EASTERN JACKSON COUNTY REGION

Workforce development Board

BOARD OF DIRECTOR'S MEETING
Friday, July 17, 2020
12:00 pm - 1:30 pm
Location: Zoom

AGENDA

I. CALL TO ORDER
Doug Goodwin, *Chairperson of the Board*

II. APPROVAL OF MINUTES - April 17, 2020 **Tab 1**

III. FINANCIAL REPORT - Action Approval **Tab 2**
Tirhas Kidane, FEC - Vice President & CFO
- **Budget FY' 2020/2021 - Approval**

IV. PERFORMANCE UPDATE **Tab 3**
Richard Salazar, FEC - Sr. Director of Career Services
- **Action - Approval**

V. PRESIDENT'S REPORT
Clyde McQueen, FEC - President & CEO **Tab 4**

- **Performance Ranking Update**
- **Job Centers of the Future**
- **Executive Summary of the Approved Four Year Plan - July 1, 2020 - June 30, 2024**
- **Sustainability Plan - FY 2020/2021**
- **Reopening Plan**

VI. ADJOURNMENT

15301 E. 23rd Street Independence, MO 64055 (816) 325-5890

MINUTES

MINUTES
Eastern Jackson County Workforce Development Board of Directors Meeting
April 17, 2020 |Noon - 1:30 pm
Zoom Meeting

Members Present	**FEC Staff**	**Guest**
Doug Goodwin	Tirhas Kidane	Chester Moyer
Clyde McQueen	Richard Salazar	Paul Rodriquez
Kim Curtis	Rohina Behrmann	Jodi Krantz
Clarrissa Murray	Keith Kelly	
Janis Reed	Susan Littleton	
Lara Vermillion	April Law	
Laura Johnson		
Gloria Peters		
Jennifer DeSchepper		
Jacinda Rainey		
Nancy Milgrim		
Alise Martiny		
Brett Wyatt		

CALL TO ORDER
Doug Goodwin, Chairman of the Eastern Jackson County Workforce Development Board called the meeting to order.

MINUTES
A motion was made, seconded, and the minutes of the February 7, 2020 meeting were approved as written.

FINANCIAL AUDIT PRESENTATION
Tirhas Kidane introduced Chester Moyer and Paul Rodriquez with Rubin Brown, LLC. The auditors gave an overview of the Full Employment Council's audit FY ending June 30, 2020. Mr. Moyer reported that Rubin Brown, LLC had issued clean opinions for the Full Employment Council's audit. He further stated that the work done on the audit was efficient due to Ms. Kidane and the FEC Team. Mr. Rodriquez shared that he had work with FEC for the past six years and stated he was pleased to be a part of the team. He referred to pg. 2 of the report and he expressed that an unmodified opinion of the financial statement and single audit had been issued. He reported on the new accounting estimates and stated that the management's estimate of the functional expense allocation is based on periodic time and expense studies for program services and administrative costs, as appropriate. He further reported that the ASU-2016-2014 will be required to be part of the financial statement and the footnotes. He referenced pg. 5 and discussed the Financial Statement Disclosures and noted the liquidity and availability of resources is a new foot note in the financial report. He also reviewed the revenue of the grants, other income and the staff payroll information on pg.7. He reported that the new accounting regulations on pg. 8-9 will be implemented in the 2020 audit and he discussed the new lease guidance requirements; which will require all leases greater than 12 months be classified as financing or operating lease liabilities and the lease information will be noted on the balance sheet.

Mr. McQueen shared that the new audit standards will impact all of the non-profit staff to do more record keeping.

A motion was made, seconded, and the financial audit was approved as presented.

FINANCIAL REPORT

Tirhas Kidane provided a highlight of the financial report and the FEC system in light of the COVID-19 crisis. Ms. Kidane reported that two major programs, the Missouri Works Program (MWA) subcontracted with LINC; and the America's Promise Grant, contracted with Milwaukee Midwest Strategies will be switched to the ACH system in order to collect the revenue. She also reported that FEC had increased its credit line from $250,000 to $500,000 for program obligations and receivables. She shared that the FEC, 1740 Paseo building was used as collateral in case the state's cash transfer didn't happen in time. FEC's Discretionary Programs will end in May and June 2020 and FEC is in the process of applying for a no cost extension from the federal government and the state of Missouri. The Adult Program is at 55% and the Youth Program is at 47% and there is a concern that FEC may not meet the work experience requirement for the Youth Program due to the crisis. She further reported that FEC staff are working remotely from home and there was a smooth transition due to the system in place. Ms. Kidane stated that TGS is FEC's IT Service Provider and FEC is working with PayCom on the new regulations. Training has been provided to the staff, which has been very helpful in this new environment. She further reported that the state audit will be completed remotely and the WIPFLI CPA Firm will do their review remotely the 1st week of May 2020.

Mr. Goodwin inquired about two-thirds of the budget spending. Ms. Kidane replied that this is due to the COVID-19 crisis and she further stated that after the crisis FEC will be able to meet all requirements.

Mr. McQueen added that as of 7/1/2020 FEC will be operating on 25% of its budget and will receive 75% in October 2020. He stated that two of the prime months have been taken away due to the COVID-19 crisis. He added that the 3rd quarter of the year is typically FEC's highest production months.

A motion was made, seconded, and the financial report was approved as presented.

PRESIDENT'S REPORT

Mr. McQueen reported that as of April 17, 2020 there are 400,000 individuals receiving unemployment and FEC is in partnership with the Employment Security (UI) Division. In addition, FEC is providing follow-up calls regarding the UI inquiries and contact information is on the building doors along with a drop off box for documents. In addition, FEC is referring individuals to on-line trainings that will start within the next six weeks. He further announced that the EJAC /Missouri Career Center is closed due to a partner agencies staff person that showed COVID-19 symptoms. The state of Missouri asked FEC for a recovery plan and business model; and the plan is due by April 20, 2020. Mr. McQueen also reviewed the EJAC office transactions and layoff information for the region.

There was a roundtable discussion amongst the EJAC Board members.

ADJOURNMENT

There being no further business, the meeting adjourned at 1:42 pm.

FINANCIAL REPORT

For the Period Ending
May 31, 2020

Tirhas Kidane, FEC-VP/CFO

East Jackson Workforce Development Region

FY: July 1, 2019 - June 30, 2020

As of May 31, 2020

	Contract Period		Budget	Expenditures	%	Balance
FORMULA WIOA FUNDS						
Economically Disadvantaged Adult Progr	7/1/2019	- 6/30/2020	$ 694,178	$ 513,217	74%	$ 180,962
Dislocated Workers Program	7/1/2019	- 6/30/2020	471,515	$ 337,354	72%	134,161
Subtotal Adult Programs			**$ 1,165,693**	**$ 850,571**	**73%**	**$ 315,123**
Youth Programs						
Youth	4/1/2019	- 6/30/2020	577,912	360,895	62%	217,017
Subtotal Youth Programs			**$ 577,912**	**$ 360,895**	**62%**	**$ 217,017**
Subtotal Formula Programs			**$ 1,743,605**	**$ 1,211,466**	**69%**	**$ 532,140**
DISCRETIONARY FUNDS						
Adult Programs						
Tech Hire Initiative	6/15/2016	- 6/30/2020	750,000	252,503	34%	497,497
DSS-Health Professions Opportunity	9/30/2015	- 9/30/2021	800,000	785,753	98%	14,247
America Promise Grant	1/1/2017	- 6/30/2020	120,000	117,455	98%	2,545
Missouri Work Assistance-FY19	10/1/2018	- 9/30/2019	300,000	106,945	36%	193,055
Missouri Work Assistance- FY20	10/1/2019	- 9/30/2020	300,000	58,958	20%	241,042
WIOA Supplemental	7/1/2019	6/14/2020	93,825	43,189	46%	50,636
Dislocated ITA Pool	7/1/2019	- 12/31/2020	150,000	-	0%	150,000
Equal Employment Opportunities Officer	7/1/2019	- 12/31/2020	50,000	23,013	46%	26,987
SKILLUP Program	7/1/2018	- 9/30/2019	87,232	56,038	64%	31,194
Show Me Hero -East Jackson Region	12/1/2019	- 12/31/2020	30,000	-	0%	30,000
DSS-Skillup East Jackson Region	12/1/2019	- 9/30/2020	181,529	60,843	34%	120,686
Subtotal Discretionary Adult Programs			**$ 2,862,586**	**$ 1,504,697**	**53%**	**$ 1,357,889**
Youth Programs						
* TANF Youth Summer Job League	7/1/2019	- 9/30/2019	117,603	81,526	69%	36,077
DSS-Job League East Jackson	12/1/2019	- 6/30/2020	117,719	55,296	47%	62,423
Subtotal Youth Discretionary Youth Programs			**$ 235,322**	**$ 136,822**	**58%**	**$ 98,500**
Other						
One Stop Cost Sharing/METP	7/1/2019	- 6/30/2020	12,500	1,424	11%	11,076
Subtotal Other Programs			**$ 12,500**	**$ 1,424**	**11%**	**$ 11,076**
Total - East Jackson Funds			**$ 4,854,014**	**$ 2,854,409**	**59%**	**$ 1,999,605**

East Jackson Workforce Development Region

FULL EMPLOYMENT COUNCIL INC.

EXPENDITURE REPORT

For the Period July 1, 2019 - May 31, 2020

	Revised BUDGET FY- 2020	EXPENDITURE Dec. 1, - May 31	Y-T-D EXPENDITURE	% OF BUDGET EXPENDED
Staff Cost				
40 Salaries	$ 1,026,700	$ 376,213	$ 724,854	71%
31 Fringe Benefits	287,529	143,959	213,188	74%
SUB-TOTAL	**$ 1,314,229**	**520,172**	**938,042**	**71%**
Facility				
Building Rental & Maintenace	130,500	75,627	129,981	100%
Security Services	45,000	21,987	39,846	89%
Capital Outlay-	2,500	13,821	13,914	557%
Equip. Maintenance/Lease	7,500	4,925	8,395	112%
Moving Expenses	5,000	-	-	0%
SUB-TOTAL	**190,500**	**116,361**	**192,137**	**101%**
Supplies/Community Outreach				
Postage/Printing	9,050	6,490	10,376	115%
Supplies	16,302	3,597	8,579	53%
Telephone	31,175	10,001	19,012	61%
Advertising	10,500	2,544	3,171	30%
Membership/Publication	12,500	4,058	4,075	33%
Community Outreach/PR	10,500	3,843	5,668	54%
SUB-TOTAL	**90,027**	**30,535**	**50,882**	**57%**
Travel/Training & Development				
Travel - Local	12,300	2,419	5,973	49%
Travel - Out of Town	12,500	2,442	4,185	33%
Staff Training	5,500	33	1,108	20%
SUB-TOTAL	**30,300**	**4,893**	**11,266**	**37%**
Professional Services				
Attorney	17,500	15,705	18,205	104%
Professional Services	7,500	113	7,603	101%
Board Support Services/Monitoring	21,000	-	-	0%
Payroll Services	15,000	9,843	9,843	66%
Audit	25,000	19,451	19,486	78%
M I S/Technology	50,500	37,604	55,013	109%
SUB-TOTAL	**136,500**	**82,717**	**110,150**	**81%**
Other	-			
Insurance	30,795	21,695	30,484	99%
Meeting/Miscellaneous	5,000	306	1,417	28%
SUB-TOTAL	**35,795**	**22,001**	**31,901**	**89%**
TOTAL FEC OPERATIONS	**$ 1,797,351**	**776,680**	**1,334,377**	**74%**

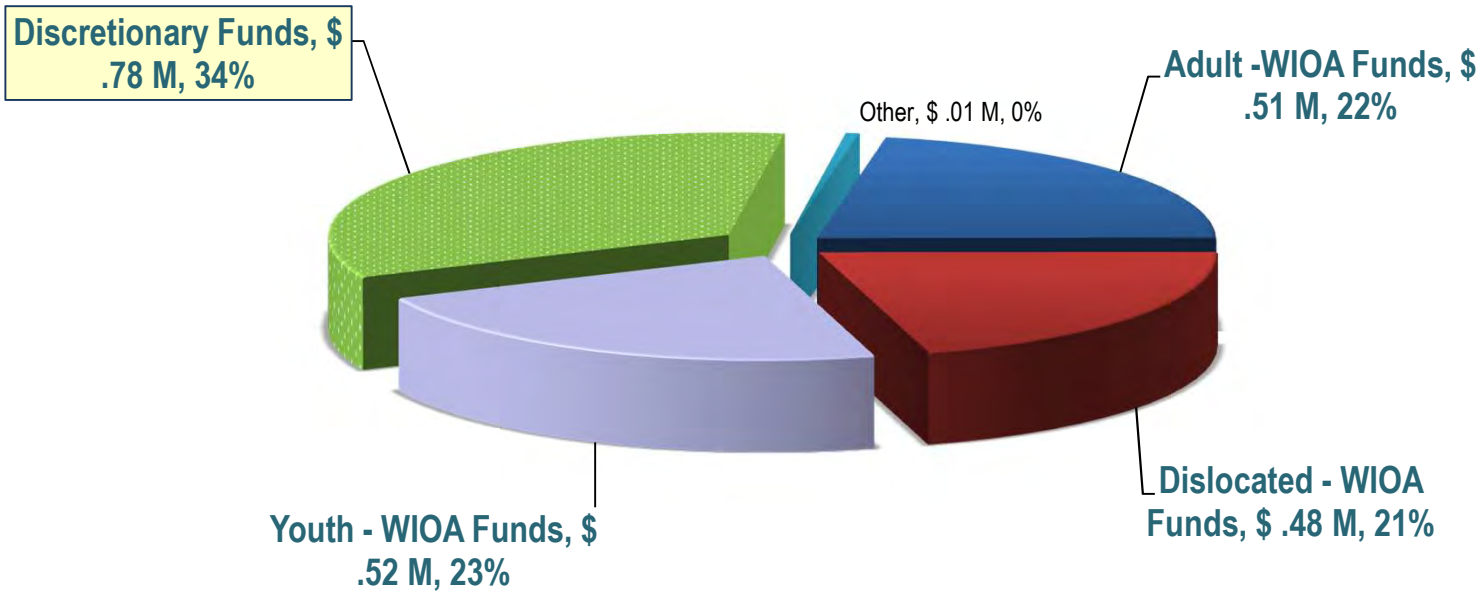
	Revised BUDGET FY- 2020	EXPENDITURE Dec. 1, - May 31	Y-T-D EXPENDITURE	% OF BUDGET EXPENDED
PROGRAM PAYMENTS-				
Training Suppliers & Trainees'				
73/ Participants Payments	463,963	29,027	114,440	25%
26 Training Service Payments	952,816	439,314	708,767	74%
Transportation Payments	22,000	1,925	5,100	23%
SUB-TOTAL	**$ 1,438,779**	**470,267**	**828,306**	**58%**
CORPORATION GRAND TOTAL	**$ 3,236,131**	**1,246,946**	**2,162,683**	**67%**

BUDGET FY 2020/21

July 1, 2020 – June 30, 2021

East Jackson Workforce Development Region

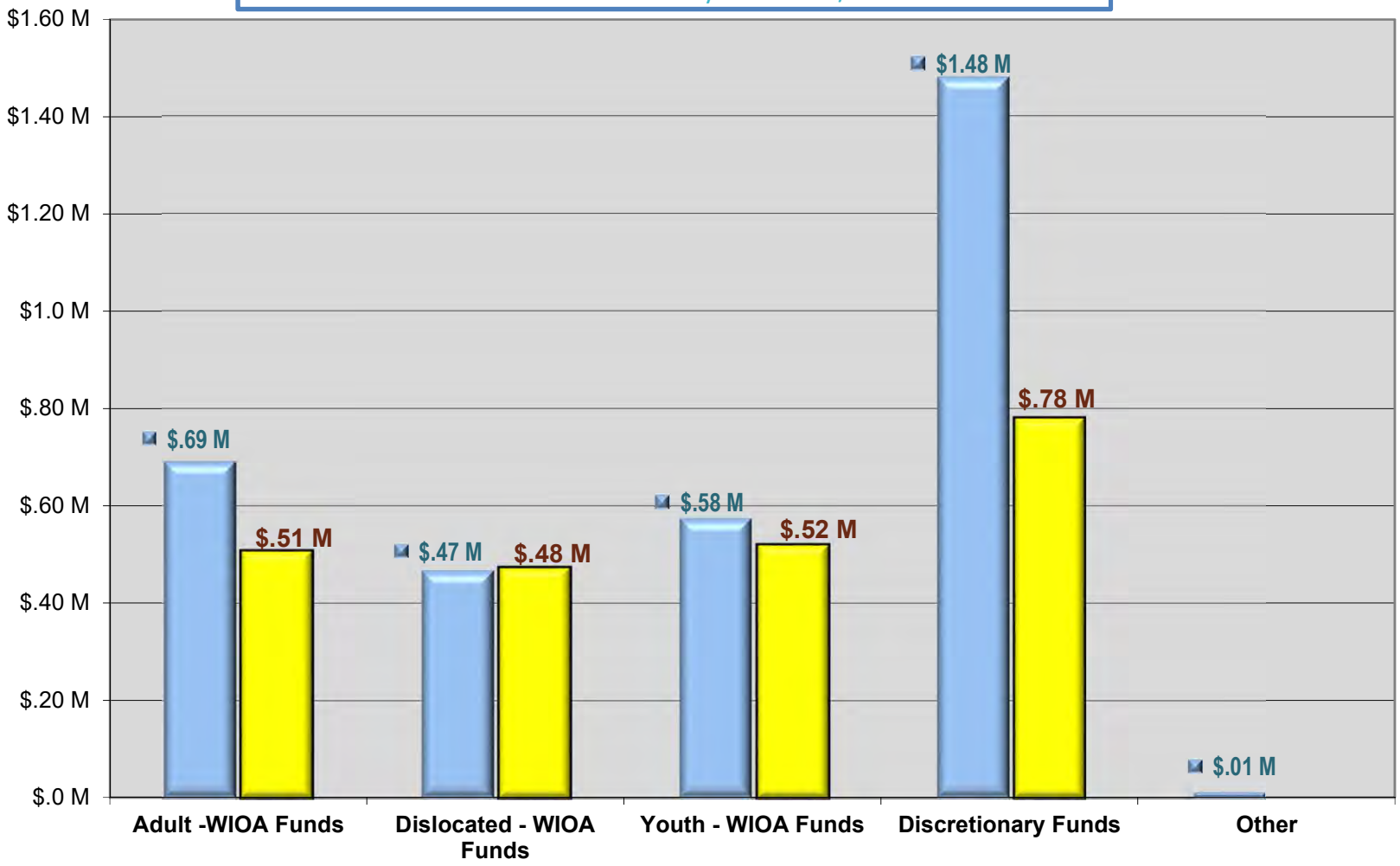
Revenue Allocation FY2021



FY 2020/2021 Total Revenue $2.3 M

East Jackson Workforce Development Region

Two Year Revenue Analysis FY 2020/2021



East Jackson Worforce Investment Region

Projected Revenue Budget analysis

July 1, 2020 - June 30, 2021

	BUDGET 2019/2020	BUDGET 2020/2021	Variance	
ADULT PROGRAM				
Formula Funds				
Economically Disadvantaged Adult Prog	$ 518,485	$ 431,758	$ (86,727)	-17%
Carry Over Fund- Adult	*81,868*	*77,773*	*(4,095)*	
Adult Supplemtal Fund	93,825	-	(93,825)	
Dislocated Workers Program	467,703	405,229	(62,474)	-13%
Carry Over Fund- Dislocated	*3,538*	*70,155*	*66,617*	
Subtotal	**1,165,419**	**984,915**	**(180,504)**	**-15%**
Discretionary Grants				
Tech- Hire Initiative ($5 million for 5 Years)	$ 150,000	$ 150,000	-	Extension
DSS-Health Professions Opportunity Gra	150,000	150,000	-	0%
America Promise Grant	120,000	-	(120,000)	-100%
Missouri Work Assistance	326,216	235,831	(90,385)	-28%
Dislocated Workers ITA Pool	75,000	75,000	-	0%
Return Strong -Dislocated Workers	100,000	-	(100,000)	-100%
Emergency -Covid-19 Humanitarin Gran	-	120,082	120,082	New
Equal Employment Opportunities Offiers	25,000	25,000	-	0%
Show Me Hero East Jackson Region	30,000		(30,000)	-100%
SKILLUP Program	87,232	25,000	(62,232)	-71%
DSS-Skillup East Jackson Region	181,529	-	(181,529)	-100%
Subtotal	**1,244,977**	**780,913**	**(464,064)**	**-37%**
Subtotal Adult Program	**2,410,396**	**1,765,828**	**(644,568)**	**-27%**
YOUTH PROGRAMS				
Formula Funds				
WIOA Youth Program	$ 516,508	$ 444,187	$ (72,321)	-14%
WIOA Youth Carry over	*61,404*	*77,476*	*$ 16,072*	
Subtotal	**577,912**	**521,663**	**(56,249)**	**-10%**
Discretionary Grants				
TANF Youth Summer Job League	$ 117,603	$ -	(117,603)	-100%
DSS-Job League - KCV	117,719	-	(117,719)	-100%
Subtotal	**235,322**	**0**	**(235,322)**	**-100%**
Subtotal Youth Program	**813,234**	**521,663**	**(291,571)**	**-36%**
OTHER PROGRAMS				
One Stop Cost Sharing	$ 12,500	$ 12,500	$ -	0%
Subtotal	**12,500**	**12,500**	**-**	**0%**
Total Funds- East Jackson Region	**$ 3,236,130**	**$ 2,299,991**	**$ (936,138)**	**-29%**

