

FIRST PLANNING DISTRICT LWDA #10
STATEMENT OF CONCURRENCE

Pursuant to the Workforce Innovation and Opportunity Act, this is to certify that the Chief Elected Official of the Local Workforce Development Area (LWDA), the local Workforce Development Board (LWDB), and the WIOA Grant Recipient/Administrative Entity concur in the attached Regional/Local plan from 2015 through 2020.

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of Chief Elected Official or Local Signatory Official for the LWDA:

_____ Pat Brister, Parish President, St. Tammany Parish Government _____

Signature and Date: _____

Address: _____ St. Tammany Parish Government, 21490 Koop Drive, Mandeville, LA 70471 _____

Telephone Number: _____ 985-898-2561 _____

E-Mail Address: _____ apablovich@stpgov.org _____

Name of Local Workforce Development Board Chairman:

_____ Alan Thriffiley _____

Signature and Date: _____

Address: _____ The McDonnel Group LLC, 3350 Ridgelake Drive, Suite 170, Metairie, LA 70002 _____

Telephone Number: _____ 504-219-0032 _____

E-Mail Address: _____ alant@mcdonnel.com _____

Name of WIOA Title I Workforce Development Board Executive Director:

_____ Melissa B. Kirsch _____

Signature and Date: _____

Address: _____ 317 North Jefferson St., Covington, La 70433 _____

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**FIRST PLANNING DISTRICT
 PLAQUEMINES, ST. BERNARD AND ST. TAMMANY PARISHES – LWDA #10
 WORKFORCE DEVELOPMENT LOCAL PLAN
 For the period July 1, 2016 through June 30, 2020**

Introduction

The Workforce Innovation and Opportunity Act (WIOA) was signed into law four years ago. Under WIOA, the First Planning District Workforce Development Board (FPD WDB) is required to submit a local and regional plan to the State of Louisiana for a five-year period. The initial plan was completed in July of 2016 and outlined the goals, strategies and objectives of the FPD WDB for 2016 through 2020 for providing access and resources through the local workforce development system. The law also necessitates updates to the plan every two years. Therefore, the document contained herein is the revised plan for the FPD.

The WDB is a partnership of local workforce, education, government and business leaders who work together to ensure that the residents of the tri-parish area of Plaquemines, St. Bernard and St. Tammany parishes have the skills necessary to meet present and future needs of employers. To do so, the WDB oversees investments in training and education for residents, aligning these investments with emerging employment opportunities. Because the WDB is always seeking to ensure that the area’s residents have the skills necessary for tomorrow’s workforce, it is critically important that the board think strategically about how to invest and manage limited training resources.

This strategic plan describes the Board’s approach to meeting that mandate, and offers guidelines to support these efforts in analyzing the needs of employers for skilled workers, and in finding ways to meet those training and education needs on behalf of both workers and employers. The role of the WDB, as presented in this document, is to align the regional educational and training investments with the practical needs of the workplaces in which our regions residents will find employment. An equally important function of our work is to ensure the continued economic viability of our region for current and potential employers; those businesses which depend upon, but who cannot stay here if the workforce cannot fulfill their needs.

The regional plan was developed in coordination with the three additional boards that encompass the Greater New Orleans labor market region and include Orleans Parish WDB, Jefferson Parish WDB and the River Parishes WDB (St. James, St. John and St. Charles parishes).

Through this plan, the FPD WDB embraces the Governor’s workforce goals, and sets forth a road map to meet them. The Board shares the same idea that incorporates a workforce development system aligned with the governor’s statewide vision for “Putting Louisiana First” by creating an environment in which our businesses can grow and our people can prosper. We also fully support Louisiana Workforce Commission’s mission of “Putting People to Work” by continuously improving the workforce system to respond quickly to immediate and long term needs of employers by connecting job seekers to employers seeking employees with in-demand skills and credentials.

If you or your organization would like to know more about how the WDB will do this work, or you would like to help achieve these goals by participating in WDB activities, please contact Melissa Kirsch, WDB Executive Director, at 985-875-9275 or firstplanning@bellsouth.net.

Public Comment

Copies of the draft local plan are available to the public for comment on the FPD's website (www.triparishworks.net).

