selection into an apprenticeship program.

Pre-apprenticeship programs generally consist of the following:

- Training and curriculum that aligns with the skill needs of employers in the economy of the State or region involved;
- Access to educational and career counseling and other supportive services, directly or indirectly;
- Hands-on, meaningful learning activities that are connected to education and training activities, such as exploring career options, and understanding how the skills acquired through coursework can be applied toward a future career;
- Opportunities to attain at least one industry-recognized credential; and
- A partnership with one or more Registered Apprenticeship programs that assists in placing individuals who complete the pre-apprenticeship program into a Registered Apprenticeship program.

² 20 CFR 680.190.

- **Customized Training**

Customized Training (CT) is designed to meet the unique training needs of an employer or a group of employers. CT can be used for training prospective (new) workers. CT is business-driven where the employer decides who will provide the training (e.g., external trainer, internal manager), what curriculum will be used, and which workers will be trained. The following should be met:

- Designed to meet the unique needs of an employer or a group of employers
- Commitment by the employer(s) to employ the individual upon successful completion of the training
- For which the employer pays for not less than 50% of the cost of the training.

- **Prospective or incumbent workers**

These individuals benefit by learning new skills and obtaining or retaining employment after successful training completion. The approved employer commits to hire or—in the case of incumbent workers—retain individuals who successfully complete training. Contracted Education Training (CET) provides STLCOWD the flexibility to contract directly with institutions of higher education or eligible training providers under certain conditions.

B. INDIVIDUAL ELIGIBILITY & ENROLLMENT

Individuals must meet program eligibility requirements, be enrolled into the respective WIOA program, and must have received an assessment resulting in the development of an Employment Plan (EP) that documents the individual's need for, and benefit from, a Work Experience (i.e. little or no prior work experience, difficulty maintaining employment, displaced worker needing to learn new skills, etc.). Individuals who have received funding through an ITA, cohort, or other WIOA funded training are also eligible for Work Experience. *Individual's file must show WIOA activity within the last 90 days.*

C. MAXIMUM HOURS

A WIOA Work Experience is allowable for up to 300 hours. STLCOWD may limit the duration and the number of hours for an individual to participate in a work experience. To determine the duration of a Work Experience activity, the following will be considered:

- the duration needed to acquire necessary skills or knowledge;
- the objectives of the work experience;
- the quality and benefit of the employer's work activity; and
- the budget of the WIOA service provider.

STLCOWD may recognize a need for additional Work Experience training hours to be approved in the initial Training Plan. Additional Work Experience hours may be requested with WIOA designated staff approval.

If, upon completion of the maximum work experience hours, the STLCOWD determines the individual requires additional hours to be successful or to obtain unsubsidized employment, the STLCOWD may extend the work experience hours to an additional 240 hours, provided that the following criteria are met and documented.

- An updated Training Plan justifying the need for the additional hours;
- A detailed case note detailing the need for the additional hours; and
- A statement from the worksite employer confirming the need for additional hours.

D. COMPENSATION

Individuals enrolled in a paid work experience shall be compensated an hourly wage at not less than the State or local minimum wage. Individuals shall be paid only for the hours worked during the work experience and the hours must be documented on the individual's work experience time sheet. Work Experience individuals are not authorized to be paid for sick leave, vacations, or holidays and are not authorized to work overtime (no more than 8 hours per day, 40 hours per week).

E. WORKSITE EMPLOYER ELIBILITY

- Employers must be licensed to operate in Missouri, be in good standing and must provide their Federal Employer Identification Number (FEIN). Additionally, employers must adhere to the following requirements:
 - Must have safe and healthy working conditions with no previously reported health and safety violations that have been reported but have not been corrected; and
 - Must be compliant with all Equal Opportunity (EO) regulations
 - Shall not terminate the employment of any of their current employees or otherwise reduce its workforce either fully or partially (such as reduction in hours or benefits) with the intention of filling the vacancy with an individual or as the result of having an individual; and
 - Shall not allow the individual's activity to result in the infringement of promotional opportunities of their current employees; and
 - Shall not allow the individual to be involved in the construction, operation, or maintenance of any part of any facility that is used, or to be used, for religious instruction or as a place for religious worship.