East Jackson Region
Proposed Expenditure Budget

For Fiscal Year 2018/2019

	FY- 2020			FY- 2021	Variance	
	BUDGET	Projected YTD - Actual June 30, 2020	%age of budg	BUDGET	Budget 2021/20	%age
Staff Cost						
Salaries	$ 1,026,700	$ 790,017	77%	$ 837,001	(189,698)	-18%
Fringe Benefits	287,529	165,000	57%	251,100	(36,429)	-13%
	$ 1,314,229	**$ 955,017**	73%	**1,088,102**	**(226,127)**	-17%
Facility						
Building Rent	$ 102,500.00	102,341	100%	$ 105,575.00	3,075	3%
Building Maintenance	16,000	15,429	96%	22,500	6,500	41%
Utilities	12,000	11,871	99%	13,500	1,500	13%
Security Services	45,000	40,500	90%	45,000	-	0%
Capital Outlay	2,500	14,500	580%	30,000	27,500	1100%
Equip. Rental/Maintenance	7,500	8,750	117%	10,500	3,000	40%
Moving Expenses	5,000	-	0%	5,000	-	0%
	$ 190,500	**$ 193,391**	102%	**232,075**	**41,575**	22%
Supplies						
Postage/Printing	9,050	11,524	127%	10,040	990	11%
Supplies	16,302	13,500	83%	17,500	1,198	7%
Telephone	31,175	19,500	63%	25,000	(6,175)	-20%
Advertising	10,500	3,500	33%	10,500	-	0%
Membership/Publication	12,500	8,510	68%	12,500	-	0%
Community Outreach	10,500	8,500	81%	12,500	2,000	19%
	$ 90,027	**65,034**	72%	**88,040**	**(1,987)**	-2%
Travel & Training						
Travel - Local	12,300	7,750	63%	12,000	(300)	-2%
Travel - Out of Town	12,500	4,250	34%	7,500	(5,000)	-40%
Staff Training	5,500	1,500	27%	5,500	-	0%
	$ 30,300	**13,500**	45%	**25,000**	**(5,300)**	-17%
Professional						
Attorney	17,500	20,000	114%	20,000	2,500	14%
Professional Services/Consult	7,500	7,750	103%	7,500	-	0%
Board Support Services/Monit	21,000	21,000	100%	21,000	-	0%
Payroll Services	15,000	16,242	108%	20,000	5,000	33%
Audit	25,000	21,083	84%	25,000	-	0%
M I S/Technology	50,500	57,500	114%	65,650	15,150	30%
	$ 136,500	**143,575**	105%	**159,150**	**22,650**	17%
Other						
Insurance	30,795	30,484	99%	27,677	(3,118)	-10%
Meeting/ Miscellaneous	5,000	1,500	30%	5,000	-	0%
	$ 35,795	**31,984**	89%	**32,677**	**(3,118)**	-9%
TOTAL FEC OPERATION:	**$ 1,797,351**	**$ 1,402,501**	78%	**$ 1,625,044**	**$ (172,307)**	-10%

	FY- 2020			FY- 2021	Variance	
	BUDGET	Projected YTD - Actual June 30, 2020	%age of budg	BUDGET	Budget 2021/20	%age
PROGRAM PAYMENTS-						
Training Suppliers & Trainees' Pmts						
Participant Payments	463,963	117,500	25%	355,000	(108,963)	-23%
Training Service Provider Pay	952,816	740,000	78%	304,947	(647,869)	-68%
Transportation Payments	22,000	6,500	30%	15,000	(7,000)	-32%
SUB-TOTAL	**1,438,779**	**864,000**	60%	**674,947**	**(763,832)**	-53%
CORPORATION G. TOTAL	**$ 3,236,131**	**$ 2,266,501**	70%	**$ 2,299,991**	**$ (936,140)**	-29%

State Annual Monitoring Report

For the Period of

April1, 2019 thru March 31, 2020

WIPFLI, CPA LLP

FINANCIAL MONITORING REPORT

(FY 2020)

missouri jobcenter

A proud partner of the americanjobcenter network

FINANCIAL MONITORING CONDUCTED BY:

Wipfli LLP

FOR:

East Jackson County Workforce Investment Board
1740 Paseo, Ste. D
Kansas City, MO 64108

Date of Report: June 10, 2020

WIPFLI

WIPFLI

2501 West Beltline Highway
Suite 401
Madison, WI 53713

608.274.1980
wipfli.com

June 10, 2020

The Honorable Eileen Weir
Mayor of Independence
111 East Maple
Independence, Missouri 64050

Mr. Doug Goodwin
Chief Financial Officer
Ranson Manufacturing
3000 S. Jackson Dr.
Independence, Missouri 64057

Dear Honorable Weir and Mr. Goodwin,

Wipfli LLP (Wipfli) has conducted a fiscal monitoring review of the East Jackson Workforce Investment Board (EJ) financial operations during the months of May and June 2020, on behalf of the Missouri Office of Workforce Development (OWD). In fulfillment of the requirements set out in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Final Rule (Uniform Guidance or 2 CFR Part 200), the Workforce Innovation and Opportunity Act (WIOA or Public Law 113-128), and other applicable federal and state regulations.

The aforementioned regulations, among other requirements, mandate the monitoring of activities under federal awards. The scope of the financial monitoring review was designed to ascertain the degree of compliance with the referenced regulations to ensure accountability and integrity of OWD administered federal programs; and to provide reasonable assurance that grant funds are spent in a manner that is reflective of its appropriate intent.

The attached report serves as official notification of the conclusions of the review. For the areas reviewed, no compliance findings and no areas of concern were identified. In addition, during the monitoring, Wipfli identified opportunities to strengthen internal controls and operating efficiencies. These opportunities are summarized in a separate section of the report.

Should you have any questions, please feel free to contact Tracey Brown at (573) 526-8222 or Denes Tobie at (608) 270-2929.

Sincerely,

Wipfli LLP

Wipfli LLP

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III. APPENDIX ..... A

I. Executive Summary

The Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) section 2 CFR 200.328, requires the monitoring of activities under Federal awards to assure compliance with applicable Federal requirements. Workforce Innovation and Opportunity Act (WIOA) Section 184 (a)(4), also mandates the monitoring of each local area within the State to ensure compliance with the Uniform Administrative Requirements.

Wipfli conducted a financial monitoring of the East Jackson Workforce Investment Board (EJ) financial operations for the period April 1, 2019 through March 31, 2020, in fulfillment of the requirements of the Uniform Guidance, WIOA, and other applicable Federal and State regulations. Wipfli completed the monitoring remotely in response to the COVID-19 pandemic and commenced the monitoring process with a virtual entrance conference to discuss the scope of the review with EJ personnel. Wipfli concluded the remote monitoring with an exit conference to relay the preliminary results of the review.

Financial monitoring is not an audit and due to the limited scope of the monitoring, may not disclose all system weaknesses. The results presented in this report are based on the areas tested by Wipfli. The United States Department of Labor, the Missouri State Auditor's Office or any other applicable federal or state body may conduct reviews and have different conclusions, opinions and/or results.

In summary, this report contains no compliance findings and no areas of concern.

Subrecipient Information

Subrecipient	East Jackson Workforce Investment Board
Subrecipient Mailing Address	1740 Paseo Ste D Kansas City, Missouri 64108
Subrecipient Location Address (If Different From Mailing Address)	Same as Mailing Address
Subrecipient Primary Fiscal Contact Person	Ms. Tirhas Kidane
Telephone	(816) 691-2249
Fax	(816) 471-3828
E-Mail	tkidane@fecke.org

Scope of the Financial Monitoring

The scope of OWD's financial monitoring included the following:

Date of exit conference	June 10, 2020
Sites visited	Due to the pandemic effects of the coronavirus (COVID-19) and government stay-at-home (shelter-in-place) directives, the financial monitoring was completed remotely.
Financial monitoring staff members who conducted the review	Financial monitoring was completed by Wipfli LLP, a contractor for OWD.
Names and titles of those in attendance at the exit conference	Clyde McQueen, President/ CEO Tirhas Kidane, VP/Chief Fiscal Officer Andrea Robins, Senior Director
Purpose of the financial monitoring review	To obtain reasonable assurance the subrecipient is in compliance with statutes, regulations, and terms and conditions of the subawards.
Programs reviewed	Programs funded by the Missouri Office of Workforce Development
Time periods for data covered in the review	April 1, 2019 – March 31, 2020
Documents reviewed	See Appendix

The purpose of the financial monitoring review is to obtain reasonable assurance the subrecipient is in compliance with statutes, regulations, and terms and conditions of the subawards. Reasonable assurance is the level of confidence or comfort based on professional judgment obtained through interviews, understanding the operations, and testing performed to assess the performance of the subrecipient. The results presented in this report are based on the areas tested by Wipfli.

The scope of the financial monitoring utilized guidelines established in Uniform Guidance, WIOA, OWD, and the U.S. Department of Labor Employment and Training Administration (ETA). The financial content areas and processes monitored include the following, as applicable:

- Internal controls
- Accounting system and financial reporting
- Payment and cash management
- Match and leveraged funds
- Program income
- Allowable costs and cost classification
- Audits, monitoring, and resolutions

Our financial monitoring review did not cover any areas outside of the defined scope of this monitoring and no significant non-compliance came to our attention.

II. Results of Financial Monitoring Review

OWD rates issues discovered during financial monitoring reviews at two levels of severity: compliance findings and areas of concern, as defined below.

Separately, opportunities are items noted during the financial monitoring where suggestions to strengthen internal controls, improve financial processing efficiencies, or incorporate best practices are made for EJ's consideration.

Compliance Findings

Compliance findings (findings) are OWD items that disclose areas of significant non-compliance with WIOA, federal regulations, workforce development issuances or guidance, and material weaknesses in internal controls. Findings require written corrective action plans by either accepting OWD's recommendation or proposing and receiving approval for an alternate course of action. Regulatory compliance monitors will provide citations from WIOA, federal regulations, or OWD issuances and procedures to identify specific areas of non-compliance and will explain the corrective measures necessary for resolution. The results of our monitoring disclosed no compliance findings.

Areas of Concern

Areas of concern (concerns) are OWD items that may or may not be compliance-based but may impede effectiveness and efficiency of providing services to individual and business customers. Concerns are suggestions to management and do not generally require a response unless specifically indicated. Resolved findings and accompanying corrective actions may be included in this category. Concerns, although resolved, may rise to a level of severity that is subject to follow-up during subsequent review. Regulatory compliance monitors may offer suggestions or guidance to assist the entity in making improvements or may make a referral for further technical assistance. The results of our monitoring disclosed no areas of concern.

Opportunities

In planning and performing our monitoring, we considered EJ's financial internal controls and processes for the purpose of performing monitoring procedures, but not for the purpose of expressing an opinion on the effectiveness of internal controls.

During the monitoring, Wipfli identified opportunities for the entity to consider in strengthening internal controls, improving processing efficiencies, or to incorporate best practices. These opportunities do not require a written corrective action plan.

1. Provide the Board of Directors with monthly reports, instead of or in addition to the current reports, to ensure they are receiving timely financial information. To help ensure board members are able to properly perform their duties, they need timely financial information to monitor financial results to assist in making informed decisions regarding progress toward the entity's goals.

2. To be consistent with the OWD Financial Manual, update the record retention policy to clarify include a provision regarding obtaining approval from OWD prior to the destruction and disposal of records.

Prior Year Corrective Action Status

The prior financial monitoring was conducted in June 2019, with no identified findings and two (2) areas of concern. Communication from OWD in October 2019, communicated resolution of all prior monitoring concerns and related recommendations.

III. APPENDIX

The entity provided specific documentation throughout the monitoring process, as requested. In general, selected documents reviewed during monitoring include the following, in addition to other documents requested to complete testing:

1. Financial reports, such as trial balances and detail general ledgers
2. Reports, such as obligation reports, financial reports, prior year monitoring report
3. Select policies and procedures – financial
4. Select policies and procedures – human resources/ personnel
5. Bank statements and reconciliations
6. Information regarding the entity's cost allocation method
7. Subrecipient agreements and monitoring records
8. Information regarding employee compensation and payroll transactions
9. Procurement records and disbursement transactions

PERFORMANCE REPORT

Richard Salazar, FEC - Sr. Director of Career Services

TO TARGETED JOB SEEKERS
July 1, 2019 - June 30, 2020

Employer Services

WORKFORCE IMPACT

Effectiveness in Serving Employers Indicators - Summary Report

Employer Services Type	Total Employers Served	Total Locations Served (Establishments)	Total Number of Services
Employer Information and Support Services	223	251	3,419
Workforce Recruitment Assistance	348	486	7,999
Strategic Planning/Economic Development Activities	75	76	157
Untapped Labor Pools Activities	152	160	429
Training Services	18	19	42
Incumbent Workers Training Services	14	15	23
Rapid Response/Business Downsizing Assistance	45	48	79
Planning Layoff Response	41	44	66

1,303

32.40%

6,922

Services Provided Employer Reports - by Service

Service	Total Employers	Total Services
E19 - Participation in Workshop/Seminar/Conf	3	3
E04 - Assist with Recruitment	116	253
E03 - Assistance with Job Order	117	347
E10 - Customer Service Follow Up	161	537
E21 - Sprovide Business Retention Services	7	9
E94 - Employers view internal resumes	32	3,836
E22 - ETT Contact	28	39
E13 - Job Development Contact	115	131
E14 - LVER Outreach	59	326
E15 - Make Business Presentation	77	86

E92 - Notification to employer of potential applicant	53	140
E02 - Participate in Job/Career Fair	20	23
E20 - Provide Business Services Information	111	161
E05 - Provide Labor Market Information	27	35
E90 - Referred Qualified Applicants	252	828
E23 - Show Me Heros Contact	30	33
E17 - Summer Youth	16	34
E12 - Work Based Learning Contract/Monitoring Visit	14	32
E26 - Incumbent Worker Training	13	15
E16 - NCRC Contact	17	17
E18 - Work Based Learning Marketing	35	37

EASTERN JACKSON COUNTY

TRAINING AND EMPLOYMENT SERVICES
TO TARGETED JOB SEEKERS

July 1, 2019 - June 30, 2020

JOB SEEKERS			
I. Wagner Peyser			
Services		10,039	
INDEPENDENCE JOB CENTER		**10,039**	
Total Number of Wagner-Peyser Exits		2,179	
Employed 2nd Quarter after Exit		2,018	
Employed 4th Quarter after Exit		2,045	

WORKFORCE IMPACT

II. EJAC WIOA ADULTS - ECONOMICALLY DISADVANTAGED			
	GOAL	ACTUAL	VARIANCE
Enrolled in Training (COT/OJT)	120	83	-37
Classroom Training		**78**	
On-the-Job Training		**5**	
Internship		8	
Credential Received		47	
Employed	84	38	-46
Median Wage	$11.40	$13.67	$2.27
III. EJAC WIOA DISLOCATED WORKERS - (LAID-OFF/TERMINATED/DISPLACED			
	GOAL	ACTUAL	VARIANCE
Enrolled in Training (COT/OJT)	100	49	-51
Classroom Training		**40**	
On-the-Job Training		**9**	
Internship		1	
Credential Received		27	
Employed	70	39	-31
Median Wage	$11.40	$21.88	$10.48
IV. EJAC WIOA YOUTH (AGES 16-24)	**ECONOMICALLY DISADVANTAGED**		
	GOAL	ACTUAL	VARIANCE
Total Served (New Enrollments)		14	
Enrolled in Training	180	25	-155
Total in Classroom Training		**14**	
Total in Work Experience		**11**	
Total in OJTs		**0**	
Credential Received		18	
Total Placements	126	13	-113
Median Wage	$10.00	$12.00	$2.00
SPECIAL PROJECTS			
A. Missouri Work Assistance - TANF			
October 1, 2019 - September 30, 2020		**ACTUAL**	
Enrolled in Training (COT/OJT/Subsidized Paid Employment)	35	4	
Total Employed		0	
Average Wage		$0.00	

10,039

B. SNAP (SKILL-UP TRAINING)			
October 1, 2019 -September 30, 2020	**GOAL**	**ACTUAL**	**VARIANCE**
Enrolled in Training	17	19	2
Enrolled in COT	4	**1**	
Enrolled in OJT	0	**0**	
Enrolled in Internship/Work Experience	0	**0**	
Referred by LINC	0	**0**	
Training Completed		10	
COT Training Completed	4	**9**	
OJT Training Completed		**1**	
Internship/Work Experience Training Completed		**0**	
Credential Received		8	
Employed		2	
Median Wage		$10.50	
C. CAREER SERVICES SPECIALIST (Jewish Vocational Services)			
October 1, 2019 - September 30, 2020	**GOAL**	**ACTUAL**	**VARIANCE**
Unique Customer Served	96	63	-33
Customers who attend workshops or are assisted with job search, incl. dually enrolled customers	76	36	-40
Customers enrolled who complete job training	24	2	-22
Customers entering employment and retain employment through 4 quarters	74	5	-69
D. COMMUNITY SERVICES LEAGUE			
July 1, 2019 - June 30, 2020	**GOAL**	**ACTUAL**	**VARIANCE**
Job Seekers Refered to Career Center	600	169	-431
E. HPOG 2 - Year 4			
September 30, 2019 - September 29, 2020	**GOAL**	**ACTUAL**	**VARIANCE**
Served/Enrolled	39	25	-14
# of TANF recipients enrolled (15%)	15	2	-13
# of participants that will begin basic skills education (20%)	4	7	3

# of participants that will complete basic skills education (65%)	3	1	-2
# of participants that will begin any healthcare occupational training (90%)	22	28	6
# of participants that will complete any healthcare occupational training (85%)	34	35	1
# of participants that will obtain employment in a healthcare occupation (88% of those who complete training and 67.5% of total served)	49	26	-23
Average Wage at Placement		$14.14	14.14
F. TECH HIRE			
July 1, 2016 - June 30, 2020	**GOAL**	**ACTUAL**	**VARIANCE**
Served/Enrolled	340	329	-11
Started Training	306	157	-149
Classroom Training		**85**	
On-the-Job Training		**72**	
Completed Training	255	120	-135
Classroom Training		**75**	
On-the-Job Training		**45**	
Placed	153	133	-20
Median Earnings	$14.78	$16.00	1.22
G. AMERICA'S PROMISE			
January 1, 2017 - June 30, 2020	**GOAL**	**ACTUAL**	**VARIANCE**
Served/Enrolled	56	69	
Started Training	50	48	
Completed Training	37	17	
Placed	34	14	
Median Earnings		$24.05	

H. Job League			
October 1, 2019 - July 31, 2020	**GOAL**	**ACTUAL**	**VARIANCE**
Assessment (511)		6	6
Work Readiness (515)		5	5
Work Experience (503)	24	5	-19
I. PY19 Return Strong Missouri			
May 26, 2020 - June 30, 2020		**ACTUAL**	
Enrolled in Triaining		1	
Completed Training		0	
Credetntial Received		0	
Placed		0	
Average Wage		$0.00	
J. Independence School District			
July 1, 2019 to June 30, 2020	**GOAL**	**ACTUAL**	**VARIANCE**
Served/Enrolled	24	3	-21
Obtained Credential	19	1	-18
Measurable Skill Gain	9	0	-9
Work Experience	7	0	-7
Job Placement	7	0	-7
Median Wage		0.00	

PRESIDENT'S REPORT

Clyde McQueen
FEC - President & CEO

- Performance Ranking Update
- Job Centers of the Future
- Executive Summary of the Approved Four Year Plan - July 1, 2020 - June 30, 2024
- Sustainability Plan - FY 2020/2021
- Reopening Plan

Performance Ranking Update

Eastern Jackson County Region Performance Update

	Employment Q2 Adult	Employment Q2 DW	Employment Q2 Youth	Employment Q4 Adult	Employment Q4 DW	Employment Q4 Youth	Credential Adult	Credential DW	Credential Youth
All Location	109.7%	109.3%	102.0%	116.3%	114.8%	110.3%	152.1%	143.9%	77.1%
01-Northwest Region	113.7%	106.8%	86.9%	124.6%	118.0%	125.4%	201.2%	104.2%	101.5%
02-Northeast Region	123.2%	126.4%	119.5%	130.7%	89.0%	119.6%	178.7%	114.3%	105.9%
03-Kansas City & Vicinity	123.6%	115.1%	122.0%	135.9%	131.4%	133.8%	192.2%	140.0%	111.6%
04-West Central Region	107.6%	132.8%	107.2%	123.4%	120.3%	103.1%	123.8%	89.1%	54.4%
06-St. Louis City	103.8%	0.0%	107.7%	111.9%	107.1%	161.1%	197.8%	79.4%	73.0%
07-Southwest Region	112.1%	112.0%	105.0%	114.3%	120.6%	132.3%	143.3%	117.1%	74.1%
08-Ozark Region	96.6%	115.1%	124.6%	107.9%	118.7%	154.5%	192.7%	128.6%	89.6%
09-Central Region	96.5%	104.2%	97.2%	112.4%	112.9%	101.5%	147.6%	126.3%	55.9%
10-South Central Region	113.5%	119.8%	114.4%	117.1%	130.2%	125.4%	165.0%	140.8%	91.7%
11-Southeast Region	113.9%	108.1%	118.3%	118.3%	117.9%	98.9%	154.4%	116.2%	102.3%
12-East Jackson County	117.6%	124.6%	102.4%	121.9%	131.6%	104.2%	134.6%	157.6%	90.9%
13-St. Louis County	111.5%	100.1%	99.8%	108.8%	109.6%	109.8%	159.2%	144.1%	97.5%
14-St. Charles County	119.0%	117.5%	111.9%	100.6%	106.8%	107.3%	111.1%	124.0%	119.2%
15-Jefferson/Franklin Consortium	111.3%	116.9%	122.6%	114.7%	102.0%	120.5%	167.1%	115.3%	93.0%

REPORT CARD

Missouri Public Workforce Development System

Date Issued: 5-20-20 Time Period: Qtr 3

Region/Sub-Recipient/Project: East Jackson County

RISK	*The probability and severity of a potential bad outcome, consequence, or loss that may result from operational deficiencies, both expected and unexpected.*	ACTION
Concern	Any hazard that may cause harm to operational outcomes if not closely monitored.	Watch List
Threat	Any hazard that has caused harm, or that will cause harm to operational outcomes if not immediately acted upon.	Immediate Action
Crisis	Any hazard that has caused harm, continues to cause harm, and poses direct impact to reputational, legal, strategic, and operational outcomes.	Immediate Intervention
Promising Practice	Any practice that leads to high performance and successful outcomes.	Share and Celebrate

Top Three Issues:

1. Job Centers not open to the public has impacted program enrollments and service delivery. — Immediate Action
2. Required co-enrollments for Trade Act not being completed. — Watch List
3. Did not meet PY18 20% Youth work experience requirement and not on track to meet PY19. — Immediate Action

Promising Practice(s):

Responded early and quickly to COVID to ensure safety of staff and set up remote operations.