A comment period of thirty (30) days will be provided. Formal comments will be received from members of the public, partner agencies, and representatives of business and labor organizations. Any comments concerning the WIOA plan should be addressed to Mrs. Melissa Kirsch, Workforce Development Board Executive Director, 317 North Jefferson Avenue, Covington, LA 70433 or by email at firstplanning@bellsouth.net. Any comments received will be submitted to the Louisiana Workforce Commission as an attachment to the plan.

Section I. Regional Strategic Planning Elements

See Regional Plan for this component.

Section II. Local Operational Planning Elements

A. OVERVIEW OF LOCAL WORKFORCE DEVELOPMENT AREA

The FPD serves the workforce needs of Plaquemines, St. Bernard and St. Tammany parishes, which together comprise the eastern part of the greater New Orleans region starting north of Lake Pontchartrain and extending out into the Gulf of Mexico. The tri-parish area boasts a wide range of industries from Healthcare, Manufacturing and Retail in St. Tammany Parish to Oil and Gas Manufacturing and Maritime Transportation in Plaquemines and St. Bernard. The economy is diverse, vibrant and growing due to the parishes' quality of life, top-notch K-12 education systems and close proximity to the culture and entertainment of New Orleans.

The Regional Plan contains a detailed analysis of the regional economic conditions, the knowledge and skills needed to meet industry demands, current labor force data/trends, and the educational and skill levels of the workforce. The charts below provide an additional snapshot of the tri-parish area.

BY THE NUMBERS

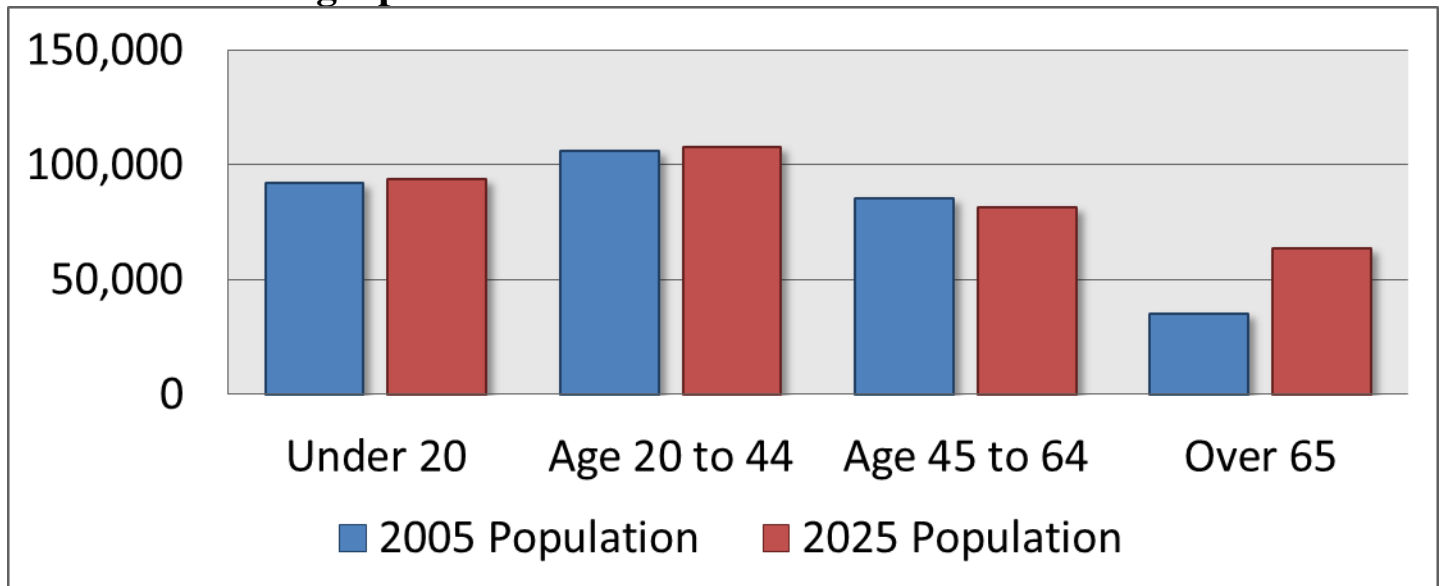
330.3K 2018 Population	7% Population Growth for the Last 5 years	347.1K Projected 2023 Population
127,010 Total Jobs (2018)	6.5% Projected 5 year growth	135,312 Total Jobs Projected by 2023
Average Earnings (2018) Unemployed (1/2018)	\$57,100 6701 (4.7%) (up slightly from 4.5% - 1/2017)	