F. EMPLOYER OF RECORD REQUIREMENTS

- The employer of record must carry workers' compensation to the extent available, and if the States workers' compensation law does not apply, insurance coverage must be secured for injuries suffered by the individual in the course of such work experience;
- Ensure work experiences will be conducted in a safe and sanitary work environment;
- Complete an EO-15 document

- Ensure all work experience individuals have adequate worksite supervision;
- Must conduct a WIOA worksite orientation with the worksite employer and the individual prior to the start date; and
- Complete the federal E-Verify requirement within three (3) business days of the individual's hire/start date.

G. CASE MANAGEMENT & DOCUMENTATION

The following must be completed and documented prior to the start date of the work experience;

- Comprehensive Assessment identifying the need and ability for successful completion of work experience;
- Employment Plan (work experience must align with the identified career pathway);
- Documentation of an Employer Pre-award Review (case note or signed document);
- EO-15 document signed by worksite employer;
- Completed and signed Worksite Agreement (good for one year);
- Work experience dates must fall within the dates of the agreement;
- Detailed Work Experience Training Plan;
- Federal E-Verify documentation completed within three (3) business days of the individual's hire/start date; and
- Work Experience Starting Case Notes³, must include:
 - Name of worksite employer;
 - Employer of record;
 - Job title;
 - Begin date and project end date;
 - Total number of hours approved for the work experience;
 - Hourly wage; and
 - Funding source

The following documents must be uploaded, and case notes must be entered in the case management system throughout the duration of the work experience until the final payment to the individual is made:

- Completed timesheets, signed by the individual and the worksite supervisor;
- Payroll documentation, to include a copy of the pay stub and verification of payment to the individual;
- Case Notes⁴, describing the individual's progression in the work experience; and
- Work Experience Timesheet Payment Case Notes, to include:
 - The payroll or monthly invoice period;
 - Number of hours worked;

⁸ Missouri OWD Issuance - Case Note Policy

⁹ Missouri OWD Issuance - Case Note Policy

- Gross wages for the pay period;
- Number of hours remaining; and
- Funding source(s).

An example of a pre-award case note:

“Met with Worksite employer (xyz) to complete the Worksite Agreement, for WIOA. In discussing the Agreement, it was shown that the employer meets the criteria set forth in the Employer Pre-Award review, (adherence to EO regulations, American with Disabilities Act provisions, maintaining safety standards for the business and employees, current on all taxes etc.). All forms related to the Worksite Agreement have been uploaded into MoJobs (Documents).”

H. MONITORING REQUIREMENT

The WIOA service provider’s oversight of the paid and unpaid work experience individual’s training and payroll records may be reviewed by Federal, State, and local fiscal and program monitors. Such monitoring may include, but is not limited to, on-site visits and phone/email communication with the employer/trainer and individual, to review progress and provide technical assistance as needed.

I. EXEMPTIONS FROM UNEMPLOYMENT INSURANCE

Individuals in work-relief or work-training programs authorized by WIOA, or any other programs funded in whole or in part by Federal, State, or local awards or grants, are exempt from UI wage reporting requirements if the employer of record is:

- The State, or any (local) political subdivision of the State, or any instrumentality (board, commission, etc.) of the same; or
- A not-for-profit corporation, community chest fund, or foundation organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or for the prevention of cruelty to children or animals, or other organization as described in Section 501(c)(3) of the Internal Revenue Code. For the purposes of this exemption, DOL’s guidance defines work-relief and work-training programs thus:
- Conditions for all work-relief and work-training programs require:
 - The employer-employee relationship is based more on the individuals’ and communities’ needs than on normal economic considerations (such as increased demand or the filling of a bona fide job vacancy); and
 - The products or services are secondary to providing financial assistance, training, or work experience to individuals to relieve them of their unemployment or poverty or to reduce their dependence on various measures of relief, even though the work may be meaningful or serve a useful public purpose.

- Both work-relief and work-training programs also must have one or more of the following characteristics:
 - The wages, hours, and conditions of work are not commensurate with those prevailing in the locality for similar work; or
 - The jobs did not, or rarely did, exist before the program began (other than under similar programs) and there is little likelihood they will be continued when the program is discontinued; **OR**
 - The services furnished, if any, are in the public interest and are not otherwise provided by the employer or its contractors; OR
 - The jobs do not displace regularly employed workers or impair existing contracts for services.