Displayed strong initiative in collaborating with OWD to implement continuous operations.

Proactive in submitting MOU's and Local Plans.

Overall Status:

PY19 East Jackson Performance Measures (July 1, 2019 to June 30, 2020)

PY19 Q3 (July 1, 2019 to March 31, 2020)

MARCH 2020 (Reflecting performance through Quarter 3 for PY19)

Employment Rate Q2	DOL Negotiated Rate	Achieved Outcome	Completed Program	Achieved Rate	Division Challenge Goals
WIOA Adult	67.00%	80	103	77.67%	85.0%
WIOA Dislocated Worker	69.80%	27	30	90.00%	85.0%
WIOA Youth	67.50%	37	51	72.55%	85.0%
Wagner Peyser	62.60%	1531	2223	68.87%	85.0%

Employment Rate Q4	DOL Negotiated Rate	Achieved Outcome	Completed Program	Achieved Rate	Division Challenge Goals
WIOA Adult	63.50%	124	162	76.54%	85.0%
WIOA Dislocated Worker	66.50%	39	46	84.78%	85.0%
WIOA Youth	70.00%	45	61	73.77%	85.0%
Wagner Peyser	60.00%	1615	2305	70.07%	85.0%

Credential Rate	DOL Negotiated Rate	Achieved Outcome	Completed Program	Achieved Rate	Division Challenge Goals
WIOA Adult	52.00%	54	78	69.23%	66.0%
WIOA Dislocated Worker	56.00%	25	28	89.29%	66.0%
WIOA Youth	70.00%	36	54	66.67%	66.0%

Median Earnings (Q2)	DOL Negotiated Rate	Achieved Outcome	Quarterly Achived Rate	Annual Earnings	Division Challenge Goals
WIOA Adult	$4,984.00	80	$6,486.84	$25,947.36	$24,600.00
WIOA Dislocated Worker	$6,605.00	27	$14,604.53	$58,418.12	
Wagner Peyser	$4,000.00	1531	$6,444.96	$25,779.84	$24,600.00

East Jackson

Grantee Name	Project	Start Date	End Date	Budget	Expenditures	% of Budget Spent	Transfer Budget	Transfer Expense
East Jackson	PY18 Youth	4/1/2018	6/30/2020	$630,142.00	$596,439.84	94.65%	$0.00	$0.00
	PY18/FY19 Adult	7/1/2018	6/30/2020	$595,308.00	$595,308.00	100.00%	$0.00	$0.00
	PY18/FY19 Dislocated	7/1/2018	6/30/2020	$480,341.00	$480,341.00	100.00%	$0.00	$0.00
	PY19 Youth	4/1/2019	6/30/2021	$518,036.00	$251,400.81	48.53%	$0.00	$0.00
	PY19/FY20 Adult	7/1/2019	6/30/2021	$519,757.00	$352,593.57	67.84%	$0.00	$0.00
	PY19/FY20 Dislocated	7/1/2019	6/30/2021	$467,977.00	$224,449.06	47.96%	$0.00	$0.00

Project	End Date	Program Budget	Program Obligations	Percentage
East Jackson				
PY18 Youth	6/30/2020	$567,127.80	$540,345.56	95.28%
PY18/FY19 Adult	6/30/2020	$535,794.88	$535,794.88	100.00%
PY18/FY19 Dislocated Worker	6/30/2020	$432,306.90	$434,832.49	100.58%
PY19 Youth	6/30/2021	$466,385.20	$246,980.73	52.96%
PY19/FY20 Adult	6/30/2021	$467,781.30	$319,467.95	68.29%
PY19/FY20 Dislocated Worker	6/30/2021	$421,179.70	$210,470.52	49.97%

East Jack	Actual	LWDB Plan	% LWDB Achieved
Skill Gains Youth	**56.5%**	**0.0%**	**Infinity**
num Employment Q2 Adult	80	80	
den Employment Q2 Adult	103	103	
Employment Q2 Adult	**77.7%**	**67.0%**	**115.9%**
num Employment Q4 Adult	124	124	
den Employment Q4 Adult	162	162	
Employment Q4 Adult	**76.5%**	**63.5%**	**120.5%**
num Credential Adult	54	54	
den Credential Adult	78	78	
Credential Adult	**69.2%**	**52.0%**	**133.1%**
num Skill Gains Adult	39	39	
den Skill Gains Adult	74	74	
Skill Gains Adult	**52.7%**	**0.0%**	**Infinity**
num Employment Q2 DW	27	27	
den Employment Q2 DW	30	30	
Employment Q2 DW	**90.0%**	**69.8%**	**128.9%**
num Employment Q4 DW	39	39	
den Employment Q4 DW	46	46	
Employment Q4 DW	**84.8%**	**66.5%**	**127.5%**
num Credential DW	25	25	
den Credential DW	28	28	
Credential DW	**89.3%**	**56.0%**	**159.4%**
num Skill Gains DW	32	32	
den Skill Gains DW	34	34	
Skill Gains DW	**94.1%**	**0.0%**	**Infinity**
num Employment Q2 Youth	37	37	
den Employment Q2 Youth	51	51	
Employment Q2 Youth	**72.5%**	**67.5%**	**107.5%**
num Employment Q4 Youth	45	45	
den Employment Q4 Youth	61	61	
Employment Q4 Youth	**73.8%**	**70.0%**	**105.4%**
num Credential Youth	36	36	
den Credential Youth	54	54	
Credential Youth	**66.7%**	**70.0%**	**95.2%**
num Skill Gains Youth	13	13	
den Skill Gains Youth	23	23	

JOB CENTERS OF THE FUTURE

GUIDING PRINCIPLES

- JCF is designed to reengineer Missouri Public Workforce System by redesigning the service and delivery model of workforce programs.
- JCF will engage in customer journey mapping to best understand the pinch points and success for job seekers and employers.
- JCF will follow Talent for Tomorrow by benchmarking Missouri's Public Workforce System against 13 Midwestern States and establish performance goals to lead our state to the top of the list.
- JCF will provide specific policy and technological recommendations necessary to modernize Missouri's Public Workforce System.
- JCF will provide a marketing and outreach plan by which Missouri's Public Workforce System will no longer be our State's best kept secret.

#MoWorkforce

Public Workforce System Report Cards

Information Item

Dr. Mardy Leathers

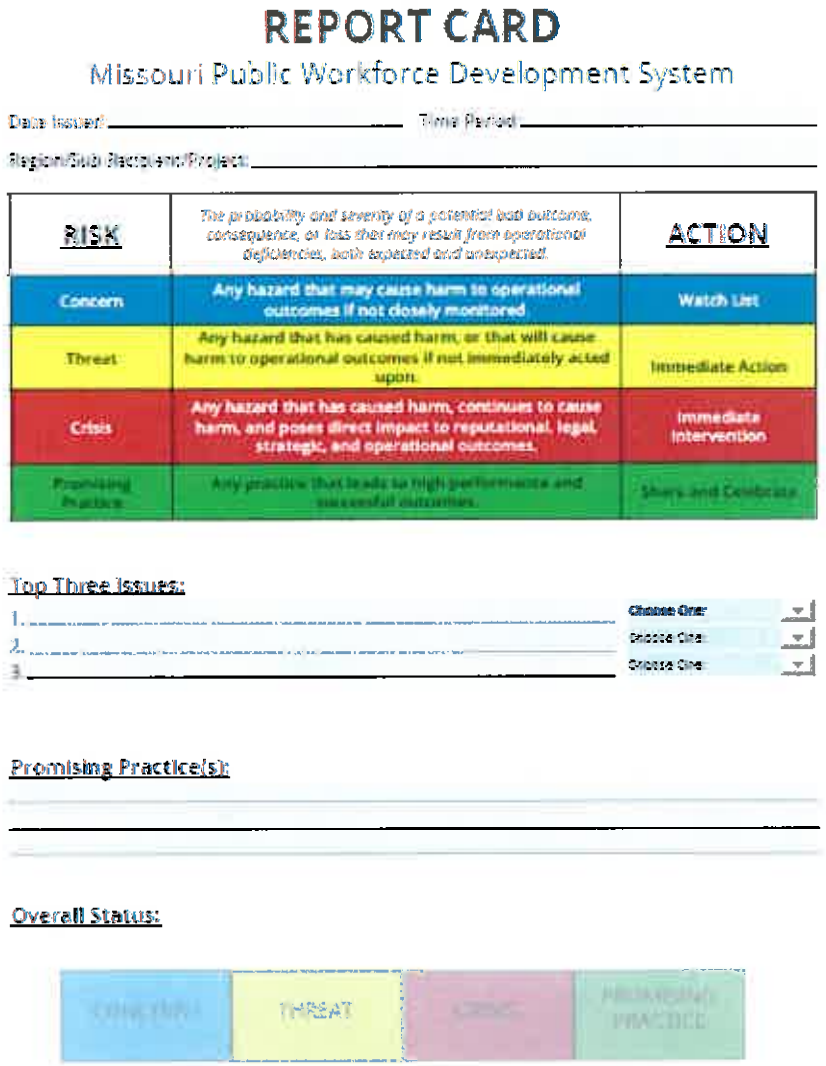
State Workforce Development Board

Report Cards

- Report Cards calculated to each 14 LWDB & the Office of Workforce Development

- Issued Quarterly to:
  - CLEO, LWDB Chair & LWDB Director
  - Missouri Performance Dashboard on website

- Features:
  - Report Card
  - WIOA Performance Dashboard
  - WIOA Expenditures Dashboard



REPORT CARD

Missouri Public Workforce Development System

Date Issued: _____ Time Period: _____

Region/Sub-Recipient/Project: _____

RISK	The probability and severity of a potential bad outcome, consequence, or loss that may result from operational deficiencies, both expected and unexpected.	ACTION
Concern	Any hazard that may cause harm to operational outcomes if not closely monitored.	Watch List
Threat	Any hazard that has caused harm, or that will cause harm to operational outcomes if not immediately acted upon.	Immediate Action
Crisis	Any hazard that has caused harm, continues to cause harm, and poses direct impact to reputational, legal, strategic, and operational outcomes.	Immediate Intervention
Promising Practice	Any practice that leads to high performance and successful outcomes.	Share and Celebrate

Top Three Issues:

1. _____ Choose One:
2. _____ Choose One:
3. _____ Choose One:

Promising Practice(s):

Overall Status:

CONCERN | THREAT | CRISIS | PROMISING PRACTICE

State Workforce Development Board

Quarter 3 Report Cards

- Report Cards issued on June 2nd to CLEOs
- Seen improvement in most of the regions

Key:
- Blue-Concern
- Yellow-Threat
- Red-Crisis

What has been the best thing to come from our new way of serving customers and conducting business virtually?

Central: Not only did we successfully continue to enroll customers into services, but Job Center staff overall responded quickly to mobilize in handling the hundreds of calls for assistance and information from people seeking unemployment insurance. This was a huge win considering the immediate need and that our staff were trained up so quickly. Support and directive from the State was a huge factor in this accomplishment as well.

KCV/EJ: I would say the one thing about working virtually is the fact that employers and job seekers both have embraced the new workforce virtual reality! They both have engaged with the virtual sessions at increasing levels! People are now being hired and trained through virtual sessions offered through the career centers. This will make our services much more accessible to persons who have childcare, transportation, or other scheduling barriers.

Jeff/Frank: Our success has been the extraordinary collaborative effort between the state, local government, local boards, training providers and other partners to meet the unprecedented needs facing our workforce.

Northeast: In the beginning, working remote was a challenge as we were trying to resolve issues of obtaining necessary signatures and documents from participants. The collaboration between TEAM and OWD made it all come together by sharing problems and working as a group to resolve the issues. As a result, we were able to overcome all of the obstacles. Over the past few months, the staff has learned to use technology to work efficiently and effectively. We believe our clients and our staff are now better prepared for the "new normal". Northeast Region is 16 counties and covers a large geographic area. Our committee meetings and our Board meetings have been very well attended with the virtual meetings. With restricted budgets and time, we will consider holding most of our meetings virtual in the future and we will continue to encourage virtual enrollments for those participants who are not located near a job center.

Northwest: Staff learning new skills; convenience to customers because they can access services on their own time; increased our outreach efforts; thinking outside the box/being creative

Ozark: Just got one center in our region open again taking into consideration safety of staff and customers alike.

St. Charles County: We overcame obstacles to do appointments on the phone (putting required documents on Docusign, having a drop box located outside)

St. Louis City (SLATE): The best part about doing business virtually has been the continuation of our services to our clients and employers. In a time where people are looking for some type of normalcy, continuing our workforce services have provided that to many of our clients. Many of our clients were scared to look for work and needed lots of case management support.

The quality of the conversations and relationships that we have with each other (staff to staff), as well as those that we have with our clients, partners, and community members have become richer. The care and compassion that we feel towards each other has grown, as we all have been helping each other throughout the pandemic.

We are also able to leverage national resources and technology through our service provider to ensure we are offering a wide range of jobseeker workshops and employer seminars.

We've also taken this time to provide many professional development opportunities to staff (staff, as a whole, have been averaging more than 100 hours of professional development training per week during this time!) and by doing business virtually, a vast majority of our team has been able to stay safe during this time.

St. Louis County: Seeing our Job Center team pivot and offer new virtual services (e.g. virtual workshops, virtual career fairs) that we anticipate using for the long-term to supplement in-person services. We learned that we can adapt and be resilient in a time of crisis, and this was itself a victory.

South Central: WIOA Case Managers are working remotely from their outlying county offices. This has allowed them better access to obtain the paperwork they need from participants who otherwise would have transportation issues.

Southeast: We discovered we were able to work from home if necessary. We became very creative on how to work with participants not face to face. We still felt like we were a team because of conference calls.

Able to assist customers better who have transportation barriers because enrollments are done mainly over the phone or zoom.

Southwest: The situation has forced us to get out of our comfort zone. Instead of talking about becoming innovative with technology, we are actually doing it. OWD policy changes, the expectation of supplemental funding, along with staff's sheer willingness to do what it takes to help people have allowed us to serve job seekers and employers remotely.

West Central: Board members realized that online meetings could be just as productive as in-person meetings which in turn saves on transportation and meal expenses.

Staff embracing new ways to accomplish enrollment activities.

What has prevented you from thinking this new way of business is (or could be) the best thing since sliced bread?

Central: The biggest obstacle has been troubleshooting how to get necessary documentation from participants that also meets federal and state requirements by electronic means. In addition, it is more challenging to gauge a person's sincerity and interest over the phone as opposed to in-person.

KCV/EJ: At the beginning of the summer, July 1, 2020 until October 1, 2020, the public workforce system will only be operating on 17% of its operating budget available through USDOL, at a time when unemployment insurance may be ending for some; when persons will learn their jobs will be permanently eliminated; and also when more people may want to take advantage of our virtual services of training, counseling, etc. that the Boards have developed over

the last 8-12 weeks. Conceivably, at a time when people and employers will need us the public workforce system) the most; and have become enthused and motivated by our online services; we will only operate at 17% of their appropriated budget through USDOL! Quite Concerning!!

Jeff/Frank: The last time we faced a crisis approaching this magnitude during the Great Recession there were 50% more job centers in the St. Louis area, and there were approximately double the current staff in each of our centers in Arnold and Washington.

Northeast: Lack of good internet connectivity in our rural areas and lack of updated equipment. Due to the budget cuts the last few years we have not been able to update equipment and software for a good many years. We found out that most of our computers were not upgradeable to Windows 10 in December so we (our local board) are working with our subcontractors to purchase new laptops, portable printers and software that will work more efficiently as we move towards a virtual environment

Northwest: technology and connectivity - customers who are uncomfortable with computers/technology; lack of face-to-face contact with customers; lack of 'virtual' software (and funds to pay for such).

Ozark: funding

St. Charles County: The clients we serve who are most in need do not have computers available to them to take advantage of online training, etc. The fact that funds cannot be used to purchase equipment is a problem.

St. Louis City (SLATE): Challenges that have come from doing business in a manner (remote/online) that is foreign for so many, as well as the challenges with MoJobs in trying to move clients to utilize the online resources, when the skill sets to do so may not have existed or clients did not have the equipment to do so.

State program guidelines during this period of time have been challenging as they weren't initially written to account for doing business virtually.

The camaraderie that we experience from each other while in the office, and the face-to-face interactions with our clients and employers are also missing when we provide work virtually as we miss that community feel of work family and friends.

St. Louis County: The suspension of training programs locally was disruptive and caused some heartburn. We also needed to implement new policies to process and transmit confidential documentation, which we now fortunately have in place. But this was an initial challenge.

South Central: Our rural twelve-county region has a very large area scattered throughout that is an internet and cell phone dead zone. Even those that would like to do things virtually, cannot.

Southeast: Participant not having open access to computers and internet.

Missing the face to face interaction with customers that leads to building better relationships that is helpful in case management.

Southwest: Staff burnout. For a region who receives one of the smallest allocations in the state this is taking a toll on our staff resources. Over the last 14 weeks both WIOA (7) & State (7) staff in the SW Region have been taking UI calls while trying to learn new technology for online processes and maintain their regular case management responsibilities, from 3/20-6/10 staff have assisted with 14,276 calls. The region has purchased software to process online enrollments and virtual meetings with clients, but support is needed in the area of outreach such as additional funding for text/message services that will take pressure off the staff and allow them to work on enrollments.

West Central: HiSet testing for participants who were/are ready but testing can only be done in-person.

Staff and participants in rural areas who still struggle with access to broadband services.

State Plan Approval

Yvonne Wright

State Workforce Development Board

EASTERN JACKSON COUNTY
WORKFORCE DEVELOPMENT BOARD
FULL EMPLOYMENT COUNCIL, INC.

Managing Entity/Fiscal Agent

EXECUTIVE SUMMARY

To the EASTERN JACKSON COUNTY
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
*4-YEAR PLAN FOR **JULY 1, 2020 TO JUNE 30, 2024***

FULL EMPLOYMENT COUNCIL

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EASTERN JACKSON COUNTY
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
4-YEAR LOCAL PROGRAM PLAN JULY 1, 2020 TO JUNE 30, 2024
EXECUTIVE SUMMARY

INTRODUCTION

On July 22, 2014, the Workforce Innovation and Opportunity Act (WIOA) was signed into law WIOA, which is designed to improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet skills requirements of employers, and enhance the productivity and competitiveness of the nation. The major content areas of the Plan include strategic and operational planning elements. WIOA separates the strategic and operational elements to facilitate cross-program strategic planning. The **Strategic Planning Elements** section includes a statement of the Vision, Goals, Priorities, Strategies, and an analyses of the region's Economic conditions, and workforce characteristics, and workforce development activities. This analysis drives the required vision and goals for the region's workforce development system and alignment strategies for workforce development programs to support economic growth. The **Operational Planning Elements** section identifies the region's efforts to support the strategic vision and goals and describes the infrastructure, policies, and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination. Operational planning elements include a discussion of the Local Administration and Governance which includes CLEO, Workforce Development Board, fiscal agent, budget, procurement, performance negotiations and local workforce development structure, which includes the Career Centers, Partners, MOUs, Service Delivery, Policies and Assurances, Core Programs, access and coordination

STRATEGIC ELEMENTS

VISION: Workforce Development Board's (WDB) Eastern Jackson County Workforce Development Region Vision is to supply employers with a skilled workforce and job seekers with successful training. To accomplish this, the business-led, private, WDB's mission is to obtain public and private sector employment for the unemployed and underemployed residents of the Eastern Jackson County Workforce region. The Eastern Jackson County Workforce Development Board accomplishes this goal by working in collaboration with business, local units of government, educational institutions, economic development organizations, labor and community-based organizations. This partnership responds to employer needs while reducing unemployment, underemployment and the public dependency of area residents.
This vision meets, interprets and furthers the State of Missouri's Governor's strategic vision for the workforce development system as stated in the PY20–PY24 WIOA Missouri Combined State Plan, which is "Missouri's WIOA partners will make economic self-sufficiency attainable for customers through high- quality services and a fully integrated workforce system."

2020-2023 Objective: Develop and execute a 21st Century Workforce system that prepares adult and young adult job seekers with competitive and specific skills that help employers to develop a 21st Century workforce, enabling them to sell goods and services in local, regional, national, and global markets. This highly skilled workforce will enable businesses to expand regional and global markets resulting in increased economic growth, increased market share and job creation at the local, regional and national levels.