TOP OCCUPATIONS IN DEMAND

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	Openings	Median Hourly Earnings	Pct. 10 Hourly Earnings
Registered Nurses	2,738	3,054	316	12%	610	\$27.49	\$20.96
General and Operations Managers	1,954	2,226	272	14%	472	\$40.24	\$21.52
Customer Service Representatives	1,187	1,406	219	18%	399	\$12.32	\$8.52
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,637	1,851	214	13%	386	\$28.60	\$16.35
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,890	2,121	231	12%	354	\$14.50	\$9.92
First-Line Supervisors of Office and Administrative Support Workers	1,209	1,372	163	13%	319	\$20.77	\$13.73
Heavy and Tractor-Trailer Truck Drivers	1,280	1,472	192	15%	304	\$18.51	\$12.19
Maintenance and Repair Workers, General	1,298	1,452	154	12%	289	\$15.78	\$10.06
Accountants and Auditors	801	956	155	19%	289	\$28.45	\$18.87
First-Line Supervisors of Retail Sales Workers	1,333	1,447	114	9%	266	\$16.95	\$11.04
	15,328	17,357	2,029	13%	3,687	\$23.32	\$15.00

- The top 10 occupations in this chart represent 22% of openings expected over the next 5 years.

Tri-Parish Demographic Shift



- In 2005, the 65+ population was just 34,848; 45,680 in 2015, 55,000 by 2020 and 63,542 by 2024.
- As indicated in the regional plan, the significant increase in the 65+ population will have an impact on the workforce, creating a potential shortfall of available workers.

1. Workforce Development Board

The FPD WDB was re-established in compliance with the Workforce Innovation & Opportunity Act (WIOA) for the parishes of Plaquemines, St. Bernard and St. Tammany. In partnership with the Chief Elected Official (CEO), the Board develops the local plan, sets policy and conducts oversight of the tri-parish areas workforce development system and activities. A current WDB membership list is included in this document as Attachment #1. Also included in Attachment #2 are the WDB Bylaws and current board committee descriptions.

By mutual agreement of the Chief Elected Officials of the three parishes of the First Planning District Consortium, one official serves as the Chief Elected Official (St. Tammany) to the Workforce Board, and another parish acts as the Administrative Entity/Grant Recipient (St. Bernard) of the WIOA funds. Attachment #3 is the Multi-Jurisdictional Agreement between the three parishes.

The Board serves as strategic leader and convener of employers, workforce professionals, education providers, economic development agencies and other stakeholders to drive innovation and build workforce alliances that can provide services to meet the needs of businesses. This group is also the Quality Assurance Agent for public funds ensuring that the public workforce system is demand-driven, efficient and effective, and is of value and has impact in our local communities. The Board strives to lead the development of strong, vibrant economies where businesses thrive and people want to live and work. The WDB is committed to creating a shared vision with its partners of how the local workforce development system should meet the needs of a demanding workforce. FPD's plan drives the delivery of workforce services and allows flexibility in developing and improving strategies to meet local needs.

Business sector members are appointed from individuals nominated by local business organizations and business trade associations. Public sector members are appointed from individuals nominated by their respective agencies or organizations and/or the Chief Elected Official of the respective parish. The CEO has final approval of all appointments to the board and membership requirements are in accordance with the WIOA law and regulations.

The WDB elects a Board Chairperson from the private sector members. The Board Chairperson presides over all meetings, as well as establishes and appoints committees and assign duties and responsibilities to the committees as deemed appropriate.