For work-relief programs only, the qualifications for the jobs must take into account, as indispensable factors, the economic status (i.e., the standing conferred by income and assets) of the applicants.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

ATTACHMENT A – WORKSITE AGREEMENT (FRONT)



Missouri Department of Higher Education and Workforce Development
Office of Workforce Development

Work Experience Worksite Agreement

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BACKGROUND

STLCOWD policy for Work Experiences that supports an individual's chosen career pathway(s) and facilitates their transition into placement within high growth/high demand regional careers as identified by MERIC.

Work experience is applicable to all WIOA core programs and a valuable tool to engage employers and to support job seekers in overcoming barriers to employment. WIOA Work Experiences are designed to help individuals establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry into, and retention in, unsubsidized employment. Training to Work Experience activity is a contractual exchange between the WIOA service provider, the worksite employer, and the individual. It is not designed to replace an existing employee or position.

SUBSTANCE

A WIOA Work Experience is an individualized career service and is a planned, structured learning experience that takes place in a workplace for a limited period of time.¹ Worksite employers are critical partners that provide significant growth opportunities for adults and dislocated workers through work experiences that give them the ability to learn and apply in-demand skills. Work experience may be paid or unpaid, and may take place in the private sector, non-profit sector, or public sector.

A. VARIOUS TYPES OF WORK EXPERIENCES/LEARNING WHILE WORKING

- **Regular Work Experience** – A planned, structured learning experience that takes place in a workplace for a limited time. Work experience may be paid or unpaid, as appropriate, and may be arranged within the private for-profit sector, the non-profit sector, or the public sector. Work experience must be related to the individual's career pathway.
- **Subsidized/ Unsubsidized Internships** – A planned, structured learning experience that takes place in a workplace for a limited time and is related to a student's field of study or career pathway. An internship may be arranged within the private for-profit sector, the non-profit sector, or the public sector. Internships must be directly in line with the individual's long-term career pathway goal.

¹ 20 CFR 680.180.

- **Transitional Jobs** - A “transitional job” is a work-based learning activity that provides a time-limited work experience, wages-paid, and is subsidized in the public, private, or non-profit sectors.² Transitional jobs serve individuals with barriers to employment due to chronic unemployment or inconsistent work history.

- **Pre – Apprenticeships & Apprenticeships**

Registered Apprenticeship programs include immediate employment for apprentices, they provide an excellent opportunity for dislocated workers, returning military service members, and others needing to transition to new careers. Registered Apprenticeship contributes to career pathways by building worker skills and establishing well-defined steps along pathways to higher levels of employment and wages. All Registered Apprenticeship programs must consist of the following components:

- Industry Led
- On-the-Job Training
- Related Instruction
- Rewards for Skill Gains
- National Occupational Credential

Registered Apprenticeship programs are automatically included on the Missouri Eligible Training Provider List (ETPL).

Apprenticeship programs are well positioned to impart skills to workers, which would meet the WIOA measurable skills gain performance indicator.

- **Pre-Apprenticeships AD/DW/Youth**

Pre-apprenticeship programs are designed to assist individuals who do not currently possess the minimum (academic or skills) requirements for selection into an apprenticeship program.

Pre-apprenticeship programs generally consist of the following:

- Training and curriculum that aligns with the skill needs of employers in the economy of the State or region involved;
- Access to educational and career counseling and other supportive services, directly or indirectly;
- Hands-on, meaningful learning activities that are connected to education and training activities, such as exploring career options, and understanding how the skills acquired through coursework can be applied toward a future career;
- Opportunities to attain at least one industry-recognized credential; and
- A partnership with one or more Registered Apprenticeship programs that assists in placing individuals who complete the pre-apprenticeship program into a Registered Apprenticeship program.

² 20 CFR 680.190.

- **Customized Training**

Customized Training (CT) is designed to meet the unique training needs of an employer or a group of employers. CT can be used for training prospective (new) workers. CT is business-driven where the employer decides who will provide the training (e.g., external trainer, internal manager), what curriculum will be used, and which workers will be trained. The following should be met:

- Designed to meet the unique needs of an employer or a group of employers
- Commitment by the employer(s) to employ the individual upon successful completion of the training
- For which the employer pays for not less than 50% of the cost of the training.

- **Prospective or incumbent workers**

These individuals benefit by learning new skills and obtaining or retaining employment after successful training completion. The approved employer commits to hire or—in the case of incumbent workers—retain individuals who successfully complete training. Contracted Education Training (CET) provides STLCOWD the flexibility to contract directly with institutions of higher education or eligible training providers under certain conditions.