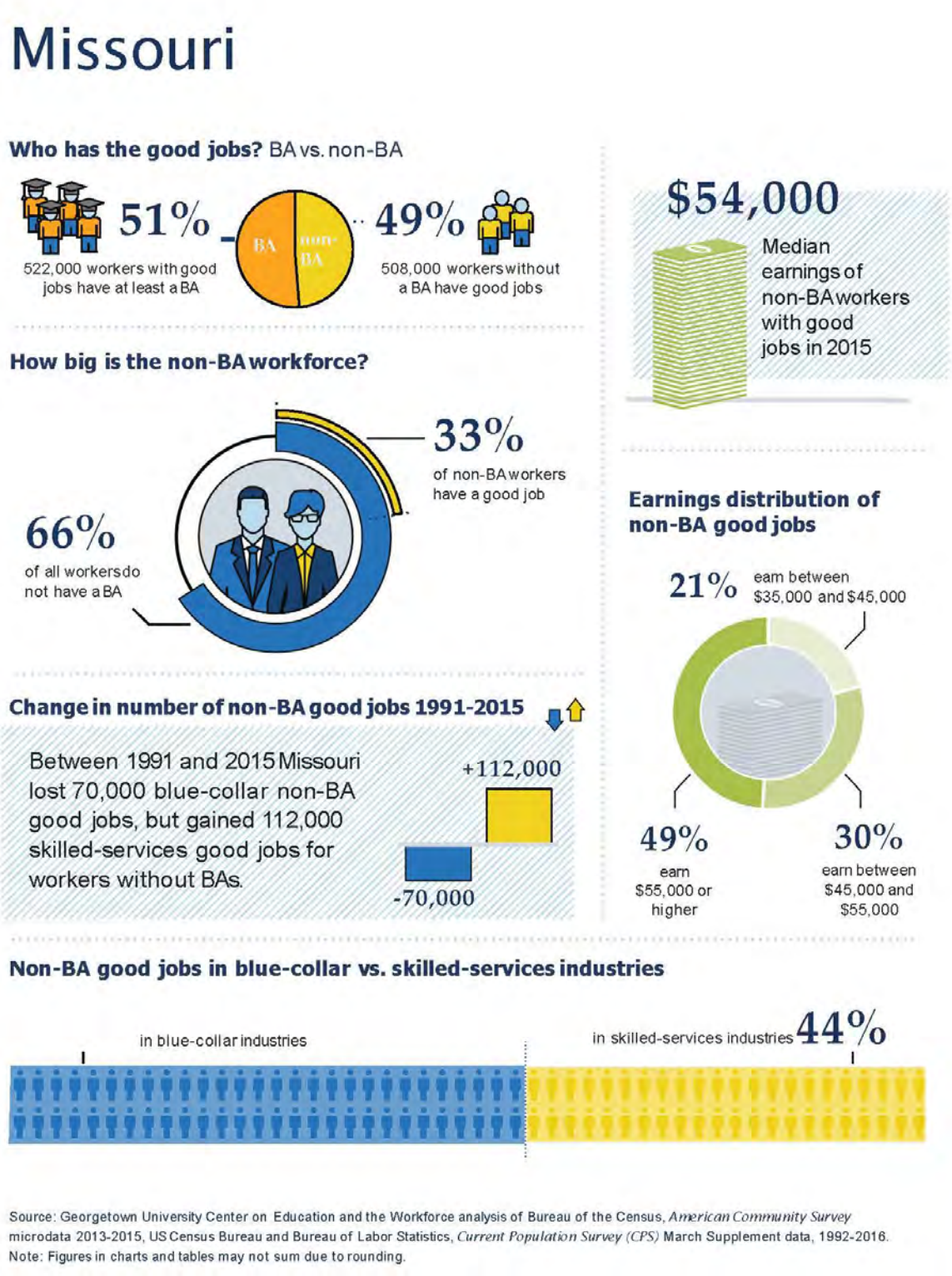
The Eastern Jackson County Workforce Development Board (EJAC WDB) concur **with** Missouri's WIOA partners goals for achieving this vision based on the analysis in (a) above of the State's economic conditions, workforce, and workforce development activities, regarding (A) Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment8 and other populations, and (B) Goals for meeting the skilled workforce needs of employers.

These five goals to achieve Missouri's vision are:

1. **Overcome employment barriers.**
2. **Maximize efficiency and access to services.**
3. **Develop career pathways.**
4. **Place a strong emphasis on employment retention.**
5. **Engage employers to meet their needs.**

STRATEGIC FRAMEWORK

Educational and credential requirements that lead to well-paying careers in the State of Missouri.



Source: Georgetown University Center on Education and the Workforce analysis of Bureau of the Census, *American Community Survey* microdata 2013-2015, US Census Bureau and Bureau of Labor Statistics, *Current Population Survey (CPS)* March Supplement data, 1992-2016.
Note: Figures in charts and tables may not sum due to rounding.

Jobs by educational attainment

Educational attainment	Number of workers	Workers with good jobs	Median earnings	Median earnings of workers with good jobs
Non-BA Workers				
Less than high school	137,000	23,000	$21,000	$52,000
High school graduate	625,000	183,000	$29,000	$53,000
Some college	546,000	203,000	$31,000	$55,000
Associate's degree	216,000	99,000	$36,000	$55,000
All non-BA workers	1,524,000	508,000	$30,000	$54,000
BA+ Workers				
Bachelor's or higher	784,000	522,000	$51,000	$67,000
All workers	2,308,000	1,029,000	$35,000	$60,000

Top five industries

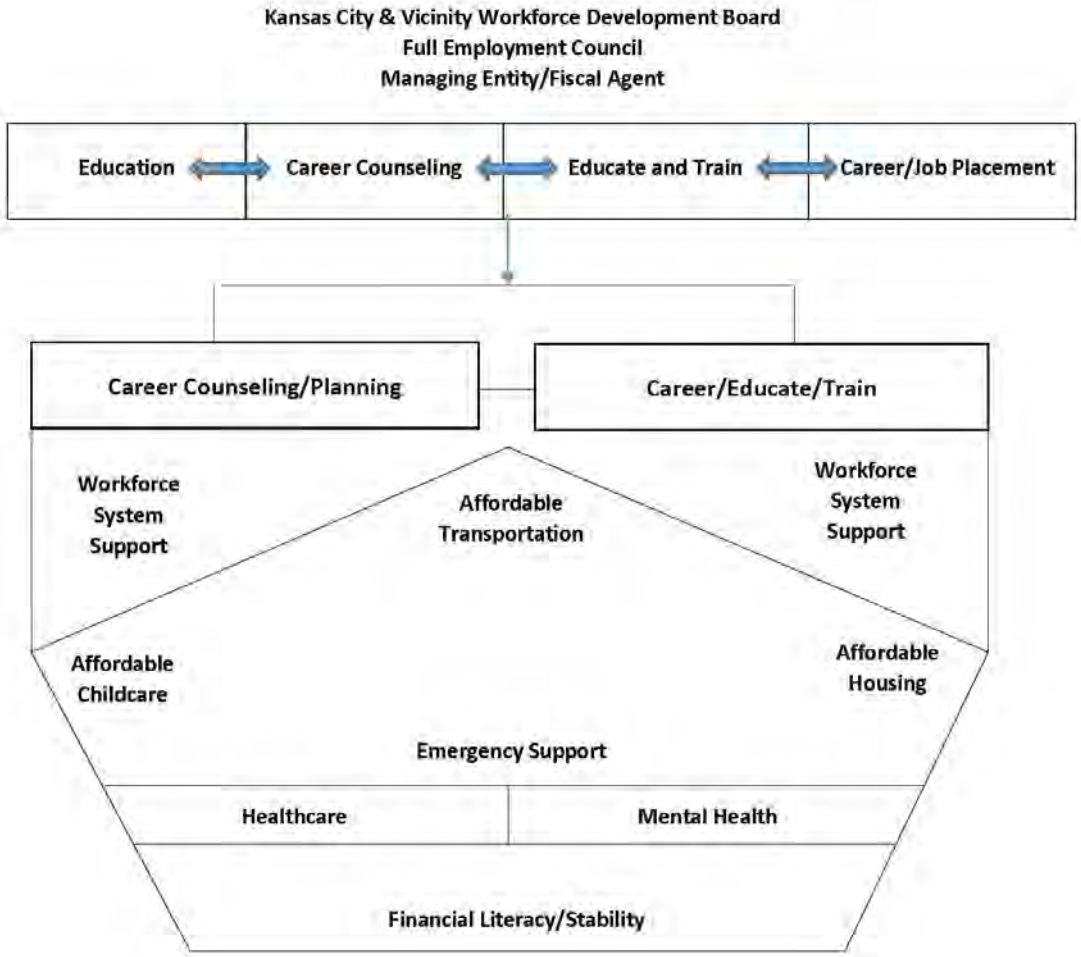
Industry	Number of non-BA good jobs	Share of non-BA good jobs	Share of non-BA workers with good jobs	Median earnings
Manufacturing	96,000	19%	43%	$54,000
Transportation and utilities	59,000	12%	54%	$60,000
Construction	58,000	11%	46%	$57,000
Health services	57,000	11%	25%	$52,000
Information, financial activities, and real estate	55,000	11%	45%	$56,000

Source: Georgetown University Center on Education and the Workforce analysis of Bureau of the Census, *American Community Survey* microdata 2013-2015.
Note: Figures in charts and tables may not sum due to rounding.

SKILL FOUNDATION/EDUCATION/CAREER CONTINUUM

DEVELOPMENT
HIGH SCHOOL
Grades 9, 10, 11, 12
Objectives
1) Acquire dual credit industry certifications
2) Integrate workplace skills into classroom instruction
3) Integrate high school curriculum with vocational education
4) Integrate work experience /job shadowing with curriculum content
Student Activities
1) Communication
2) Team work
3) Problem solving
4) Conflict resolution
5) Exposure to career pathways
6) Career exploration
7) Financial Literacy
8) Dual credit enrollment
9) Paid work experience (internships)
10) Interact with industry experts
Parent Activities
1) Host industry experts at PTA meetings/open houses
2) Attend career days at schools
3) Become familiar with post secondary funding options i.e. FAFSA & scholarships
School Staff/Faculty Activities
1) Provide Labor Market Information
2) Facilitate industry expert presentations
POST-SECONDARY EDUCATION
Objectives
1) Engage students concurrently in career certifications that may consist of a 6 month, 1 year, 2 year or 4 year time frame for degree or certification
2) Student exposure to combined classroom training and work-based learning – internships, job shadowing & work study programs
Student Activities
1) Communication
2) Team work
3) Problem solving
4) Conflict resolution
5) Exposure to career pathways
6) Career exploration
7) Financial Literacy
8) Gain career certifications in 1 yr or less
9) Gain career certs. in 2 yrs or less
10) Gain career degrees through 4 yr certifications & degrees
CAREER
Objectives
Increased earning power through training, career pathway development, job placement, and lifelong learning.
07/27/18
POST-SECONDARY CAREER / CHANGE MANAGEMENT
Objective
Target dislocated, unemployed or underemployed workers who need "up-skilling" or new credentials to sustain, retain, regain, or secure employment
Activities
1) Conduct career assessments using career ready certifications and industry advised certifications that utilize a combination of work-based learning, apprenticeships, classroom training.
2) Utilize sector intermediaries to identify perspectives on employment vacancies and sector-specific skill competency requirements
3) Conduct career connecting activities through job placement, internships, & apprenticeship activities
4) Identification of career pathways distributed through incumbent worker dislocated worker populations for career training/job placement.
5) Promote life-long learning through continuous education and training from youth and throughout adulthood.

13



Guiding Principles

1. Reduce Redundancy of Application Process
2. Decrease the Social Benefit Cliff
3. Increase Onsite Application for Multiple Programs
4. Real-Time/Just-in-Time Training/Not Necessarily Tied to a Semester Timetable, but is industry informed
5. Accessibility/Affordability of Training & Education Offerings (Coursework must be industry informed & reviewed.)
6. Increase Job Retention
7. Facilitate Career Development
8. Reduce Family Debt and Increase Financial Solvency
9. Promote shorter training courses available through Pell Grant and Career Technical Education to reduce financial strain on low/moderate income families
10. Promote Skill Up for low income/incumbent workers
11. Promote A+ Schools to low income students and families

As the designated Public Workforce System for the Eastern Jackson County Workforce Development Region, the EJAC WDB focus is engagement, service transactions and results for business employers, job seekers, the community at large and local elected officials that provide governance and oversight. The EJAC WDB FEC leadership and staff provide strategic environmental alignment to coordinate and implement regional economic development activities.

These activities include:
1. Developing and executing local workforce plan for the region,
2. Convening and brokering local workforce stakeholders,
3. Employer engagement,
4. Providing career pathway development,
5. Local labor market information,
6. Coordination and selection of education providers, and
7. Expansion of services to underserved populations, including those with barriers to employment.
8. Specific focus on out of school economically disadvantaged youth 16-24 years old
9. Focus on economically disadvantaged workers and low income population, unemployed and the working poor

The Strategic Framework for Missouri's Career Centers is in alignment with Workforce Innovation and Opportunity Act (WIOA). Ten key strategies supported in EJAC WDB WIOA Plan are the following: sector partnerships, career pathways, cross-program data and measurement, and job-driven investments, affordable and accessible child care, affordable and accessible transportation services, expanding Pell grants to short term training programs, more opportunities for adjunct faculty, Industry advisory councils and review of in-demand training, and A+ programming at the secondary school level:

1. **Support for sector partnerships to spur the growth of this proven industry-driven strategy for advancing workers and addressing employer skill needs.**
2. **Encouragement of career pathways to increase the integration of basic education, skills training, and support services, helping more individuals attain postsecondary credentials and higher earnings.**
3. **Creation of common metrics that can reliably measure key outcomes from a large number of programs and help unify workforce programs as a coherent system**
4. **Emphasis on job-driven investments that directly connect training to employment to provide more people with jobs.**
5. **Promotion of affordable and accessible child care to enable more low income families to participate in training and employment opportunities**
6. **Promotion of affordable and accessible transportation services through broad based mass transit options to facilitate the employment of underserved populations**
7. **Promotion of accelerated Pell grants based programming to short term training programs to offer more flexibility and expand availability of training to low income population**
8. **Work with institutions to create more opportunities for adjunct faculty from industry experts to alleviate the shortage of skilled instructors**
9. **Industry advisory councils for in-demand training and review of in-demand training at least every 3 years to ensure alignment of skills to industry demand**
10. **Promote A+ programming at the secondary school level to promote the use of A= programming for low income families**

11.

AAA Operational Plan: The public policy objective of the Public Workforce System lead by the EJAC Workforce Development Board and the Full Employment Council, Managing Entity, is to develop a skilled workforce for area employers, and given the overall unemployment rates of traditional/skilled workforce populations, a crucial strategic objective is to increase the labor market participation of underserved groups for whom, training, childcare access, and transportation access are critical. Therefore workforce system office locations; on site program service/training models; times of operation for skills training, transportation, childcare; and co-locations of workforce service/wrap around support services are crucial to increasing the labor market participation of these underperforming populations. These populations typically experience barriers to employment due to their lack of 21st Century skilled credentials, which means access to training institutions, the calendar of training courses, and the time at which they are offered are crucial. The ability to participate in workforce skill training activities, successfully complete them, secure employment, and be retained for at least four quarters is directly related to the career support network of transportation, childcare, healthcare, and ongoing career counseling when necessary. Further, time management/consumption is also a consideration for targeted career seekers and therefore maximum collocation/execution of career training and wrap around support services are essential.

In consideration of these factors, the EJAC WDB has developed the AAA system to assess, business operating locations, service models, service matrix, and service delivery system:

A. **ACCESSIBILITY / INTEGRATION OF SERVICES** - To facilitate easier customer service, and less eligibility protocols for job seekers and employers. The closer proximity of workforce services to each other through, co-location, memorandums of understanding, reduction of unnecessary protocols and requirements, this factor increases labor market participation, employer and job seeker participation. This factor looks at the ability of the client to access workforce system and employment locations, via personal or public transit. Further the increased emphasis at co-location/partnership management of services to increase the opportunity for one-stop service access for workforce training and wrap around support services, as well as the access for persons with disabilities. Parking, safety, and other factors are also a consideration. The ability to sponsor on site partnerships and partnership sites is essential in this factor. This factor increases job seeker participation.

Integration of services / Facility integration of services - **Strategic program implementation occurs through a seamless system integration of services provided through multi agency partners and programs.** The Eastern Jackson County Region Workforce Development Board will utilize, **through multi agency partners, contracted career services providers and programs, formalized** Memorandums of Understanding to facilitate a user-friendly systems referral that increases labor market participation; training completion. Memorandums of Understanding have been signed with the following organizations to facilitate program integration:

Memorandums of understanding agencies:

Colocation One-Stop Partner MOUs

1) WIOA Adult Program (Title 1)
2) WIOA Dislocated Worker Program (Title I)
3) WIOA Youth Program (Title
4) Wagner-Peyser Labor-Exchange/Employment Services
5) Adult Education and Literacy (AEL) Title II)

6) Vocational Rehabilitation
7) The Senior Community Service Program
8) Trade Adjustment Assistance
9) Jobs for Veterans State Grants
10) Community Services Block Grant
11) State Unemployment Compensation Law Activities
12) Temporary Assistance for Needy Families (TANF)

Non Colocations One-Stop Partner MOUs
1) Job Corps (WIOA Title I)
2) YouthBuild (WIOA Title I)
3) WIOA Indian and Native American (INA) Programs
4) WIOA Migrant and Seasonal Farmworker Programs
5) Perkins Career and Technical Education
6) U.S. Department of Housing and Urban Development Employment and Training Activities
7) Reintegration programs for eligible offenders

Office Colocations / Comprehensive One Stop Center(s)
Utilizing AAA (Accessibility Integration; Availability; and Affordability for employer/job seeker customers) as guiding criteria each office was assessed:

COMPREHENSIVE ONE STOP LOCATION(S)
The EJAC/Full Service Career Center - office is located at 15301 E. 23rd Street, Independence, MO. 64055. The EJAC Office is a prominent One-Stop Center with outreach offices that are managed by the Community Service League One-Stop operator. These locations include Sugar Creek, Grain Valley, Raytown, Oak Grove, Blue Springs, Lee's Summit, and Buckner. Outreach sessions and on-site intake will be facilitated through the outreach center location of the CSL One-Stop operator.

BRANCH OFFICE LOCATION
Independence Youth Conference Training Center – This office is located at 1524 E 23rd. Street, Independence, MO 64055. The AEL, youth programs, and on-site classroom training occurs at this location. Employer recruitment events are held at this center as well. This location is an AAA as it meets the criteria for the AAA assessment.

AA. **AVAILABILITY / ACCELERATION OF PROGRAMMING** - To facilitate demonstrated proficiency through training, through reduction of classroom training time while increasing competency, through work based learning, industry expert instruction, and minimization of non-prescribed protocols. Further collocation of workforce service systems will reduce the time, stress, and expense on financially stressed job seekers. Extended time frames and unnecessary requirements are barrier and burden to training completion and job retention of unemployed, underemployed, and low income job seekers and their families. This factor increases employer and job seeker participation. This factor looks at the times of service offerings and employment, as time availability will also determine success of training completion, and job retention. Further it also looks at availability of wrap around service offerings when they are offered. This factor systematically impacts job seeker training, employment completion and retention.

1) Just in Time Training:

Just in time training that focuses upon 21st Century Careers with Industry advice on a non-semester based format. Employers require a trained/credentialed skilled workforce through a more accelerated non-semester based training calendar that enables employers and trainees; as well as to train through industry sanctioned curriculum that accelerate entry into the workplace. This training focuses upon demonstrated proficiency of skill competencies through industry based certification vs. the reliance upon seat time that does not necessarily demonstrate workplace competence in the specific sector skill arena. This calendar acceleration more rapidly meets employer demand for an industry credentialed workforce that makes them globally competitive, but also meets the needs of career seekers, whose lack of labor force participation is driven by the lack of credential certification or the possession of credentials/certifications that are not relevant in the 21st century labor market. Furthermore, accelerated training creates less stress on the financial means of lower income or unemployed job seekers, whose limited income or means of sustenance are severely stressed during extended semester focused train intervals, decreasing the likelihood of training completion and credential acquisition. This approach requires working with training institutions and the US Department of Education to increase the rate of approval of more contemporary skill training curriculum that is not semester based, while engaging federal approval authorities to sanction non-semester based training, as Pell eligible coursework. If accomplished this will alleviate the financial pressure upon formula funded USDOL funding to be the primary source of industry sanctioned accelerated training. Further, the Public Workforce System overseen by the Eastern Jackson County Workforce Development Board, can promote this non debt/industry sanctioned skilled training to dislocated workers, TANF Recipients, opportunity youth, economically disadvantaged, Reentry populations, etc., increasing their rate of sign up due to the reduction of training time and debt accumulation perceived by these populations as what they have traditionally expected to accompany their skill building efforts. This advanced calendar approach will be pursued at the Community College, Technical School, Proprietary training institutions, and University levels, to insure this approach of accelerated training that focuses upon demonstrated proficiency is systematic and not silo oriented in its application. If funds become depleted, which is typical, the Public Workforce system can utilize its highly skilled team of career counselors and its superior skill assessment system to identify the approximate career goals and skills of the applicant; develop an appropriate/objective career development plan, which becomes the basis of their skill based training pursuits, while increasing the likelihood of credential completion and entry into the workforce. Further, it's highly advanced team of workforce development professionals with their on the ground employer contacts and working relationships with employers and employers' associations will result in accelerated employment upon completion of training and credential award. Such success will increase the participation of underserved populations in the training and labor market activities that accompany success in a more systematic way, through these efforts, through friend and family success dialogue.