B. INDIVIDUAL ELIGIBILITY & ENROLLMENT

Individuals must meet program eligibility requirements, be enrolled into the respective WIOA program, and must have received an assessment resulting in the development of an Employment Plan (EP) that documents the individual's need for, and benefit from, a Work Experience (i.e. little or no prior work experience, difficulty maintaining employment, displaced worker needing to learn new skills, etc.). Individuals who have received funding through an ITA, cohort, or other WIOA funded training are also eligible for Work Experience. *Individual's file must show WIOA activity within the last 90 days.*

C. MAXIMUM HOURS

A WIOA Work Experience is allowable for up to 300 hours. STLCOWD may limit the duration and the number of hours for an individual to participate in a work experience. To determine the duration of a Work Experience activity, the following will be considered:

- the duration needed to acquire necessary skills or knowledge;
- the objectives of the work experience;
- the quality and benefit of the employer's work activity; and
- the budget of the WIOA service provider.

STLCOWD may recognize a need for additional Work Experience training hours to be approved in the initial Training Plan. Additional Work Experience hours may be requested with WIOA designated staff approval.

If, upon completion of the maximum work experience hours, the STLCOWD determines the individual requires additional hours to be successful or to obtain unsubsidized employment, the STLCOWD may extend the work experience hours to an additional 240 hours, provided that the following criteria are met and documented.

- An updated Training Plan justifying the need for the additional hours;
- A detailed case note detailing the need for the additional hours; and
- A statement from the worksite employer confirming the need for additional hours.

D. COMPENSATION

Individuals enrolled in a paid work experience shall be compensated an hourly wage at not less than the State or local minimum wage. Individuals shall be paid only for the hours worked during the work experience and the hours must be documented on the individual's work experience time sheet. Work Experience individuals are not authorized to be paid for sick leave, vacations, or holidays and are not authorized to work overtime (no more than 8 hours per day, 40 hours per week).

E. WORKSITE EMPLOYER ELIBILITY

- Employers must be licensed to operate in Missouri, be in good standing and must provide their Federal Employer Identification Number (FEIN). Additionally, employers must adhere to the following requirements:
 - Must have safe and healthy working conditions with no previously reported health and safety violations that have been reported but have not been corrected; and
 - Must be compliant with all Equal Opportunity (EO) regulations
 - Shall not terminate the employment of any of their current employees or otherwise reduce its workforce either fully or partially (such as reduction in hours or benefits) with the intention of filling the vacancy with an individual or as the result of having an individual; and
 - Shall not allow the individual's activity to result in the infringement of promotional opportunities of their current employees; and
 - Shall not allow the individual to be involved in the construction, operation, or maintenance of any part of any facility that is used, or to be used, for religious instruction or as a place for religious worship.

F. EMPLOYER OF RECORD REQUIREMENTS

- The employer of record must carry workers' compensation to the extent available, and if the States workers' compensation law does not apply, insurance coverage must be secured for injuries suffered by the individual in the course of such work experience;
- Ensure work experiences will be conducted in a safe and sanitary work environment;
- Complete an EO-15 document

- Ensure all work experience individuals have adequate worksite supervision;
- Must conduct a WIOA worksite orientation with the worksite employer and the individual prior to the start date; and
- Complete the federal E-Verify requirement within three (3) business days of the individual's hire/start date.

G. CASE MANAGEMENT & DOCUMENTATION

The following must be completed and documented prior to the start date of the work experience;

- Comprehensive Assessment identifying the need and ability for successful completion of work experience;
- Employment Plan (work experience must align with the identified career pathway);
- Documentation of an Employer Pre-award Review (case note or signed document);
- EO-15 document signed by worksite employer;
- Completed and signed Worksite Agreement (good for one year);
- Work experience dates must fall within the dates of the agreement;
- Detailed Work Experience Training Plan;
- Federal E-Verify documentation completed within three (3) business days of the individual's hire/start date; and
- Work Experience Starting Case Notes³, must include:
 - Name of worksite employer;
 - Employer of record;
 - Job title;
 - Begin date and project end date;
 - Total number of hours approved for the work experience;
 - Hourly wage; and
 - Funding source

The following documents must be uploaded, and case notes must be entered in the case management system throughout the duration of the work experience until the final payment to the individual is made:

- Completed timesheets, signed by the individual and the worksite supervisor;
- Payroll documentation, to include a copy of the pay stub and verification of payment to the individual;
- Case Notes⁴, describing the individual's progression in the work experience; and
- Work Experience Timesheet Payment Case Notes, to include:
 - The payroll or monthly invoice period;
 - Number of hours worked;

⁸ Missouri OWD Issuance - Case Note Policy

⁹ Missouri OWD Issuance - Case Note Policy

- Gross wages for the pay period;
- Number of hours remaining; and
- Funding source(s).