2.) Development of Adjunct Faculty:

The identification and utilization of industry sector experts as adjunct faculty at training institutions, is crucial, to alleviating the skill training staff shortages at all levels of the post-secondary training market. The adjunct faculty skill requirements deviate between the community college and university levels, further agitating the

lack of skilled industry based faculty at all levels, contributing to the inability of these institutions to execute expeditiously, contemporary 21st Century skill based training courses. The EJAC WDB has been able to secure adjunct faculty on an as need basis and will continue to utilize its diverse industry network of employers.

3.) Apprenticeship Program Development:
The utilization and adaptation of apprenticeship programming to establish the integration of work based learning and classroom training with a defined career pathway with salary levels defined at each level of defined proficiency will be institutionalized to accelerate workforce participation, training, and employment with underserved, dislocated, underemployed, and low income populations while accelerating sector trained workforce for employers. The apprenticeship system reduces the stress on the classroom training sector by integrating work based learning into the training continuum. The Full Employment Council/Managing Entity has been certified as an apprenticeship intermediary and is able to act on USDOL's behalf in certifying apprenticeship efforts.

4.) Sector Based Training:
The EJAC WDB targeted its limited training resources on targeted industry sectors that include construction, advanced manufacturing, financial services, transportation, warehouse logistics, information technology, and healthcare as well as apprenticeship occupations. Other training occupations are referred to other resources, and new ones may be added based upon demand. This approach maximizes the utilization of training funds to high career paying occupations.

AAA. **AFFORDABILITY** - This factor relates to the ability of the job seeker to access training, wrap around support services, to facilitate, complete training, credentialing, and job retention within their means to result in successful completion through the Eastern Jackson County Region Workforce system. This relates to the ability of the job seeker working in conjunction with the workforce system to successfully access and utilize the system, within their financial and economic means, until such time they have successfully transitioned into employment and achieved 4 quarter job retention.

1) Pell grants for non-semester based training
2) Low cost / no cost transportation
3) Financial support for work wardrobes / books and supplies
4) Debt / student default loan relief
5) Dual credit coursework at the high school level supported by local school districts. Supported by State level education agencies including Missouri Department of Higher Education, and Missouri Department of Secondary Education.
6) Increased participation for low income families in A+ post-secondary programming funded through the State of Missouri
7) Low cost child care

LOCAL ADMINISTRATION

CLEO, board, fiscal agent, budget, procurement, performance negotiations

The EJAC WDB is governed by Members of the local workforce development board that represent at least 51% business representatives, with the remainder representing educational entities, labor

organizations, community-based organizations, economic development agencies, and one-stop partners, in accordance with the Workforce Innovation and Opportunity Act (WIOA) of 2014 (the "Act"). Appointments are made in accordance with the Consortium Agreement made and entered into by and among the entities represented by the County Executive for Jackson County, Mayor of the city of independence, and by the co-chairpersons of the Eastern Jackson County Betterment Association. The WDB Standing Committees are Executive Committee / Strategic Planning Committee, Youth Council Committee, Operations Committee, and Budget and Oversight Committee.

Designated Fiscal Agent
The Full Employment Council is the designated organization to serve as the fiscal agent for the Eastern Jackson County Workforce Development Board and fulfils that duty by ensuring the audit readiness of the Formula Funds of the WIOA Youth, Adult and Dislocated Worker Program Funds, and commissions an annual audit of these funds. In addition as fiscal agent, it is also the duty of the FEC to generate other discretionary funds in the public and private arena external to the formula budget. FEC has already generated nearly $2 million dollars in discretionary funds from the Department of Labor, Department of Health and Human Services, Department of Housing and Urban Development, COMBAT as well as others through competitive processes and fundraising to supplement the Formula funds of $2.5 that it administers. FEC on the average has already generated at least $2 million dollars in multi-year contracts over the next four years through 2020 for Eastern Jackson County.

Designated Staffing Agent
The Full Employment Council is designated the Staffing organization for the Eastern Jackson County Region Workforce Development region to provide business and career services. **Business Services** These Business Services will include employer engagement, job seeker recruitment, apprenticeship development, job training facilitation and assessment. **Career Services** Career services will include career assessment, employment planning, and training referral, and the coordination of support services. **Youth Services** Youth service support includes eligibility determination, career planning, the development of work experience and internship, and coordinate the availability of the 14 elements of youth services.

Financing of Training and Support Service
Financing of Training and Supportive Service support is approved through an Admissions/Quality Control Committee, which determines those persons most in need and best able to benefit from limited employment and training funds. This committee also reviews and monitors 100% of all documents submitted for eligibility.

Financial and Program Oversight
The Eastern Jackson County Workforce Development Board has competitively procured an independent monitor to perform independent program monitoring of the Eastern Jackson County program and One Stop Operator. The monitoring review complies with federal and state regulations.

An annual independent audit of the FEC as the fiscal agent is procured and performed annually.

Training Services will only be provided by employers and Board certified training institutions. Neither the FEC, as managing entity and fiscal agent, nor Community Service League will provide training services through WIOA funds, pursuant to Federal guidance. Reports are made to the Board on program and activities of the One Stop Operator, the Managing entity and partners.

Procurement of the One Stop Operator
Through a competitive process, the Eastern Jackson County Workforce Development Board selected the **Community Service League** as the One Stop Operator for the FEC Missouri Job Center, located on 15301 East 23rd Street in Independence, Missouri. The Community Service League provides program orientation, triage service referral, and community recruitment for the Missouri Job Center.

Career Services for persons with special needs, low income and disadvantaged workers
Through competitive procurement application the **Jewish Vocational Services Agency** career services to persons with special needs, low income, working in partnership with Vocational Rehabilitation Services, the Eastern Jackson County WDB, and the Full Employment Council, as well as persons who are unemployed and economically disadvantaged, or laid off.

Youth Services
Youth Services are provided by the **Independence School District Adult Education and Literacy (AEL) services** program for youth who are high school drop outs who desire to secure their HiSet certification for further career or post-secondary certification pursued at the vocational schools, community college or university levels.

OPERATIONAL ELEMENTS
Local structure, centers, partners, MOUs, Service delivery, programs, access and coordination

The Eastern Jackson County Region, is a region of 250 square miles which comprises the county of Jackson, excluding the City of Kansas City, Missouri. It is one of the smaller regions in the state of Missouri. Some of its communities' increase concentration of poverty. Independence is the largest city in the EJAC Region which has a population of 116,925 and a poverty rate of 16%. Lee's Summit is the next largest city in the EJAC region with a poverty rate of 5.5%. After Lee's Summit is the city of Blue Springs with a population of 55,104 and a poverty rate of 8.3%, Oak Grove with a population of 100,182 and a poverty of 8.5%, Grandview with a population of 24,962 and a poverty rate of 16.5%. Following is Raytown with a population of 28,993 and a poverty rate of 20.5% and then Grain Valley with a population of 14,277 and poverty rate of 7.3%. All have a significant degree of poverty as part of this small population. The public transportation in the city is existent but very minimal, as well as childcare and healthcare services which are available for those who seek it. The workforce challenges in the region require similar strategies that are approachable to the region and are highlighted later.

Key provisions, designed to better align employment and training services for youth and adults with adult education and vocational rehabilitation services include requiring states to develop unified plans and use common accountability measures. Key changes in the WIOA plan focus on the needs of businesses and workers which will drive workforce solutions and Boards are accountable to communities in which they are located as summarized below:

PROGRAM ELEMENTS
- **Service delivery**
- **Adult/dislocated workers**
- **Youth**
- **Business services**
- **Innovative strategies – re-entry, incumbent workers, and faith based**

SERVICE DELIVERY

Eastern Jackson County Region, EJAC WDB will provide, to the maximum extent possible, site-based employment and training services through its network of MOU partners, comprehensive One Stop Centers and affiliate and branch office locations, as follows:

SERVICE LOCATIONS

EASTERN JACKSON COUNTY MISSOURI JOB CENTER LOCATIONS:

EASTERN JACKSON COUNTY REGION
Population: 346,904
Poverty: 13.80%
Unemployment: 3.0%
Independence city; 3.4%
Lee's Summit city: 2.3%
Blue Springs city; 2.7%
Grandview city: 3.4%
Raytown city: 3.9%

Eastern Jackson County American Job Center Locations:

The Eastern Jackson County Workforce Development Board (EJAC WDB) serves diverse communities in the eastern part of Jackson county's more than twelve (12) cities and towns including Independence, Lee's Summit, Blue Springs, Raytown, Grandview, Grain Valley, Oak Grove, Greenwood, Sugar Creek, Buckner, Lake Lotawana, Lone Jack and other municipalities. County/City. The Eastern Jackson County Region consisting of Jackson County, exclusive of Kansas City, is a mix of suburban and urban areas of approximately 296.97 square miles, in the eastern part of Jackson County and the eastern part of the Kansas City metropolitan area, with a 2016 population of 380,702. The county seat and the largest city in the county is the City of Independence. The 2016 Population Estimates for the cities in Eastern Jackson County, Missouri are: Independence city, Missouri: 117,030, Lee's Summit city, Missouri: 96,076, Blue Springs city, Missouri: 54,431, Raytown city, Missouri: 29,261, Grandview city, Missouri: 25,190, Grain Valley city, Missouri: 13,684, Oak Grove city, Missouri: 7,994, Greenwood city, Missouri: 5,658, Sugar Creek city, Missouri: 3,304, Buckner city, Missouri: 3,055, Lake Lotawana city, Missouri: 2,047, Lone Jack city, Missouri: 1,160, Lake Tapawingo city, Missouri: 724, Sibley village: 360, and Levasy city, Missouri: 83. There are 157 public schools in Eastern Jackson County's ten school districts, serving more than 82,544 students.

The region's population is served by a State of Missouri Certified Comprehensive Job Center office that targets adult and dislocated worker population and a dedicated Branch office, the **Young Adult Career Connections Center that** is co-located with the Independence School District /AEL, which targets young adults 16 to 24 years of age.

Certified Comprehensive Missouri Job Center Independence /Eastern Jackson County Career Center
15301 East 23rd Street South
Independence, MO 64055
816-521-5700

Branch Office of FEC:

Independence Young Adult Career Connections Center (Target Ages 16 TO 24)
1524 E. 23rd Street
Independence, MO 64055
816-521-5700

SERVICE DELIVERY

One of the key strategies for Business Services is industry advised curriculum based on individual needs initiated with Just- in-Time training basis that will work with business to secure adjustments and facilitate customized training integrated with classroom training with work based learning.

Coordination with education will have sector intermediaries working with education institutions to facilitate dual credit instruction at the secondary level and target sectors integrated with Adult Education and Literacy and Missouri Options program with local school districts. These include but are not limited to Independence School District and Blue Springs School District. These will be program prototypes to identify best practices with the objective to create scalable solutions on a system wide basis to accelerate credential based training at the secondary level and post- secondary level. Further EJAC WDB will promote early intervention at the secondary level of A+ school programs beginning at the sophomore level to further accelerate post- secondary credentialing in high demand occupation in the region. (See Workforce Education Continuum Attachment.)

The Board and staff will promote A+ programming at the secondary school level. Coordination with education will have sector intermediaries working with education institutions to facilitate dual credit instruction at the secondary level and target sectors integrated with Adult Education and Literacy. Further EJAC WDB will promote early intervention at the secondary level of A+ school programs beginning at the sophomore level to further accelerate post- secondary credentialing in high demand occupation in the region. (See Workforce Education Continuum Attachment.)

In addition, the EJAC WDB will work with MOU partners to facilitate wrap around support services in areas such as child care, transportation, work supplies and classroom training materials. These activities will increase the amount of funds made available through U.S. Department of Labor funding through training purposes.

ADULT JOB SEEKER SERVICES FOCUS

For the Adult Job Seeker including the Dislocated Worker, services include recruitment, orientation, eligibility determination, counseling and intake, enrollment, training, placement, and follow-up services, as well as:

1. Serving and meeting the needs of the most vulnerable adult workers will be an area of increased focus. Planning and accountability policies will be aligned across core programs to support more unified approaches to serving low-income, low-skilled individuals adults and youth who have limited skills, lack work experience, and face other barriers to economic success,

2. Giving priority to recipients of public assistance, other low-income individuals, veterans, and individuals who are basic skills-deficient,

3. Strengthening and promoting of the integration and alignment between adult education and literacy with postsecondary education,

4. Eliminating the "sequence of services," and combining core and intensive services into a new "career services" category,

5. Providing Labor market information, including employment and placement data and sector strategies, analysis of the current workforce, economic conditions, existing and emerging in-demand industry sectors and occupations, and employer needs will be used to inform performance reporting goals, objectives, and strategies,

6. Establishing Common Performance accountability measures across the core programs performance measures,

7. Promoting education and job training activities for individuals reentering society after incarceration and the reduction of recidivism for incarcerated individuals.

YOUTH SERVICES FOCUS

For youth, services include recruitment, orientation, eligibility determination, counseling and intake, enrollment, training, placement, and follow-up services as well as:

1. Focusing on primarily on out-of-school youth between the ages 16 to 24; at least 75 percent of funds available to local areas must be spent on workforce investment services for out-of-school youth,

2. Co-locating career centers with the Adult Education and Literacy Programs where youth can pursue a high school equivalency diploma and pursue occupational skill training concurrently,

3. Incorporating work based learning: At least 20 percent of Youth formula funds must be spent on paid and unpaid work experiences that incorporate academic and occupational education for out-of-school and in-school youth.

4. Promote low to no cost credential training for unemployed and disadvantaged youth that are credential focused and have a shorter training calendar.

5. Promote apprenticeships as well as earn and learn programs to insure course completers gain specific work experiences and training

6. Promote policy regulations to streamline Pell grants for shorter skill courses

BUSINESS EMPLOYER FOCUS

Business services include recruitment services, work based learning and customized classroom training.

A. Employer Services

1) Sectors will be targeted which include Advanced Manufacturing, Healthcare, Information Technology, Construction, Warehouse & Logistics, Financial Services, Business Services, and Transportation and in demand developing careers.

2) Recruitment and Assessment Services: Services will include recruitment assessment services; employers will use FEC facilities for recruitment, interviews and incumbent worker training.

3) Training services – Employers will be provided training services for new and incumbent workers. Training will include classroom training, training in apprenticeship formats that include classroom instruction and work based learning, as well as on the-job training, and paid work experience where appropriate.

B. Essential Skills - Overwhelming feedback from employers has indicated the need for improved competence in communication, teamwork, problem solving and skills for job seekers. These "essential skills" competencies, communication skills integrated into skills training, to the maximum extent possible.

Finance Sector Employer Roundtable Strategy Meeting

C. Business Engagement Services
Business engagement services will be conducted through face to face business group encounter sessions with job seekers and business services organizations including trade associations, Chambers of Commerce, Economic Development Council's (organizations). The objective of these sessions will be to utilize real time strategic workforce information to meet present and pending workforce needs that include expansion and contraction.

I. ADULT PROGRAM

One of the key features of the new WIOA law is extensive emphasis on meeting the needs of individuals with multiple barriers to employment, with a **Priority** on **Veterans**, **individuals on Public Assistance, TANF recipients, and individuals who are basic skills deficient, Youth** who are in or have aged out of the foster care system, **Individuals with Disabilities**, **Ex-Offenders**, **other low-income individuals** and economically disadvantaged individuals, Dislocated Workers and the long-term unemployed, seniors, and then to individuals who do not qualify for other programs administered by the Workforce Development Board. Key changes include the elimination of the sequence of services, and provides **"Career Services** and Training Services to adults with barriers.

Adult Workers

The Adult Worker grants target specific populations with special needs, such as the economically disadvantaged, long-term unemployed; laid-off, dislocated workers; veterans; TANF recipients; unbanked and ex-offenders.

Dislocated Workers

The Dislocated Worker Grants target specific populations with special needs, such as the long-term unemployed; laid-off, dislocated workers; veterans; TANF recipients; unbanked and ex-offenders.

Special Program Initiatives for Adults

In addition to programs funded by the normal WIOA formula grants, the EJAC WDB generated through special program initiatives an additional $4.1 million dollars to the region for training and employment services.

The Eastern Jackson County Workforce Development Board Full Employment Council operated American Job Centers in the Eastern Jackson County region have implemented a number of special initiatives to help meet the needs of the unemployed and respond to the continued economic challenges which caused an unprecedented number of people to seek employment and training assistance and services. These include integrated cross-program strategies for specific populations and sub-

populations identified in the state's economic analysis, strategies for meeting the workforce needs of the state's employers, and regional and sector strategies tailored to the state's economy.

Workforce Development Initiative through Innovative Infrastructure and Special Demonstration Projects

Target high-growth industries sector

EJAC WDB FEC will continue to develop strategies for and allocate resources by generating funding for unemployed and dislocated workers through a number of special funding programs to provide special focus to target high-growth industries:

- Advanced Manufacturing
- Health Sciences & Services Biosciences
- Information Technology
- Business and Professional Services
- Transportation
- Warehouse/Logistics
- Financial Services
- Construction

Healthcare Sector Focused Programs

Missouri Healthcare Industry Training and Education (HITE): Tthis grant was based successful performance with a 5 year, $5 million grant funded by the U.S. Department of Health & Human Services. The purpose of the HPOG grant was to assist unemployed, economically-disadvantaged individuals in successfully entering or advancing in the Healthcare field, in occupations that pay well and are expected to either experience labor shortages or be in high demand. This program included an evidenced based methodologically rigorous random assignment study design research evaluation conducted by ABT Associates and the Urban Institute. EJAC successfully partnered in 2015 with the State of Missouri's **Department of Social Services,** Missouri Healthcare Industry Training and Education (HITE) located in Jefferson City, MO. to be awarded a second 5 year (September 30, 2015 - September 29, 2020) $14 million grant HPOG grant. The Health Profession Opportunity Grants (HPOG), administered by the Administration for Children and Families, U.S. Department of Health & Human Services, was created to provide education and training to TANF recipients and other low-income individuals for occupations in the health care field that pay well and are expected to either experience labor shortages or be in high demand. Collaborating partners from Kansas City, St. Louis, and Central Missouri Regions will expand and replicate model components of the Full Employment Council of Kansas City (FEC) 21st Century Healthcare Works program. The project's partners include FEC, St. Louis Agency on Training and Employment (SLATE), and Central Region Workforce Investment Boards (CWIB). The **Target Population are** TANF recipients, other low-income individuals, African Americans, Latinos, and other minority populations. HPOG participants are given the opportunity to obtain higher education, training and support services needed to secure positions that have opportunity for advancement and sustainability, ultimately leading these individuals on a pathway to financial self-sufficiency.

Graduates of the Certified Medical Technician Training Program, Independence, Missouri

Information Technology and Advanced Manufacturing Sector Focused Programs

TechHire Focus for Young Adults. The Greater Kansas City Technology Career Collaboration (GKCTCC) 5-year program funded by the US DOL, which ends in 2020 served youth and young adults, 17-29, with barriers to training and employment opportunities, who lack the educational attainment, work experiences and/or skill level necessary to secure full-time employment in middle or high-skill jobs in target industries **Information Technology, Healthcare, Advanced Manufacturing** and **Financial Services**, GKCTCC program identify competency/skills essential to each industry and work with the training providers to customize curriculum and training programs. The Full Employment Council (FEC), partnered with Industry Intermediaries such as the Missouri/Kansas Hospital Association (MHA) and education and training providers, such as University of Central Missouri and Metropolitan Community College, to provide training for entry into H-1B careers for youth and young adults between the ages of 17 and 29 years of age, who are out-of-secondary school, and have barriers to training and employment. These young adults will have the benefit of a training model that integrates credentialed occupational skills classroom training, internships, work experiences and on -the-job training opportunities along with specialized job placement strategies including Career-o-Rama's, job fairs and hiring events. The Full Employment Council (FEC), through the Kansas City & Vicinity, The Eastern Jackson County Workforce Development Boards, will continue this focus on targeting youth and young adults for careers in high skill, high demand Information Technology, Healthcare, Advanced Manufacturing and Financial Services industries.

Trained graduates of the "Object Oriented Software Using JAVA" Information Technology Class

America's Promise Grant. FEC was awarded a 4 year $1.2 million grant award as a member of the Compete Midwest America's Promise Alliance, to provide case management, computerized career assessments, career development, job training, job placement and supportive services to 300 participants pursuing H-1B occupations in sectors such as advanced manufacturing, healthcare, information technology, warehouse/logistics, and business/financial services in partnership with other major workforce development entities: Employ Milwaukee, St. Louis Agency of Training and Employment, City of Minneapolis Training and Employment, Detroit Employment Solutions Corporation, the Northwest Indiana Workforce Investment Board, Southwest Ohio Region Workforce Investment Board, Wisconsin Regional Training Partnership/Building Industry Group, Skilled Trades Employment Program (Big Step), Council for Adult and Experiential Learning, and IT training organization Per Scholas. Overall, $6 million dollars was awarded to the entire consortium, with more than $1.5 million dollars in leveraged funding dedicated to support this major national strategic effort.

Integrated Cross-Program Strategies

EJAC WDB will use a combination of computer assisted training and job search systems to increase proficiency in computer based job search, applications and social networking for employment; Conduct "Career Clinics" designed to provide job seekers with the appropriate information and tools to identify where the jobs are; soft skill techniques; teamwork; problem solving skills; and Utilize and "organize training systems that include "just in time" non-semester based training; semester based training; as well as training "combos" that integrate classroom training with work based training to train job seekers to achieve occupational certifications and employment specific competencies.

Vocational Rehabilitation services will be assigned on a rotating basis to a Missouri Career Center site and directly connected to the career center by formalized agreements.