An example of a pre-award case note:

“Met with Worksite employer (xyz) to complete the Worksite Agreement, for WIOA. In discussing the Agreement, it was shown that the employer meets the criteria set forth in the Employer Pre-Award review, (adherence to EO regulations, American with Disabilities Act provisions, maintaining safety standards for the business and employees, current on all taxes etc.). All forms related to the Worksite Agreement have been uploaded into MoJobs (Documents).”

H. MONITORING REQUIREMENT

The WIOA service provider’s oversight of the paid and unpaid work experience individual’s training and payroll records may be reviewed by Federal, State, and local fiscal and program monitors. Such monitoring may include, but is not limited to, on-site visits and phone/email communication with the employer/trainer and individual, to review progress and provide technical assistance as needed.

I. EXEMPTIONS FROM UNEMPLOYMENT INSURANCE

Individuals in work-relief or work-training programs authorized by WIOA, or any other programs funded in whole or in part by Federal, State, or local awards or grants, are exempt from UI wage reporting requirements if the employer of record is:

- The State, or any (local) political subdivision of the State, or any instrumentality (board, commission, etc.) of the same; or
- A not-for-profit corporation, community chest fund, or foundation organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or for the prevention of cruelty to children or animals, or other organization as described in Section 501(c)(3) of the Internal Revenue Code. For the purposes of this exemption, DOL’s guidance defines work-relief and work-training programs thus:
- Conditions for all work-relief and work-training programs require:
 - The employer-employee relationship is based more on the individuals’ and communities’ needs than on normal economic considerations (such as increased demand or the filling of a bona fide job vacancy); and
 - The products or services are secondary to providing financial assistance, training, or work experience to individuals to relieve them of their unemployment or poverty or to reduce their dependence on various measures of relief, even though the work may be meaningful or serve a useful public purpose.

- Both work-relief and work-training programs also must have one or more of the following characteristics:
 - The wages, hours, and conditions of work are not commensurate with those prevailing in the locality for similar work; or
 - The jobs did not, or rarely did, exist before the program began (other than under similar programs) and there is little likelihood they will be continued when the program is discontinued; **OR**
 - The services furnished, if any, are in the public interest and are not otherwise provided by the employer or its contractors; OR
 - The jobs do not displace regularly employed workers or impair existing contracts for services.

For work-relief programs only, the qualifications for the jobs must take into account, as indispensable factors, the economic status (i.e., the standing conferred by income and assets) of the applicants.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

ATTACHMENT A – WORKSITE AGREEMENT (FRONT)



Missouri Department of Higher Education and Workforce Development
Office of Workforce Development

Work Experience Worksite Agreement

This Agreement is made between (1) _____ hereafter called AGENCY , and (2) _____ hereafter called WORKSITE EMPLOYER . These parties agree that the WORKSITE EMPLOYER shall provide meaningful work experience and supervision to participant(s) in accordance with the General Assurances and the Training Plan which are part of this agreement, during the period beginning _____ and ending _____.			
WORKSITE EMPLOYER INFORMATION	Company Name:		
	Federal Employer ID Number (FEIN)		
	Address		
	City, State, Zip Code		
	Telephone Number		
	Contact Person		
	Collective Bargaining Agent (if Applicable)		
	Location of Training Facility		
	TRAINING OCCUPATIONS	NUMBER OF PARTICIPANTS	SUPERVISOR NAME
WORK EXPERIENCE INFORMATION			
Signature of Employer/Authorized Representative		Type/Print Name	Title
Authorized Agency Signature		Type/Print Name	Title

For additional information about Missouri Office of Workforce Development services, contact a Missouri Job Center near you. Locations and additional information are available at jobs.mo.gov or 1-888-726-JOBS (5627). The Missouri Department of Higher Education and Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services at 711.