The FEC initiated an approved apprenticeship program in the healthcare field with the Office of Apprenticeship in 2015 and will continue to build on that process.

Dislocated Worker Special Programs

RESEA Reemployment Services and Eligibility Assessment services must be provided to UI claimants receiving Emergency Unemployment Compensation (EUC). Required Job Services (RJS), services that afford UI claimants the opportunity to acquire skills to compete for high-wage jobs in emerging industry sectors. The Missouri RESEA Program funded by U.S. Department of Labor Employment and Training Administration and the Missouri Division of Workforce Development implements a new vision of reemploying UI claimants through an integrated workforce system. Under this program, UI claimant received enhanced services which allows them to be better job candidates and to return to work in a shorter length of time.

Trade Adjustment Assistance Act Program- is intended to help individuals whose jobs have been affected by international trade and helps them to return to suitable employment provides Training assistance, Job Search allowance, and Relocation allowance and other support services.

Veterans

Veterans Program- Missouri Career Center DVOP and LVER are fully integrated into the career centers and are part of the Business Services Teams. DVOP/LVER staff assists veterans with significant barriers to employment as defined by U.S. Department of Labor to gain employment through intensified direct services such as case management and employer job developments within their separate roles. The full array of employment, training, and placement services are available under priority of service; this includes connection to education and training programs, benefits and services, connection to supplemental services, one-on-one assessments, resume reviews, follow-up as appropriate, matching to employer base and matching to specific employers committed to hiring veterans, such as employers participating in the "Show me Heroes" initiative.

Show-Me Heroes – The Show-Me Heroes program funded by the Missouri Division of Workforce Development helps Missouri's Veterans and members of the National Guard and Reserve reconnect with meaningful careers, and showcases Missouri employers who have pledged to do so.

Persons with Limited English- Speaking Population (LEP)

FEC instituted a program to provide immediate assistance to Spanish-speaking customers. Spanish-speaking, bi-lingual Staff services are available to serve the Spanish-speaking youth and adult populations and help address barriers to employment and career advancement for Latino workers. FEC will continue to offer the bi-lingual mobile program to provide immediate assistance to Spanish-speaking customers with Spanish speaking bi-lingual personnel hired to serve the youth and adult of this Limited English-speaking Populations (LEP) and help address barriers to employment and career advancement of Latino workers. In addition, the American Job Centers utilizes Language Link, a multilingual communication service, which is an interpretative service that has the capacity to interpret over 150 different languages.

Temporary Assistance for Needy Families (TANF) and Public Assistance

TANF –Missouri Work Assistance (MWA) Program - Another major initiative is the TANF (Temporary Assistance for Needy Families) MWA Program, a partnership with the Local Investment Commission (LINC) to provide employment and training services to individuals who receive Temporary Assistance from the state of Missouri with the goal of helping the client in overcoming barriers to become self-sufficient and no longer dependent upon public assistance. This is a referral based program. TANF recipients are referred from the Local Investment Commission (LINC) to FEC to provide employment and training services to those clients deemed work ready. MWA helps participants gain work experience, workplace skills, and involvement in other work activities, including: classroom training, on-the-job training (OJT), resume assistance, job assessment and placement, and career counseling. Financial aid is available for training classes at local technical and vocational schools, community colleges, and four-year colleges, and training on the job.

Missouri Food Stamp Program SkillUP (Employment and Training Program) - Another major initiative is the SkillUP program which offers Food Stamp recipients in Missouri the opportunity to gain skills, training and work experience. SkillUP is offered at no cost to the participant and helps promote employability and self-sufficiency.

II. YOUTH PROGRAM

The key changes in WIOA Youth services include investments in serving disconnected youth and other vulnerable populations; specifically, WIOA requires that 14 **youth** program elements be made available to all youth who are served by the WIOA youth system, **75 percent youth formula funds used to serve Out-Of-School Youth** (where Out-of-school youth are 16-24, not attending school and have one barrier and do not have to meet the low income requirement, and In-school youth are 14-21, who are low income, and have one barrier). **Twenty percent (20%) percent of youth formula funds must be spent on Work Experience** activities, such as summer jobs, pre-apprenticeship, on-the-job training, and internships opportunities that will occur year round and done in concert with AEL, Financial literacy and Classroom Skills Training so that youth can are prepared for employment.

The FEC opened a Young Adult Career Center in Independence Missouri at 15301 E. 23rd St at the annex building. This facility is located on the bus line and is easily accessible to the youth. This will provide a home base for the youth to become comfortable in and a safe place to network with other peers in similar situations while they plan their short term and long term life goals with caring adults.

The main objectives for opening a site in Independence are: 1)Make available a place where individuals who live in Eastern Jackson County have easy access to services designed to assist youth in obtaining proper training in in-demand industries and long term meaningful employment. 2)

Caring Adults that are trained professionals to assist in removing barriers to education and employment opportunities and 3) a holistic approach to defining and setting long term goals for clients that not only meet their individual needs, but take into consideration their family or other individuals they might live with.

The EJAC WDB has developed and implemented a number of special projects, initiatives and best practices to further develop and expand the innovative infrastructure and capacity to serve the region. One of the strategies to address the skills needs of the workforce is promoting flexible education methods that provide substantive skills training. These special training initiatives will provide the innovation infrastructure that will accelerate the pace and offerings of skill training of vocational schools, community colleges, 4 year institutions, and proprietary schools, beyond traditional spring, summer, and fall semester based training courses. In addition, these funds have enabled Eastern Jackson County Region to put into place a "multiple credential" training system, whereas training candidates can achieve multiple skill certifications concurrently, without having to re-enroll in a new training program.

Adult Education & Literacy graduates from the Independence School District receive HiSET and Certified Nursing Assistant Certificates at the Young Adult Career Center in Independence, Missouri

One innovation for EJAC WDB is that Adult Education and Literacy (AEL) services are now co-located either or immediately adjacent to or within a Missouri Job Center site. EJAC WDB has AEL programs co-located with the Missouri Job Center offices located in the Eastern Jackson County location at the Independence Career Center. The EJAC WDB has a direct relationship with the local Independence School District and Blue Springs School District AEL providers in the region to promote the concurrent attainment of the HiSET/GED and high school diploma with occupational skills training.

Special Program Initiatives for Youth

In addition to programs funded by the normal WIOA formula grants, the EJAC WDB generates through special program initiatives, additional dollars to the region for training and employment services.

Jobs League – is a program with the Missouri Family Support Division that was created for Missouri's emerging workforce, ages 16 to 24, disconnected youth, economically disadvantaged in-school youth, those most at risk of dropping out, youth in and aging out of foster care, youth offenders and those at risk of court involvement, homeless, runaway youth, children of incarcerated parents, migrant youth, Native American youth, youth with disabilities and out-of-school youth to provide them with the opportunity to gain valuable work experience to prepare for tomorrow's careers. The EJAC WDB FEC program combines paid work experience with an educational component.

III. BUSINESS SERVICES

A major change in the WIOA law is **Employers** are now included as a customer and will have a set of performance measures, as yet to be defined, that must be met. The WDB's priorities for the EASTERN JACKSON COUNTY Workforce Development Region are to become business-focused

on the services provided and to develop strong educational partnerships to meet the skill needs of businesses. This workforce training system responds to the immediate and long term workforce talent needs of regional employers, utilizing approaches to training conducted in the classroom; training on the job; or combination of both. The focus of employer services will be the engagement of employers in growth industries and sectors within each county and regions of Eastern Jackson County, specifically Manufacturing, Healthcare, Transportation, Warehouse/Logistics, Business and finance services, and Information Technology.

IV. DATA, RESEARCH, EVALUATION AND RESULTS

EJAC WDB FEC Plan effectively uses internal and external systems to evaluate programs, approaches, and goals to replicate programs with quality results and improve or eliminate those that require improvements.

The plan analyzes the region's current and projected economic conditions and trends and labor market, including identifying pertinent industrial and occupational labor demand. A key aspect of a truly demand-driven system is to understand the nature of the demand for labor. Therefore, the EJAC WDB is dedicated to gathering, analyzing, and disseminating labor market information.

Performance Goals for the Region Program Year 2020:
For PY 2020, states and region negotiated new WIOA and Wagner Peyser performance goals and Current negotiated performance levels (i.e., PY 2020) will be extended until new goals are negotiated.

Performance Goals for the Region Program Year 2020:

	East Jackson	
	Employment Rate 2nd Quarter After Exit	Employment Rate 4th Quarter After Exit
	Final negotiated rate	Final negotiated rate
Adult Employed	68.0%	64.0%
Dislocated Worker	69.8%	67.0%
Youth	70.0%	70.3%
Wagner-Peyser	62.6%	60.0%
	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
	Final negotiated rate	Final negotiated rate
Adult Employed	$4,454.00	42.0%
Dislocated Worker	$5,200.00	48.0%
Youth	N/A	70.0%
Wagner-Peyser	$4,000.00	N/A

FEC AAA Operations Sustainability Plan Modified for PY 2021

EASTERN JACKSON COUNTY WORKFORCE DEVELOPMENT BOARD
FULL EMPLOYMENT COUNCIL, INC.

Strategic Workforce Organization/Fiscal Agent

Operation Sustainability Plan
Fiscal year 2020/21

Eastern Jackson County Workforce Development Board

AAA Operational Plan Draft

EASTERN JACKSON COUNTY REGION
Population: 348,489
Poverty: 10.2%
Unemployment: 10.6%
Independence city; 13.9%
Lee's Summit city: 8.1%
Blue Springs city; 11.3%
Grandview city: 9.8%
Raytown city: 12.5%

The Eastern Jackson County Region, is a region of 250 square miles which comprises the county of Jackson, excluding the City of Kansas City, Missouri. It is one of the smaller regions in the state of Missouri. Some of its communities' increase concentration of poverty. Independence is the largest city in the EJAC Region which has a population of 116,672 and a poverty rate of 14.5%. Lee's Summit is the next largest city a population of 99,357 in the EJAC region with a poverty rate of 5.2%. After Lee's Summit is the city of Blue Springs with a population of 55,829 and a poverty rate of 7.9%, Oak Grove with a population of 8,258 and a poverty of 11.0%, Grandview with a population of 24,856 and a poverty rate of 15.1%. Following is Raytown with a population of 28,991 and a poverty rate of 12.4% and then Grain Valley with a population of 14,526 and poverty rate of 6.3%. All have a significant degree of poverty as part of this small population. The public transportation in the city is existent but very minimal, as well as childcare and healthcare services which are available for those who seek it. The workforce challenges in the region require similar strategies that are approachable to the region and are highlighted later.

The public policy objective of the Public Workforce System lead by the EJAC Workforce Development Board and the Full Employment Council, Managing Entity, is to develop a skilled workforce for area employers, and given the overall unemployment rates of traditional/skilled workforce populations, a crucial strategic objective is to increase the labor market participation of underserved groups for whom, training, childcare access, and transportation access are critical. Therefore workforce system office locations; on site program service/training models; times of operation for skills training, transportation, childcare; and co-locations of workforce service/wrap around support services are crucial to increasing the labor market participation of these underperforming populations. These populations typically experience barriers to employment due to their lack of 21st Century skilled credentials, which means access to training institutions, the calendar of training courses, and the time at which they are offered are crucial. The ability to participate in workforce skill training activities, successfully complete them, secure employment, and be retained for at least four quarters is directly related to the career support network of transportation, childcare, healthcare, and ongoing career counseling when necessary. Further, time management/consumption is also a consideration for targeted career seekers and therefore maximum collocation/execution of career training and wrap around support services are essential.

In consideration of these factors, the EJAC WDB has developed the AAA system to assess, business operating locations, service models, service matrix, and service delivery system:

In consideration of these factors, the KCWDB has developed the AAA system to assess, business operating locations, service models, service matrix, and service delivery system:

A. **ACCESSIBILITY / INTEGRATION OF SERVICES** - To facilitate easier customer service, and less eligibility protocols for job seekers and employers. The closer proximity of workforce services to each other through, co-location, memorandums of understanding, reduction of unnecessary protocols and requirements, this factor increases labor market participation, employer and job seeker participation. This factor looks at the ability of the client to access workforce system and employment locations, via personal or public transit. Further the increased emphasis at co-location/partnership management of services to increase the opportunity for one-stop service access for workforce training and wrap around support services, as well as the access for persons with disabilities. Parking, safety, and other factors are also a consideration. The ability to sponsor on site partnerships and partnership sites is essential in this factor. This factor increases job seeker participation.

Integration of services / Facility integration of services - The Eastern Jackson County Region Workforce Development Board will utilize Memorandums of Understanding to facilitate a user-friendly systems referral that increases labor market participation; training completion. Memorandums of Understanding will be signed with the following organizations to facilitate program integration:

List agencies with whom Memorandums of understanding will be signed:

Colocation One-Stop Partner MOUs
1) WIOA Adult Program (Title 1)
2) WIOA Dislocated Worker Program (Title I)
3) WIOA Youth Program (Title
4) Wagner-Peyser Labor-Exchange/Employment Services
5) Adult Education and Literacy (AEL) Title II)
6) Vocational Rehabilitation/ Rehabilitation Services for the Blind
7) The Senior Community Service Program
8) Trade Adjustment Assistance
9) Jobs for Veterans State Grants
10) Community Services Block Grant
11) State Unemployment Compensation Law Activities
12) Temporary Assistance for Needy Families (TANF)

Non Colocations One-Stop Partner MOUs
1) Job Corps (WIOA Title I)
2) YouthBuild (WIOA Title I)
3) WIOA Indian and Native American (INA) Programs
4) WIOA Migrant and Seasonal Farmworker Programs

5) Perkins Career and Technical Education
6) U.S. Department of Housing and Urban Development Employment and Training Activities
7) Reintegration programs for eligible offenders

Office Colocations / Comprehensive One Stop Center(s)
Utilizing AAA (Accessibility Integration; Availability; and Affordability for employer/job seeker customers) each office and region was assessed to determine whether the office location should be sustained with this criteria.

ONE STOP LOCATION(S)

The EJAC/Full Service Career Center - office is located at 15301 E. 23rd Street, Independence, MO. 64055. The EJAC Office is a prominent One-Stop Center with outreach offices that are managed by the Community Service League One-Stop operator. These locations include Sugar Creek, Grain Valley, Raytown, Oak Grove, Blue Springs, Lee's Summit, and Buckner. Outreach sessions and on-site intake will be facilitated through the outreach center location of the CSL One-Stop operator.

Independence Youth Conference Training Center – This office is located at 1524 E 23rd. Street, Independence, MO 64055. The AEL, youth programs, and on-site classroom training occurs at this location. Employer recruitment events are held at this center as well. This location is an AAA as it meets the criteria for the AAA assessment.

AA. **AVAILABILITY / ACCELERATION OF PROGRAMMING** - To facilitate demonstrated proficiency through training, through reduction of classroom training time while increasing competency, through work based learning, industry expert instruction, and minimization of non-prescribed protocols. Further collocation of workforce service systems will reduce the time, stress, and expense on financially stressed job seekers. Extended time frames and unnecessary requirements are barrier and burden to training completion and job retention of unemployed, underemployed, and low income job seekers and their families. This factor increases employer and job seeker participation. This factor looks at the times of service offerings and employment, as time availability will also determine success of training completion, and job retention. Further it also looks at availability of wrap around service offerings when they are offered. This factor systematically impacts job seeker training, employment completion and retention.

1) Just in Time Training:
Just in time training that focuses upon 21st Century Careers with Industry advice on a non-semester based format. Employers require a trained/credentialed skilled workforce through a more accelerated non-semester based training calendar that enables employers and trainees; as well as to train through industry sanctioned curriculum that accelerate entry into the workplace. This training focuses upon demonstrated proficiency of skill competencies through industry based certification vs. the reliance upon seat time that does not necessarily demonstrate workplace competence in the specific sector skill arena. This calendar acceleration more rapidly meets employer demand for an industry credentialed workforce that makes them globally competitive, but also meets the needs of career seekers, whose lack of labor force participation is driven by the lack of credential certification or the possession of credentials/certifications that are not relevant in the 21st century labor market. Furthermore,

accelerated training creates less stress on the financial means of lower income or unemployed job seekers, whose limited income or means of sustenance are severely stressed during extended semester focused train intervals, decreasing the likelihood of training completion and credential acquisition. This approach requires working with training institutions and the US Department of Education to increase the rate of approval of more contemporary skill training curriculum that is not semester based, while engaging federal approval authorities to sanction non-semester based training, as Pell eligible coursework. If accomplished this will alleviate the financial pressure upon formula funded USDOL funding to be the primary source of industry sanctioned accelerated training. Further, the Public Workforce System overseen by the Eastern Jackson County Workforce Development Board, can promote this non debt/industry sanctioned skilled training to dislocated workers, TANF Recipients, opportunity youth, economically disadvantaged, Reentry populations, etc., increasing their rate of sign up due to the reduction of training time and debt accumulation perceived by these populations as what they have traditionally expected to accompany their skill building efforts. This advanced calendar approach will be pursued at the Community College, Technical School, Proprietary training institutions, and University levels, to insure this approach of accelerated training that focuses upon demonstrated proficiency is systematic and not silo oriented in its application. If funds become depleted, which is typical, the Public Workforce system can utilize its highly skilled team of career counselors and its superior skill assessment system to identify the approximate career goals and skills of the applicant; develop an appropriate/objective career development plan, which becomes the basis of their skill based training pursuits, while increasing the likelihood of credential completion and entry into the workforce. Further, it's highly advanced team of workforce development professionals with their on the ground employer contacts and working relationships with employers and employers' associations will result in accelerated employment upon completion of training and credential award. Such success will increase the participation of underserved populations in the training and labor market activities that accompany success in a more systematic way, through these efforts, through friend and family success dialogue.

2. Development of Adjunct Faculty:

The identification and utilization of industry sector experts as adjunct faculty at training institutions, is crucial, to alleviating the skill training staff shortages at all levels of the post-secondary training market. The adjunct faculty skill requirements deviate between the community college and university levels, further agitating the lack of skilled industry based faculty at all levels, contributing to the inability of these institutions to execute expeditiously, contemporary 21st Century skill based training courses. The EJAC WDB has been able to secure adjunct faculty on an as need basis and will continue to utilize its diverse industry network of employers.

3. Apprenticeship Program Development:

The utilization and adaptation of apprenticeship programming to establish the integration of work based learning and classroom training with a defined career pathway with salary levels defined at each level of defined proficiency will be institutionalized to accelerate workforce

participation, training, and employment with underserved, dislocated, underemployed, and low income populations while accelerating sector trained workforce for employers. The apprenticeship system reduces the stress on the classroom training sector by integrating work based learning into the training continuum. The Full Employment Council/Managing Entity has been certified as an apprenticeship intermediary and is able to act on USDOL's behalf to complete all required paperwork to present and recommend for approval to the local DOL office of apprenticeship. In addition we are able to act as a sponsor.

4. Sector Based Training:
The EJAC WDB targeted its limited training resources on targeted industry sectors that include construction, advanced manufacturing, financial services, transportation, warehouse logistics, information technology, and healthcare as well as apprenticeship occupations. Other training occupations are referred to other resources, and new ones may be added based upon demand. This approach maximizes the utilization of training funds to high career paying occupations.

AAA. **AFFORDABILITY** - This factor relates to the ability of the job seeker to access training, wrap around support services, to facilitate, complete training, credentialing, and job retention within their means to result in successful completion through the Eastern Jackson County Region Workforce system. This relates to the ability of the job seeker working in conjunction with the workforce system to successfully access and utilize the system, within their financial and economic means, until such time they have successfully transitioned into employment and achieved 4 quarter job retention.

1) Pell grants for non-semester based training
2) Low cost / no cost transportation
3) Financial support for work wardrobes / books and supplies
4) Debt / student default loan relief
5) Dual credit coursework at the high school level supported by local school districts. Supported by State level education agencies including Missouri Department of Higher Education, and Missouri Department of Secondary Education.
6) Increased participation for low income families in A+ post-secondary programming
7) Low cost child care

Annual AAA System Review

The AAA Workforce Systems Review will occur in the fourth quarter of every year to determine WIOA staffing levels, office overhead expenditure analysis, as well as operating expenditure analysis at each location, consistent with these analysis will be conducted in reviewing WIOA funding levels, discretionary funding levels, etc., to determine what system adjustments must be made to insure services can be provided to job seekers and employers in all regions serviced by EJAC Workforce Development Board. This analysis will be made to insure the 60% staffing and 40% direct service requirement is maintained. Even though EJAC had no formula fund reductions, this process will be used to sustain 60/40 ratio.

Sustainability/Contingency Plan

The sustainability plan PY2020; PY2021; PY2022 is focused upon facilitating/coordinating a regional workforce system, utilizing the AAA Workforce System analysis. This plan however was initiated, with the development of The Four Year WIOA Plan, which utilized 4 Economic development organizations to convene employers and job seekers to determine the basis of the workforce system under WIOA, when the plan was developed. These Economic Development Organizations included the Clay County Economic Development Organization for the Clay County Region, the Platte County Economic Development Corporation for the Platte County Region, and the Cass County Economic Development Corporation for the Cass County Region, and Economic Development Corporation for the City of Kansas City, Missouri. Further the memorandums of understanding that have been developed between the Eastern Jackson County Region Workforce Development Board and the Missouri Division of Social Services, the department of Vocational Rehabilitation, Community Action Agencies, the Adult Education Literacy (AEL) program through the Missouri Department of Elementary and Secondary Education System. The MO. Department of Labor and Industrial Relations, and the Missouri Office of Workforce Development, Missouri Department of Social Services/Community Services Block Grant Program. These state agencies and the workforce system components that they administer through a regional delivery network have agreed to partner as a workforce development system framework to increase efficiency in serving employers through a single point of contact approach; reduce redundancy of eligibility determination processes for job seekers; utilize a universal career assessment system; integrate a system of wrap around support services; and integrate training delivery and coordination to reduce costs and trainee/employer confusion. Through the WIOA Four Year Plan and ongoing continuous improvement and efficiency efforts, the following efforts have been instituted to facilitate workforce system sustainability, create organizational/system efficiencies; utilize independent monitoring/evaluation for program improvement/corrective action; utilize board engagement oversight duties to solicit employer/job seeker feedback to identify best practices and reduce program inefficiencies; and participate lead on public policy discussions regarding workforce policy systems practice.

In addition to executing this more accelerated training/industry, articulated training mechanisms in the EJAC Public Workforce System will also promote system wide dual credit access to all students through the A+ program, as presently articulated through legislation recently passed through the Missouri legislature. Though no funding was appropriated with the passage of this bill the concept of high school students being able to enroll in college credit courses through A+ paid for by the state appropriations will enable rural, urban, and suburban school districts alike, to facilitate early post-secondary enrollment, increasing the number of students graduating from high school with dual credit certifications and generating higher skilled high school graduates to engage in careers immediately upon graduation if they so desire, while also promoting lifelong learning and engagement in the process.

5. Contract Cancellation/Renegotiation Clauses When Funds Are Reduced:
The EJAC WDB fiscal agent/Full Employment Council has a tract renegotiation provisions built into all lease contracts in case of funds reduction. This enables FEC to cancel building leases in case of severe fund reduction. This provision exists also in the case of service providers and other contracts.

6. Non-WIOA Formula Funding:
The business model that the EJAC WDB utilizes through FEC is to leverage approximately 50% of its budget from non-WIOA formula resources. FEC leverages - approximately 51% of its budget through

USDOL Direct funding through national competition, HHS funding, local TANF funds, in addition has a 20" year partnership with Local Investment Commission, while also receiving funds through Jackson County.

Utilizing the AAA System, the basis of its review the EJAC Workforce Development Board will take the following actions to execute the 60/40 requirement. In executing these operational protocols, it is important to note, that execution of this requirement may create some structural challenges to executing some 21st Century Workforce system objectives that have been articulated through the "Best in the Midwest" and other workforce system priorities as articulated through various public, employer lead, and legislative discussions held over the prior 18 months, in the Eastern Jackson County Region and elsewhere. Prior to the articulation of our operational protocol to execute this 60/40 requirement, we will identify potential system issues that may not have been foreseen when executing this requirement once our plan has been outlined. Further at the end of our plan the FEC will request relief from some state regulatory requirements which will increase organizational efficiency as well as customer service to employers and job seekers.

In looking at our staffing patterns it is important to note that defined systematic goals for the Missouri Public Workforce System, (1) include specific goals for apprenticeship throughout the state (2) utilization of work based learning combined with classroom training for more effective on-the-job training (3) implementing the federal imposed minimum 20% work experience requirement for youth (4) administering the state required protocol for WIOA/Wagner-Peyser registration as a condition of WIOA enrollment (5) real time data entry for all transactions with job seekers or employers etc., (6) 21st Century developed curriculum developed by industry experts, that industry embraces, etc. (7) increased level of achievement of credentials through the public workforce system (8) increased job placement percentages; executing these objectives and others of the Missouri Public Workforce system there is a very diverse team with a unique set of skills and competencies required to serve employers and job seekers equally in a customer friendly manner with superior results.

Employer services require personnel who: (1) specific interaction with employers to determine workforce needs present and future. (2) develop specific training outlines, protocols, apprenticeship registration for apprenticeships and on the job training (3) develop assessments for unique screening requirements to a specific workplace (4) input into MOVOSS for a 2700 mile region (4) execute federally mandated work experience arrangements with employers which require I-9 requirements. Sufficient staffing in the employer services area to execute employer workforce analysis work experience execution, recruitment, on-the-job training execution, apprenticeship execution, and increased employment rates exist in these positions. All efforts must be made to secure these positions sufficient to meet demand expectations of the system.

Job seekers require personnel who: (1) do orientations and individual employment plans (2) provide real time data entry into MOVOSS regarding (3) monitor training through training providers (4) provide follow-up services to insure training completion and job retention. (5) provide soft skills training and development (6) provide federally required orientations to programs and services. All efforts must be made to secure these positions to increase the lab market participation rates of underserved, unemployed, and underemployed populations.

Placement rates and credential attainment were areas targeted for improvement and these positions whether hired directly or through service provider organizations will be essential to the performance improvement in these areas. These positions are essential to providing quality employer and client services in the public workforce system as instructors and counsellors are in the education system which now jointly comprise the public workforce system in the state of Missouri. These direct customer service positions are critical to achieving the performance results for the state of Missouri.

TECHNOLOGY ENHANCEMENT

The sustainability plan is amended to include the following components according to the AAA system the WDB has previously developed. These will be used to increase the intensity of the AAA system.

VIRTUAL TRAINING COURSES -
The WDB has added at least thirty credentialed skill training courses that include non-semester based training time frames as well as open entry open exit training for information technology, healthcare, advanced manufacturing, and financial services. Transportation and warehouse are pending but are pursuing those areas presently. Virtual training courses will be able to increase the accessibility, availability, and affordability to WDB job seekers and employers.

VIRTUAL JOB/ HIRING EVENTS
The WDB has begun virtual Hiring events to facilitate virtual interviews and job fairs with employers and job seekers. This will be an ongoing element of WDB services offerings. This process will increase accessibility to WDB services for job seekers and employers.

ZOOM/FACETIME INTERVIEWS
The WDB has initiated zoom and FaceTime interviews, to increase the ease of access to workforce services by employers and jobseekers, increase affordability and accessibility of services to FEC target customers, as well as reduce costs borne by the job seekers to travel to and from FEC facilities. The Missouri Office of Workforce Development, has approved FaceTime as an eligible client interface and this will increase client accessibility to the project.

DROPBOX AND DOCUSIGN UTILIZATION
The WDB will utilize DocuSign and drop boxes for system retrieval to increase accessibility and availability to job seekers through enabling job seekers to drop off eligibility information to WDB offices at times when offices are not open. This will increase client access potentially compromised by the lack of transportation and or childcare by job seekers. Further it will make more accessible the training, apprenticeship, and work based learning documents required of employers as well.

UTILIZATION OF REGIONAL CLIENT ENGAGEMENT/CALL CENTER
The WDB will utilize a regional client engagement center which will utilize career services specialists to engage clients through phone, e-mail, and general mail systems. These centers will also engage in client

case management, follow up, and one on one counseling in addition to face to face interview. This will enable the WDB to, at a minimum, sustain client interface levels though not necessarily through face to face interface.

VIRTUAL BEST PRACTICE WORKSHOPS

The WDB will hold virtual best practice workshops on interviewing, conflict resolution, and financial literacy, and other employment retention techniques.

EJAC Reopening Plan

Eastern Jackson County Job Center Reopening Safety Plan

Summary - This document includes the following:

- Facilities modifications
- Social modifications (behavior changes)
- Client interaction changes
- Cleaning standards
- Other considerations - things to consider on a center-by-center basis
- Infectious Disease Preparedness Response Plan outline
- List of things to procure
- Checklist to use before reopen
- Caveats

Facilities Modifications

- Front door buzzer system at each location
- Front door camera intercom system
- Provide text message instructions in front of the office for appointments
    - Appointments will be confirmed before entrance into center
- Post instructions on the window/door and throughout the office areas
- Plexiglas in front of check-in counter at each office location
- Mark floors at entrance to show customers where to stand to maintain 6 feet distance
- No staff in adjoining cubicles if cubicles have low walls; (6 feet minimum height)
- Ensure 6 - 8 feet between work spaces;
- Create a 6 feet marker in the front to show customers/visitors how far 6 feet actually is
- Mark hallways to show 6 feet distance if possible
- Create a designated meeting space with customers that includes Plexiglas, do not allow customers to go to cubicles or offices used by staff. Keep customers in a designated meeting space
- Add scanners to the meeting space or to computers in the resource center to allow customers to scan paperwork in so hard copies do not need to be retained
- Prop open all doors that can safely be opened
- Provide handwashing signs in bathroom and kitchen areas
- Touch free sink, towel, soap, hand sanitizer in the bathrooms
- Touch-free trash cans readily available
- Provide Keypad locks to card swipe access where considered major staff entry point
- Move or block computers in the resource area to ensure 6 feet between computers; (remove keyboard/mouse)
- Close the training rooms to staff and customers
- Provide fillable Health Screening form to clients prior to appointments via email
- Provide Covid-19 Consent from to clients prior to appointment via email
- All clients must wear face covering in order to receive services
- All staff are required to wear mask while at work
- Clean and sanitize area after each interview or interaction with client
- All centers should follow the same policies and procedures

Social Modifications

- Always stay 6 feet away from everyone else, including coworkers;
- Calculate a maximum occupancy of 120 square feet per person including staff and customers in the job center and do not allow more people than this into the job center
- Don't go down a hallway with someone else if you cannot maintain 6 feet of distance
- Don't touch anyone else's office equipment
- Wear employer-provided washable mask
- Never meet with a customer without a Plexiglas partition
- Wash hands immediately after meeting with a customer
- Wash hands frequently following CDC guidelines
- No in-person staff meetings
- Break Room areas need to exercise social distancing
    - Staff required to clean behind themselves and leave no utensils or plates behind
    - All refrigerator contents must be safely stored and removed at the end of the day by the owner

Changes to Client Interactions

- Front desk person ask illness assessment questions to all customers
    - Establish center appointments only
    - Pre appointment questionnaire
    - All clients are required to wear a mask
    - Consent form for New Policy and Procedure adherence
    - Do you or a person you live with, have:
        - A temperature of 100.4F or higher, OR
        - Two or more of the following: chills, new loss of taste or smell, unexplained body aches, headache, or sore throat; OR
        - One or more of the following: dry, non-productive cough (new onset or worsening of chronic cough), shortness of breath, or difficulty breathing?
        - Have you been in contact with a person having COVID-19, or symptoms, or has recently travelled?
- Provide disposable masks (not N95) available for customers who are enrolled in training
- Do not retain paper documents or anything else from the customers
- Do not take customers into offices or cubes not designated for meetings, always meet in the designated meeting area.
- Client interaction by appointment only using MoJobs calendar or appropriate tool
    - Zoom interview rooms will be exercised to meet with clients internally and a timer notification will be used to limit interaction to 30 minutes.
- Clearly communicated rules of engagement and "what to expect documentation"
    - No Public Bathroom or telephone usage
- Clearly communicated partner information for referrals process to center staff

- Email blast or post card information

Cleaning Standards

- Ensure cleaning contractor understands and is providing a higher level of sanitization each day (including at affiliate centers)
- Hand sanitizer everywhere
- Sanitize with spray or wipes the meeting area after meeting with a client, including the client area and any pens, scanners, or other supplies used, so it is clean for the next customer
- Sanitize with spray or wipes each public computer after use;
  - Designate someone in the center to have this responsibility as works for the logistics of your center.
- Sanitize with spray or wipes, handrails, door handles/knobs, refrigerator handle, bathroom stalls handles, and other frequently touched surfaces twice a day;
  - Designate someone in the center to have this responsibility as works for the logistics of your center.
- Sanitize your personal work space with spray or wipes before leaving for the day
- Staff to clean client interaction areas throughout the day and immediately upon completion of interview or meeting.

Other Considerations

- Continue to only offer UI/RESEA services online/on the phone, not in center, only allow people in the center for other services
- Provide virtual training to all staff before reopening
- Hire workers to do crowd control/logistics; (Based on funding availability)
- Staff Training on COVID-19 Pandemic Policies and Public Interaction Precautions
  - Client Protocol Script
- Touchless Thermometer for staff and client screening based on State requirements and funding
  - This will apply to staff and public entrance throughout the day
- Mail slot/box for physical document drop-off (no technology access – scan immediately and discard)
- Large envelopes for document storage and printed registration packet pickup (no technology access)

Infectious Disease Preparedness Response Plan

- Create a plan with scenarios for each job center that specifies what to do if:
  - Customer presents with cough;
  - Customer identifies as having COVID-19
  - Staff member presents with symptoms

- This is a playbook for COVID-19 related scenarios that might pop up
- DHEWD will provide a template that local areas can review and customize to their area if needed

Procure:

- Sanitizing spray (60% alcohol)
- Sanitizing wipes (60% alcohol)
- Masks - reusable for staff and disposable for customers
- Hand sanitizer (60% alcohol)
- Plexiglas partitions
- Scanners for interview area
- Webcams for internal interview area
- Floor marking with 6 ft. measure to ensure social distancing and safe work space area

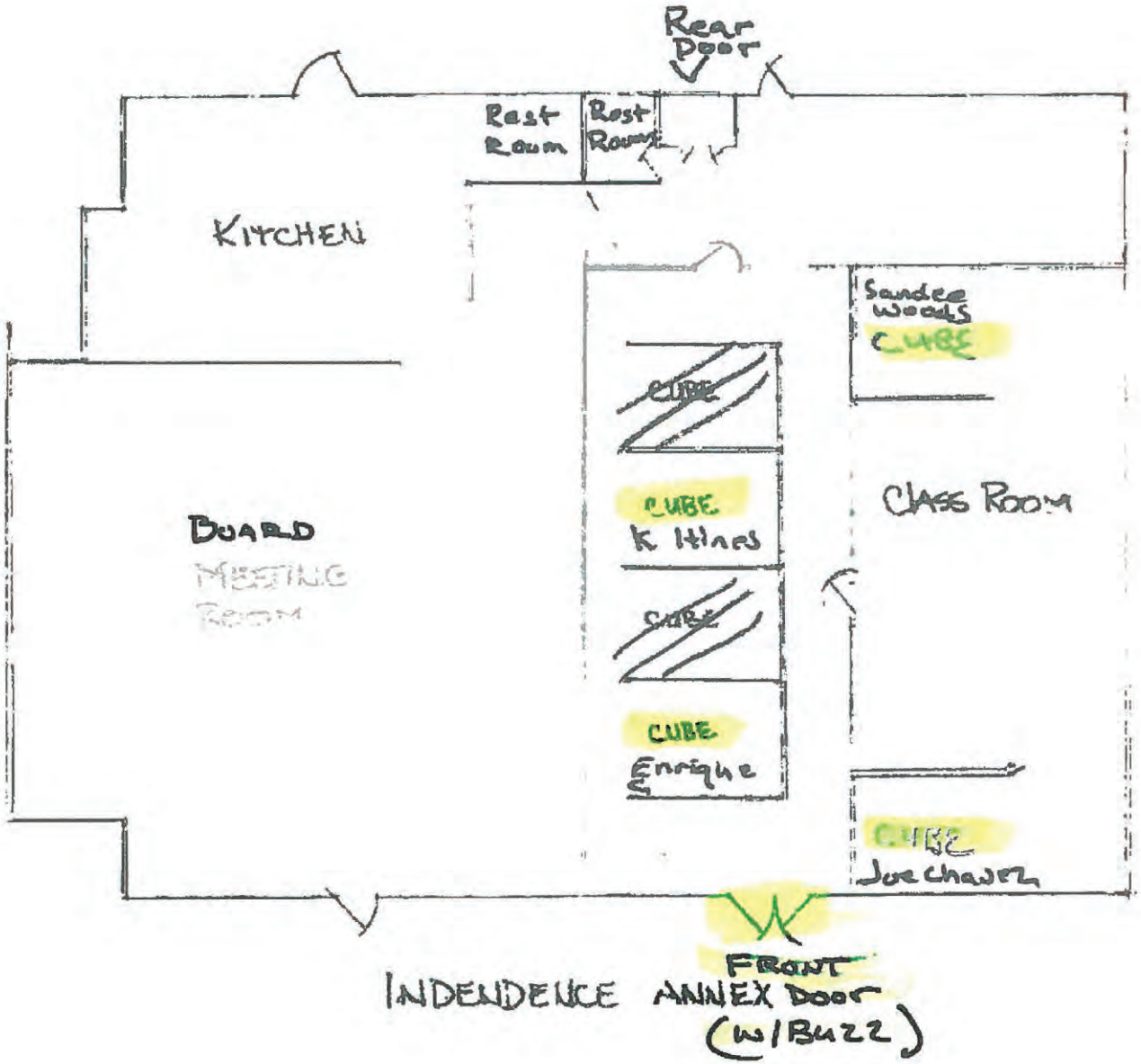
Checklist before opening to the public:

- Client meeting space established that meets requirements above
- Front desk area prepared with Plexiglas (1 Staff Person)
- All procured-items are in stock with significant extras available
- Floor decals marked for the following:
    - Customer front desk waiting positions
    - Hallways for 6 feet distance if possible
    - 6 feet graphic in front as a reminder of what 6 feet looks like.
- Handwashing signs in bathroom and kitchen;
    - There are several resources on the CDC website
- Staff moved to ensure 6ft between work spaces
- Resource center marked or altered to ensure 6 feet between computers
- Staff designated to clean computers in resource center as used
- Staff designated to clean high-touch areas twice a day
- All staff have a copy of, and are familiar with, the center's Infectious Disease Preparedness Response Plan
- Ensure cleaning contractor providing cleaning sufficient for this pandemic
- Signs on front door and elsewhere as necessary to inform clients of center safety protocols
- Website updated with center safety protocols;
- All staff receive virtual training on safety protocols

***Caveats**

- This guidance is not final and is subject to change depending on information obtained;
- Each job center is unique and DHEWD understands that one strict approach will not fit each center
- Be prepared to close quickly after reopening

1524 East 23rd St.
Independence Annex



5/14/20

(For Informational Purposes Only)

COVID-19 Update

- State of Missouri Return Strong Plan
- State Safety Response Plan

State of Missouri Return Strong Plan

RETURN**STRONG**

HELPING MISSOURIANS SKILL UP AND GET BACK TO WORK

RETURN**STRONG**

REOPENING MISSOURI'S PUBLIC WORKFORCE SYSTEM SAFELY AND RESPONSIBLY

DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

#ShowMeStrong

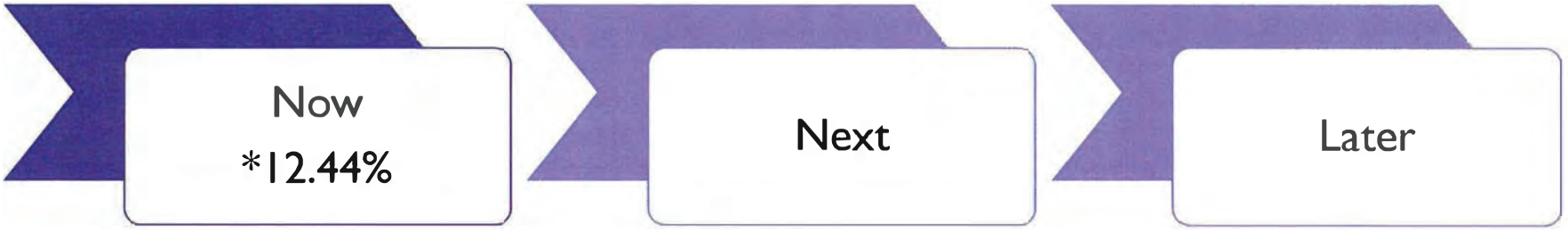
GUIDING PRINCIPLES

- Missourians will emerge from the economic disruption with increased skills and productivity
- Our public workforce system will collaborate seamlessly to serve customers
- Resources will be reprioritized to mitigate unemployment benefit cliff
- Missouri's public workforce system will emerge from the economic disruption with more efficient processes for service and delivery
- Missourians will access services safely in an omni-channel format
- Our staff will conduct work in a safe, responsible, and customer centric manner

#ShowMeStrong

RECOVERY PHASES

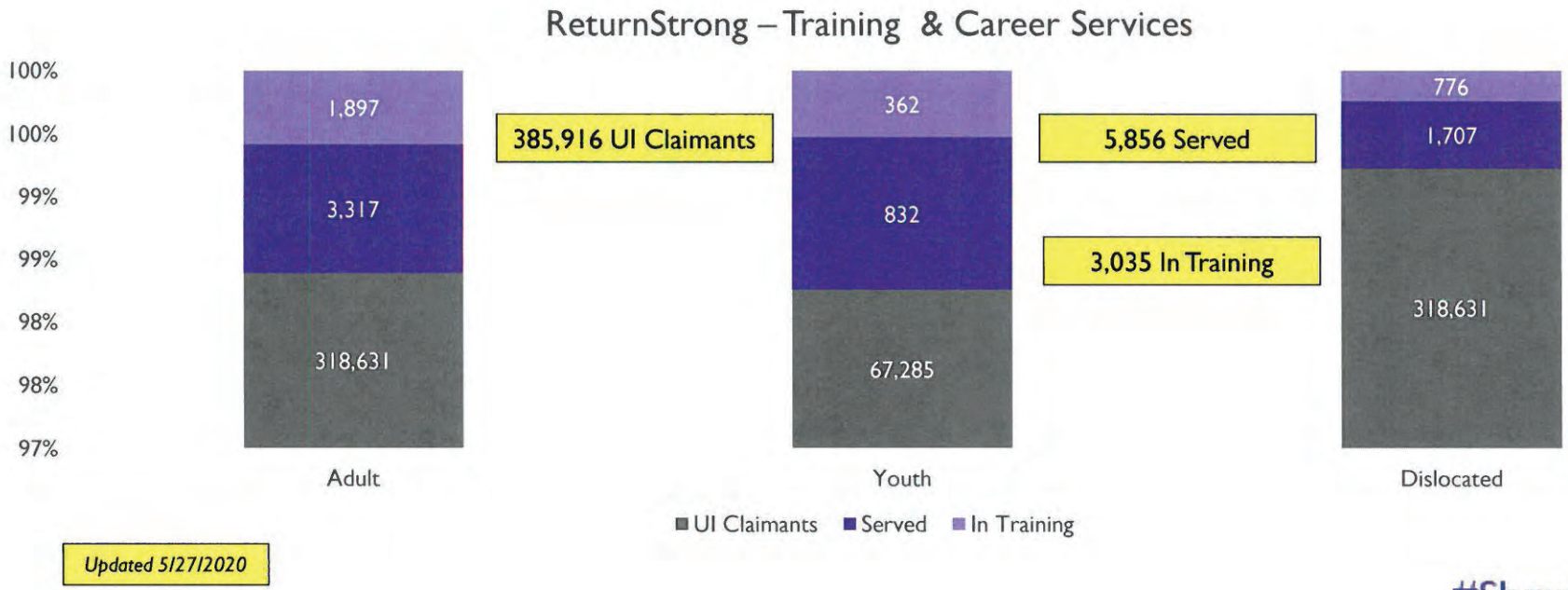
- Now (June 1 – September 30, 2020) UER >12% *Official 9.7% 5/22/20*
- Next (October 1 – December 31, 2020) UER >9%
- Later (January 1 – June 30, 2021) UER <9%