ATTACHMENT A – WORKSITE AGREEMENT (BACK)

- The AGENCY will provide each worksite supervisor with a Supervisor Orientation for the program, which covers WIOA rules, requirements, timesheet information, and other information as applicable.
- The WORKSITE EMPLOYER agrees to provide constructive and meaningful work experience and training activities for the participant as follows and ensure that:
 - Each worksite supervisor shall be provided a Supervisor Orientation for the program.
 - The Participant duties and activities are described in the training plan.
- The WORKSITE EMPLOYER shall provide the participant with a formal orientation to the requirements of the job, work rules, expectations, hours of work, and any other special requirements of the WORKSITE EMPLOYER.
- The worksite will provide a sufficient quantity of work/training to fully occupy participant.
- The worksite will provide all necessary materials, supplies and equipment for the purpose of completing assigned tasks.
- The worksite shall ensure consistent supervision of participants and of tasks performed.
- The worksite supervisor shall maintain close liaison with program staff regarding:
 - Participant performance and behavior
 - Immediate notification of irregular or lack of attendance
 - Immediate notification of injury on the job
- The WORKSITE EMPLOYER shall be responsible for reporting termination of participants to the AGENCY immediately.
- The WORKSITE EMPLOYER agrees to provide the instruction, supervision of employees, equipment tools, etc. that are necessary for the participant to conduct their job duties.
- The WORKSITE EMPLOYER will agree to absorb the financial liability for any costs that may result from participant damage.
- Ensure that accurate time and attendance records are completed on a daily basis and that the hours recorded will only reflect the hours the participant worked.
- **MONITORING:** The WORKSITE EMPLOYER understands that the AGENCY, Office of Workforce Development, or other such related agencies may monitor this worksite to ensure compliance with rules and regulations.
- **EMPLOYEE DISPLACEMENT/REPLACEMENT:** No participants shall displace (including a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits) any currently employed employee (as of date of participation). A participant in a program or activity may not be employed in or assigned to a job if:
 - (1) Any other individual is on layoff from the same or any substantially equivalent job;
 - (2) The WORKSITE EMPLOYER has terminated the employment of any regular, unsubsidized employee or otherwise caused an involuntary reduction in its workforce with the intention of filling the vacancy so created with the participant; or
 - (3) The job is created in a promotional line that infringes in any way on the promotional opportunities of current employed workers.
 - (4) Regular employees and program participants alleging displacement may file a complaint under the applicable grievance procedures.
- **WORKERS COMPENSATION:** The AGENCY is responsible for job related injuries to the participant and will provide insurance through Workers Compensation or other adequate medical and accident insurance. The WORKSITE EMPLOYER supervisor MUST contact the program staff immediately upon a workplace injury of a participant and complete the necessary forms.
- **HEALTH AND SAFETY:** No participant will be permitted to work or train in buildings or surroundings under working conditions that are unsanitary, hazardous, or dangerous to the participant's health or safety. Participants employed or trained in inherently dangerous occupations shall be assigned to work in accordance with reasonable safety practices.
- The WORKSITE EMPLOYER agrees to maintain sanitary facilities, safe working conditions, within a drug-free workplace and compliance with the OSHA and Child Labor Laws and laws of the Fair Labor Standards Act (FLSA) provided to the training site by the program staff.
- No participant will be allowed to perform work activities that are not federally legal.
- **Employment or training of participants in sectarian activities is prohibited.** This limitation is more fully described at 29 CFR 37.6(f)(1). Under 29 CFR 37.6(f)(1), participants must not be employed to carry out the construction, operation, or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place for religious worship.
- **NEPOTISM:** No participant may be placed in an employment activity of a member of that person's immediate family is directly supervised by or directly supervises that individual.
- **UNION COMPLIANCE:** The WORKSITE EMPLOYER/AGENCY will ensure this work experience will not impair existing contracts for services or collective bargaining agreements. When a program or activity would be inconsistent with a collective bargaining agreement, the appropriate labor organization and employer must provide written concurrence before the program or activity begins.
- **DISCLOSURE OF CONFIDENTIAL INFORMATION:** The WORKSITE EMPLOYER agrees to maintain the confidentiality of any information regarding applicants and participants, or their families, which may be obtained through application forms, interviews, tests, and reports from public agencies, counselors or any other source.
- **EQUAL OPPORTUNITY:** The EMPLOYER agrees not to discriminate against any participant because of age, race, creed, color, religion, political belief or affiliation, sex, national origin, ancestry or disability. The EMPLOYER further agrees that it will take affirmative action to ensure that applicants are employed, and that employees are treated without discrimination during employment, upgrading, demotion or transfer, recruitment or recruitment advertising; layoff or terminations; rates of pay or other forms of compensation and selection for training, including apprenticeship.
- **AMERICAN WITH DISABILITIES ACT:** The EMPLOYER shall comply with the Americans with Disabilities Act of 1990, Public Law 101-336, or as amended and associated code of federal regulations published in the Federal Register as applicable to the EMPLOYER directly or indirectly as recipients of contracted funds from the State of Missouri.
- The WORKSITE EMPLOYER will perform its duties in accordance with the regulations, procedures and standards promulgated there under, as well as any subsequent legislation, regulations, procedures and standards enacted in substitution or in addition thereto.
- **RELATIONSHIP OF PARTIES:** The WORKSITE EMPLOYER does not become the agent of the AGENCY for any purpose pursuant to this contract and will make no representation of any such agency. In agreeing to employ and provide training for participant, the WORKSITE EMPLOYER understands that this does not make the participant an employee or agent of the AGENCY.
- **TERMINATION OF AGREEMENT:** The performance of work under this agreement may be terminated by the AGENCY when, for any reason, it is determined that such termination is in the best interest of the program. Termination may also occur with it has been determined that the WORKSITE EMPLOYER has failed to provide any of the training specified or failed to comply with any of the other provisions contained in the agreement.
- **AVAILABILITY OF FUNDS:** This contract is predicated on the continuing availability of funds from the AGENCY and the Office of Workforce Development.

Acknowledgement: I have received the above information:

Employer's Initials: _____ **Date:** _____

STLCOWD

Active Date: 02/09/2026

Effective Date: 02/09/2026

STLCOWD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services 711.

WIOA Title I Work Experience Training Plan

STLCOWD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services 711.



www.stlcowd.org

Office of
Compliance
Issuance

22-2026

Release Number-Program Year

Active Date: 01/29/2026

Effective Date: 01/29/2026

Expiration Date: Continuous, until further notice

Family and Workforce Centers of America (FWCA) is the fiscal agent and workforce support organization for Saint Louis County Workforce Development.

SUBJECT:

Selective Service

ATTACHMENTS (if any):

(A) – Self Attestation of Non-Registrants of Selective Service

This Issuance is an official policy of St. Louis County Workforce Development.

This Issuance Affects:

- Workforce Innovation and Opportunity Act (WIOA) Programs
- Title I: Adult
- Title I: Dislocated Worker
- Title I: Youth

FOR THE ATTENTION OF:

All applicable WIOA staff or subcontractors—Implementation of this issuance is immediate and continuous.

RESCISSIONS: N/A

REFERENCES:

TEGL 11-11, Change 2

SUMMARY

This policy communicates St. Louis County Workforce Development (STLCOWD) policy applicable to WIOA programming: Adult (AD), Dislocated Workers (DW), and Youth (Y).

BACKGROUND

This issuance details the process of Selective Service registration for men born on or after January 1, 1960. Noncompliance results in denial of enrollment into WIOA programming or suspension of WIOA program activities/funding. This issuance is focused on ensuring adherence to applicable regulations and policies while maximizing available resources.

SUBSTANCE

Before being enrolled in WIOA funded programs men born on or after January 1, 1960 **must** register for Selective Service at **www.sss.gov**. This includes males that are:

- Citizens of the U.S.;
- Non-citizens, including illegal aliens, legal permanent residents, seasonal agricultural workers, and refugees, who take up residency in the U.S. before their 26th birthday; and/or
- Dual nationals of the U.S. and another country regardless of whether they live in the U.S.

For U.S. citizens, Selective Service registration is not required if the man falls within one of the following categories:

- Men who are serving in the military on full-time active duty;
- Men attending the service academies;
- Disabled men who are continually confined to a residence, hospital or institution; and/or
- Men who are hospitalized, institutionalized, or incarcerated are not required to register during their confinement; however, they must register within 30 days after being released if they have not yet reached their 26th birthday.

For non-U.S. citizens, Selective Service registration is not required if the man falls within one of the following categories:

- Non-U.S. male who came into this country for the first time after his 26th birthday. Acceptable forms of supporting documentation include:
 - 1) Date of entry stamp in his passport;
 - 2) I-94 with date of entry stamp on it; or
 - 3) Letter from the U.S. Citizenship and Immigration Services (USCIS) indicating the date the man entered the United States presented in conjunction with documentation establishing the individual's age.
- Non-U.S. male who entered the U.S. illegally after his 26th birthday. He must provide proof that he was not living in the U.S. from age 18 through 25.
- Non-U.S. male on a valid non-immigrant visa.