**Unofficial data based on 391,458 continued weekly claims payments / 3,145,800 Workforce Population alo 5/20/2020*

#ShowMeStrong

DASHBOARD – SKILL-UP & GET BACK TO WORK



385,916 UI Claimants

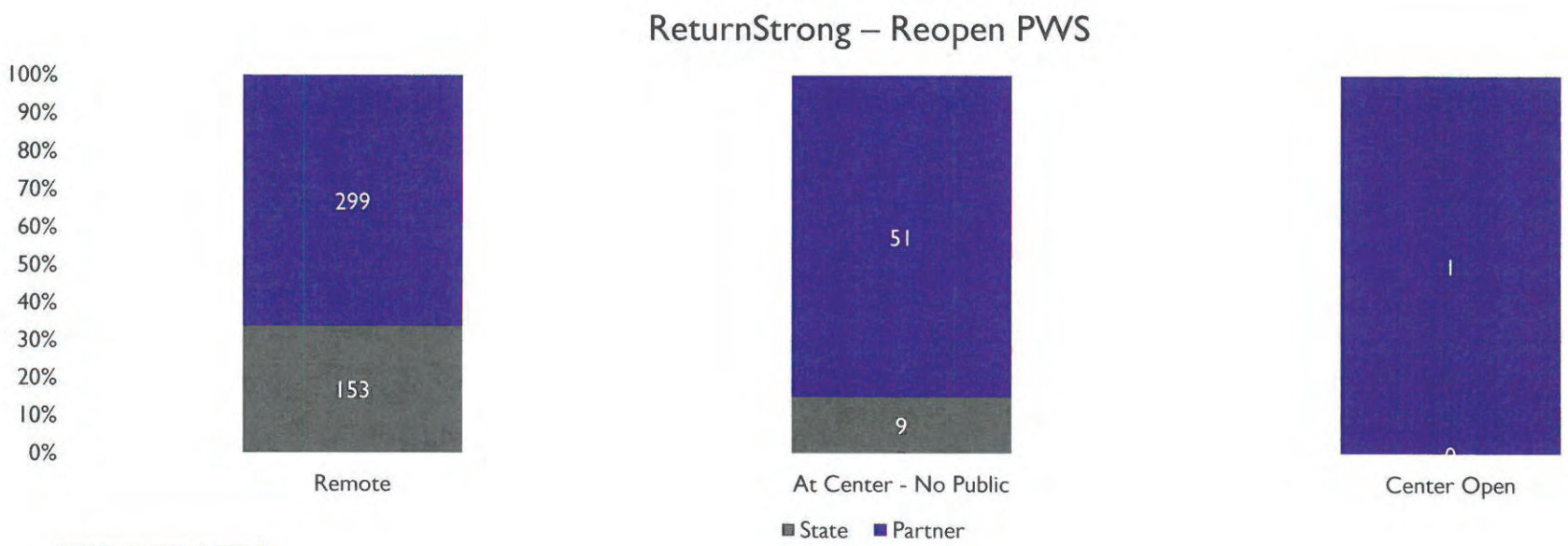
5,856 Served

3,035 In Training

Updated 5/27/2020

#ShowMeStrong

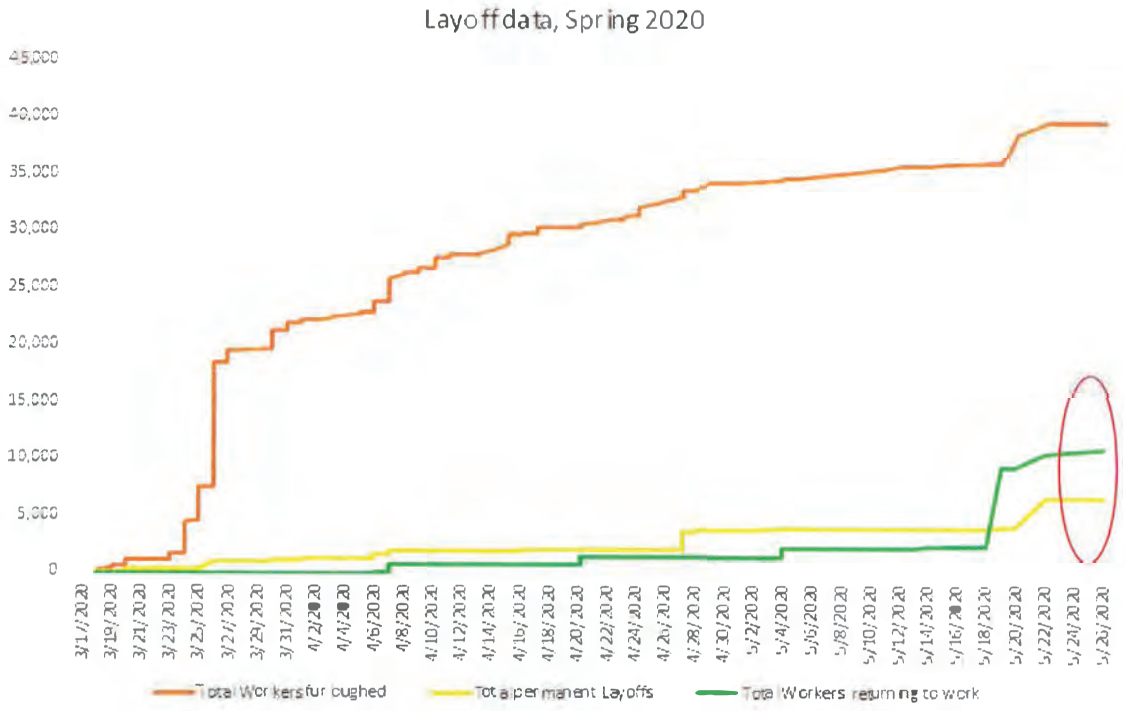
DASHBOARD – REOPEN PWS



Updated 5/27/2020

#ShowMeStrong

DASHBOARD – WARN & ETT



Updated 5/27/2020

#ShowMeStrong

RETURN STRONG PORTFOLIO – MAY 2020

Skill-up & Get Back to Work

- ReturnStrong Missouri Rapid Response Funding
  - $1,400,000 in emergency training funds
- Virtual, On-demand Credentials
  - IT and Project Management Certifications
- Virtual Job Fairs and Hiring Events
  - Regional and Statewide
- Healthcare Apprenticeships

Reopen Missouri's Public Workforce System

- Process to Reopen Missouri Job Centers
  - Launching June 1
- Virtual Services to Customers
  - Ongoing, will continue after Job Centers Reopen
- Training Provider / Community College Survey
- Outreach Campaign
  - Informing Missourians of Training & Career Service Opportunities

#ShowMeStrong

State Safety Response Plan

Department of Higher Education & Workforce Development

Office of Workforce Development

Job Center

Infectious Disease Preparedness Response Plan

DRAFT

A NOTE TO ALL READERS

The health and safety of all who enter Missouri's job centers is our number one priority. This Infectious Disease Preparedness Response Plan (Plan) represents the Office of Workforce Development's (OWD) required practices to safely serve Missouri's customers while ensuring the safety of OWD and partner staff.

This Plan is to be used as a job center best practice guideline. It aligns with Centers for Disease Control and Missouri Department of Health and Human Services recommendations to the greatest extent possible.

This is a working document that will be updated to reflect changes in directives and introduce new recommended practices as they become available. It is intended to support the job center staff and to provide information and instruction for all who enter Missouri's job centers to keep them and others safe.

In this Plan you will find a list of required facility modifications, instructions on changes to behaviors to ensure social distancing, cleaning standards to be implemented, a playbook for what to do in challenging situations with customers, and a checklist to ensure compliance with this Plan.

OWD understand that each of Missouri's job centers is unique and a one-sized fits all approach is not sufficient. This Plan provides facility modification guidelines that OWD staff and facilities workers will use to customize each job center to provide a safe environment to serve Missourians. The social modifications required in this Plan are not negotiable and must be followed by all OWD and partner staff. However, staff are welcome to request an accommodation through their human resources representative for any social modifications that are not possible for that staff member.

Each OWD and partner staff team member plays an important and critical role in maintaining the health and safety of the job center. Your compliance with this Plan will ensure the safety of your fellow coworkers and the members of the public who need our critical services more than ever during these times of unprecedented unemployment.

Serving Missourians during these challenging times is more important than ever before. Thank you for your dedication to helping Missourians skill up and get back to work in the safest manner possible.

Stay safe.

Mardy Leathers, DMgt

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DRAFT

FACILITY MODIFICATIONS

SECTION 1 – What OWD Has Implemented to Get the Job Centers Ready to Reopen

While the job centers were closed, OWD took the following actions to get all job centers with OWD staff modified to safely serve customers. These modifications include:

- ✓ Moving office and cubicle spaces to ensure no staff are working in adjoining cubicles with low walls;
- ✓ Moved office and cubicle spaces to ensure there is at least 6 feet between work spaces;
- ✓ Marked the floors at the entry and throughout the job center when practical for that specific job center to ensure 6 feet of distance between individuals at all times;
- ✓ Purchased and installed plexiglass at the front check-in counter;
- ✓ Moved chairs in any waiting areas to ensure 6 feet of space between each chair;
- ✓ Established a space for meeting with clients that ensures 6 feet of distance between customer and staff and/or ensures plexiglass between the customer and staff, depending on the layout and available space in each job center;
- ✓ Modified the resource centers to ensure 6 feet of distance between computers and/or placed plexiglass shields between the computers, as appropriate for each job center;
- ✓ Ensured appropriate handwashing signage in bathrooms and kitchen areas;
- ✓ Placed touch-free trash cans throughout the job center;
- ✓ Closed the training rooms to staff and customers as appropriate in each job center;
- ✓ Removed kitchen equipment like shared coffee pots to minimize the opportunity to spread germs;
- ✓ Calculated a maximum occupancy of 120 square feet per person for each job center to ensure no more than the allowed number of staff and customers are in the job center at a time;
- ✓ Secured hand sanitizer and cleaning supplies for each job center.

SECTION 2 – Daily Facility Modifications Staff Must Implement

Each day in the job center, there are a few facility modifications that staff must make to ensure the health and safety of staff and customers. Please ensure the following occur each day:

- ✓ Prop open all doors that can safely be propped;
- ✓ Ensure there are cleaning supplies available at the front desk;
- ✓ Ensure markers on the floor are not removed or damaged;
- ✓ Ensure touch-free trash cans are located in appropriate areas for staff and customers to access easily as cleaning contractors may move them at night.

SOCIAL DISTANCING IN THE JOB CENTER

SECTION 1 – Maintaining Social Distance

One of the most important tools in preventing the spread of the coronavirus is to maintain 6 feet of distance from other people at all times. As a member of OWD and/or partner staff, it is your responsibility to ensure that you keep 6 feet away from your coworkers and customers at all times. To ensure everyone can keep 6 feet of distance from all other people, all staff should do the following:

- ✓ Never enter another employee's work space;
- ✓ Avoid entering a hallway with someone else if you cannot maintain 6 feet of distance;
- ✓ Never meet with a customer without plexiglass or 6 feet of distance between you;
- ✓ Never conduct staff meetings in-person;
- ✓ Don't touch any other employee's office equipment;
- ✓ Avoid crowding common spaces like kitchens, water coolers, and bathrooms.

SECTION 2 – PPE Usage

All staff must wear the OWD-provide reusable mask at all times in the job center.

All staff will be provided with two reusable masks. Staff must clean and care for their reusable masks according to the manufacturer's instructions.

*OWD recognizes that some individuals are not able to wear masks for personal medical reasons. OWD staff should contact their human resources representative if they believe they are unable to wear the employer-provided reusable mask.

OWD provided virtual training to all job center employees on the appropriate usage of PPE. Employees are expected to implement all information provided in the training.

SECTION 3 – Cleaning Standards

All staff play a critical role in ensuring cleaning protocols are followed throughout the work day. This work ensures that the job center remains a safe place for customers and staff.

When implementing the following cleaning standards, please be respectful of individuals with chemical sensitivities. Spray/aersol cleaners should not be used in job centers with employees with chemical sensitivities. In these situations, use only sanitizing wipes.

Hand Washing

Frequent and thorough handwashing is the single most important behavior to prevent the spread of the coronavirus. All staff are expected to wash their hands according to CDC guidance with warm water and soap for 20 seconds, or use provided hand sanitizer, when:

- ✓ Arriving to work;

- ✓ After meeting with a customer;
- ✓ Before using the kitchen/break room area;
- ✓ After using the restroom;
- ✓ After eating;
- ✓ After touching a frequently touched surface such as a door handle, microwave handle, or refrigerator handle.

Individual Surface Disinfection

To be clear, the cleaning contractor for each facility is providing extra sanitization each evening, but each staff member is responsible for cleaning, with provided sanitizing wipes or spray, the following surfaces:

- ✓ Their work space as necessary throughout the day and at the end of the day before leaving;
- ✓ Customer meeting space after meeting with a customer;
- ✓ Employee meeting space after meeting with a customer;
- ✓ All pens, scanners, and any other supplies or equipment after touched by a customer;
- ✓ The microwave and refrigerator handles before and after use.

Special Duty Disinfection – Frequently Touched Surfaces

Each job center must designate one or more individuals to sanitize with wipes or spray the following frequently touched surfaces twice a day, once mid-morning and once mid-afternoon:

- ✓ Handrails;
- ✓ Door handles/knobs;
- ✓ Bathroom door and stall latches;
- ✓ Check-in counter;
- ✓ Other frequently touched surfaces as determined by the unique job center.

Special Duty Disinfection – Resource Computers

Each job center must designate one or more individuals to monitor usage of the resource center computers and clean the mouse, keyboard, screen, and surrounding desk area of the resource computer after each customer use.

This cleaning must be complete before allowing another customer to use that computer.

Special Duty Disinfection – Check-In Kiosks

Each job center that uses check-in kiosks must designate one or more individuals to monitor usage of the check-in kiosks and clean the check-in kiosk with a sanitizing wipe after each customer use.

This cleaning must be complete before allowing another customer to use the kiosk.

CHANGES TO CUSTOMER INTERACTIONS

SECTION 1 – Welcoming Customers

While maintaining 6 feet of distance, staff must ensure customers maintain 6 feet of distance between each other when waiting to check into the job center to receive services.

When greeting a customer at the welcome desk, if the customer presents without their own mask, offer the customer one of the disposable masks available at the front desk.

Next, the person staffing the welcome desk must ask the customer the following questions:

1. Do you or a person you live with have a temperature of 100.4F or higher;
2. Do you or a person you live with have two or more of the following: chills, new loss of taste or smell, unexplained body aches, headache, or sore throat;
3. Do you or a person you live with have one or more of the following: dry, non-productive cough that is either new or worsening if chronic, shortness of breath, or difficulty breathing?

If the answer to any of these questions is YES, please provide the customer with the phone number to receive services over the phone and ask the customer to return after their symptoms resolve.

NOTE: If the customer becomes disgruntled, please see the next section for tips on dealing with difficult situations.

If the answer to these questions is NO, continue the normal process of assisting the customer.

SECTION 2 – Meeting with Customers

After determining what service(s) the customer needs, please direct the customer to the appropriate area. It is critical that customers stay in the designated customer area(s).

When serving customers please remember the following:

- ✓ Do not take customers into offices or cubes, always meet with customers in designated meeting spaces;
- ✓ Always maintain 6 feet of distance away from customers;
- ✓ When available, always meet with customers with using a plexiglass partition;
- ✓ Do not retain any paper documents from customers. Instead ask customers to scan paper documents in and retain electronic versions;

HANDLING CHALLENGING SITUATIONS

During these unprecedented times, it is inevitable that job center staff will face challenging situations with customers. The following is a list of possible issues that may arise based on feedback received through the OWD employee question and comment portal as well as through supervisors. This list is not exhaustive of all potential situations. Always remember to call the police if you feel your safety is threatened.

MANAGING SICK CUSTOMERS

What if a customer responds "yes" to any of the illness screening questions at the check-in desk?

If a customer responds that they have coronavirus related symptoms, kindly advise the customer that to ensure the safety of the job center customers and staff, individuals with coronavirus symptoms are to receive services over the phone until they are symptom free. Provide the customer with the phone number to receive services and ask that the customer leave the center and call the number for services.

It is important to stress to the customer that we are not denying services, but are providing services over the phone instead of in person for individuals with coronavirus symptoms.

What if a customer exhibits coronavirus symptoms while receiving services in the job center?

This is inherently a tricky situation and staff must use good judgment when determining how to proceed.

Please remember that the only visible symptom of coronavirus is a dry cough. If a customer is exhibiting a persistent dry cough, it may be necessary to ask the person to leave the job center to protect the public health and safety and offer to provide the services over the phone until the symptoms cease.

NOTE – it is critically important that this guidance is not used in any discriminatory manner. The decision to ask a customer to leave and receive services over the phone should NEVER be based on any discriminatory factor. When in doubt, consult with your supervisor.

What if a customer says they are recovered from coronavirus?

If a customer indicates that they previously had coronavirus but are recovered, staff should proceed to provide services as outlined in this Plan.

CUSTOMER MASK USAGE

Customers are not required to wear masks in the job center. However, staff must offer every customer that presents without their own face mask a disposable mask at the check-in desk.

DEALING WITH DIFFICULT CUSTOMERS

During this time of unprecedented unemployment, OWD staff have experienced increased levels of anger from customers. Customers are frustrated by the unemployment system and their own life circumstances, and are directing that anger to staff over the phone. All job center staff have expressed concern with the possibility that once the job centers are open to the public, customers may become angry inside the job center.

This Plan does not replace de-escalation training. OWD staff have resources available through MOLearning to learn de-escalation techniques. OWD staff are encouraged to review those resources.

The following is a list of situations that may arise. The first, and most important, point to remember is that if at any time you feel that your safety is threatened, call the police.

What if a customer threatens to harm a staff member or the job center?

Immediately call the police.

If you feel comfortable, ask the customer to leave the job center. If your center has security staff, alert the security staff to the individual and ask the security staff to escort the individual out of the job center.

After the incident is over, file a detailed incident report with OWD central office.

What if a customer becomes angry and verbally abusive toward staff?

If a customer becomes verbally abusive and angry, the staff member assisting the customer should remove themselves from the situation and a supervisor should step in to assist the customer. The supervisor should advise the individual that if their tone and/or language do not change, the customer will be asked to leave.

If the customer's behavior does not improve, ask the customer to leave and receive services over the phone.

If the customer's behavior becomes threatening, phone the police and follow the steps outlined in the section above.

After the incident is over, file a detailed incident report with OWD central office.

What if a customer threatens to hurt himself?

If a customer threatens to hurt herself, staff should redirect the customer back to the task at hand and attempt to provide the needed service.

If the staff member believes the threat to be credible, OWD staff have previously asked the local police to do a well-check on the individual using the address provided in jobs.mo.gov for the individual.

Staff should work with their supervisor to determine the appropriate response to the situation.

What if a customer becomes physically violent?

If a customer becomes physically violent, all staff should immediately move to a safe location, even if that means leaving the individual alone in the job center.

Once in a place of safety, call the police.

Do not try to engage physically with the customer.

After the incident is over, file a detailed incident report with OWD central office.

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QUESTIONS OR COMMENTS?

OWD's first priority is the safety of its staff. OWD welcomes all questions and comments as to how it can improve the safety and effectiveness of the job centers.

OWD staff can submit questions or concerns directly though the Staff Q&A on COVID-19 available on the intranet. OWD staff can also speak directly with their supervisors and human resources representatives.

Partner staff should submit their questions or comments to their supervisors who can report the information through the local board director to OWD central office.

OWD COMMITMENTS

OWD commits to doing everything it can to protect the health and safety of all job center employees. This is evident by the fact that OWD closed all job centers to the public on March 23, 2020 and since that time has taken every effort to move staff to remote work whenever possible.

OWD commits to continuing to do everything in its power to protect its employees, but OWD and partner staff must commit as well.

STAFF COMMITMENTS

OWD expects all OWD and partner staff to commit to using safe practices in the job centers. OWD expects that all staff will:

- Practice social distancing
- Wash your hands with soap and water and use hand sanitizer frequently
- Wear an employer provided mask at all times in the job center
- Maintain a clean work area
- Cough and sneeze into tissues or your elbow
- Stay home if you experience any symptoms

THANK YOU FOR YOUR COMMITMENT TO SERVING MISSOURIANS DURING THIS TIME.