Before enrolling in WIOA funded programs, all males ages 18 and over must provide:

- documentation of compliance with the Selective Service registration requirement.
- documentation showing that they were not required to register; or
- if they were required to but did not register, *documentation establishing that their failure to register was not knowing and willful.*

A. Between the ages 18 – 26

STLCOWD has developed a process for males between the ages 18 - 26 needing to register for Selective Service.

If a male turns the age of 18 while participating in any applicable services, registration with Selective Service must be completed no later than 30 days after he becomes 18, to continue to receive funded services. If individual does not comply, suspension of services must occur until proof of registration is attained.

If an individual is less than 26 years of age, he must register on the site www.sss.gov to meet WIOA eligibility.

If a man under the age of 26 refuses to register with the Selective Service, WIOA enrollment or funded services must be suspended until he registers.

B. Over the Age of 26

STLCOWD has developed a process for males 26 years and over, who failed to comply with the Selective Service registration requirement. STLCOWD will initiate determination if the failure to register was unknowing and willful without first having the potential program individual request the Status Information Letter. This option is the most preferable because of time limits for enrolling individuals (e.g. individuals recently released from incarceration, at risk Youth, homeless, individuals requiring additional assistance).

In order to establish consistency regarding the implementation of the requirement, STLCOWD will consider the following questions when determining whether a failure to register is unknowing and willful. In determining whether failure to register was not knowing and willful, the following several factors would be considered:

- Was the individual aware of the requirement to register? Was it done deliberately or intentionally? Did the individual have the mental capacity to choose whether or not to register? What actions, if any, did the individual take when he learned of the requirement to register?
- If the individual knew about the requirement to register, was he misinformed about the applicability of the requirement to him?
- When did the individual first learn that he was required to register?
- Where did the individual live when he was between the ages of 18 and 26?
- Does the status information letter indicate that Selective Service sent letters to the individual at that address and did not receive a response?

Upon gathering all pertinent information, the Individual will be required to complete a “Self-Attestation for Non-Registrants in Selective Service” to certify their reason for not knowing and not willful reason to register for Selective Service. WIOA Staff, upon reviewing the individual’s Self Attestation, will upload document(s) to MoJobs.

C. Selective Service Website Unavailable

When the Selective Service website is unavailable, self-attestation to verify an individual’s registration with Selective Service will be utilized.

A case note will be entered to document the delay in obtaining verification of Selective Service registration.

Upon website availability, valid verification of registration with Selective Service must be obtained for individuals.

INQUIRIES

Please direct all questions or comments regarding this Issuance document to compliance@fwca-stl.com. All active, expired, or rescinded Issuances are available upon request.

ATTACHMENT A: Self Attestation of Non-Registrants of Selective Service



Self-Attestation for Non-Registrants in Selective Service

I HEREBY CERTIFY, UNDER PENALTY OF PERJURY THAT I DID NOT REGISTER FOR SELECTIVE SERVICE FOR THE FOLLOWING REASON (check one):

- ☐ I resided in a correctional facility at the time of registration
- ☐ I moved often due to family circumstances
- ☐ I did not know Selective Service registration was a requirement; I would have registered if I had known
- ☐ Other: (Explanation) _____

I attest that the information stated above is true and accurate. I understand that if the above information is misrepresented or incomplete, it may be grounds for removal from the program and/or penalties as specified by law.

Applicant's Signature

Date

Applicant's Printed Name

Applicant's Address

STAFF USE ONLY

The above applicant statement is being utilized for documentation of the following eligibility criteria:

Selective Service Registration Status

Staff Signature

Date (MM/DD/YYYY)

PY25 StL County WIOA Adult	Goal
Employment Q2	85.00%
Employment Q4	80.00%
Credential	75.00%
Measureable Skill Gains	60.00%
Median Earnings	\$ 8,000.00

PY25 StL County WIOA Dislocated Worker	Goal
Employment Q2	85.00%
Employment Q4	80.00%
Credential	75.00%
Measureable Skill Gains	60.00%
Median Earnings	\$ 9,500.00

PY25 StL County WIOA Youth	Goal
Employment Q2	80.00%
Employment Q4	80.00%
Credential	70.00%
Measureable Skill Gains	35.00%
Median Earnings	\$ 3,700.00