The Board was re-invigorated in late 2015 with the passing of the new WIOA legislation and the onboarding of many new members. The Board has embraced their new role, re-evaluated their mission and strategic priorities and is now working on fulfilling goals in 2018/19 that include:

- Creating and fostering business partnerships that bring the best return on investment back to the tri-parish area, the region and the State of Louisiana.
- Building sound partnerships to collaborate with workforce, education and economic development efforts to ensure economic vitality to the region.
- Creating an efficient and effective platform for servicing job seekers and the hardest to serve populations
- Building a solid infrastructure that can exceed the demands and needs of business/industry, job seekers and partners within our region.
- Paving the way for transitioning to the new workforce development system while becoming responsive to and integrated with our communities.

The Workforce Development Board is responsible for:

- ▶ Selecting the One-Stop system operator with the agreement of the Chief Elected Official;
- ▶ Identifying and selecting eligible providers of adult, dislocated worker and youth career and training services, and maintaining and approving a list of eligible providers with performance and cost information;
- ▶ Negotiating and reaching agreement on local performance measures with the Chief Elected Official and the Governor;
- ▶ Coordinating workforce activities with economic development strategies and developing employer linkages;
- ▶ Carrying out regional planning responsibilities required by the State and in accordance with WIOA; and
- ▶ Reviewing and evaluating the Tri-Parish Works Center activities for effectiveness and compliance with the Act.

The Board utilizes data in new and more effective ways to drive strategic planning, determine operational efficiency, and monitor performance outcomes. The WDB works together with other boards within the region, as well as LWC to collect data and conduct analyses. This is done to identify employer needs for talent, as well as to determine which industries anticipate growth and/or to determine to what extent the talent pool meets employer requirements. Relevant workforce intelligence is critical to evaluating the workforce system as a whole and is a basis for continuous improvement opportunities. The Board uses data from multiple sources, including but not limited to: Louisiana Occupational Information System (LOIS), Helping Individuals Reach Employment (HiRE), EMSI, economic development agencies, and direct contact with employers.

The WDB makes available to the public, on a regular basis through open meetings and on their website (www.triparishworks.net), information regarding the activities of the Board, including information regarding the local plan, board membership, meeting minutes, the designation and certification of the One-Stop operator, and the award of grants or contracts to eligible providers.

The Board has a staff that functions in conjunction with the Administrative Entity/Grant Recipient and includes the Executive Director, Fiscal Manager and a Program Liaison to the Centers. The Executive Director is responsible to the Administrative Entity/Grant Recipient and communicates regularly with the Board and CEO for reporting purposes. See Attachment #4 for the FPD Organizational chart. The WDB staff performs functions related to the Board, including duties associated with Board meetings, correspondence, planning recommendations, monitoring, fiscal reporting and other related responsibilities.

The Board is dedicated to identifying and promoting workforce development strategies that positively impact the economic wellbeing of Plaquemines, St. Bernard and St. Tammany Parishes. The Board supports the governor's statewide vision for "Putting Louisiana First" by creating an environment in which our businesses can grow and our people can prosper.

OUR VISION is sustainable employment through strategic human capital investments that produce positive economic returns for our businesses and our communities.

OUR MISSION is to serve as **"THE VOICE OF BUSINESS"** to communicate employment needs and to influence the direction of all workforce development programs and services in order to ensure a business driven system.

OUR VALUES: Members of the FPD WDB honor the following Core Values:

- Visionary Leadership that advocates human capital development
- Service Excellence grounded in professionalism and respect
- Innovative responses to workforce needs that drive economic vitality
- Stewardship of assets and resources focused on local and regional community priorities
- Collaboration with regional workforce, education and economic development partners
- Dedication to building and sustaining a strong regional economy, and the well-being of our industry base
- Results that are best-in-class and provide a high rate of return on public investment

OUR IMPACT

- In 2017, served **500** businesses in the tri parish area helping them to post and fill more than **7,600** job openings
- Our Business & Career Solutions Centers received more than 15,000 visits last year from residents
- We directly invested approximately **\$500,000** to train more than **140** local residents with the skills they needed to fill the jobs of our local employers
- Of those individuals receiving funding for training activities, **90%** obtained employment at an average hourly wage of **\$15.46**

OUR FOCUS AND GOALS

The FPD WDB currently has three areas of focus. These areas include: **Business Engagement, Partnership Development and Quality and Effective Center Services.** The Workforce Board's committee structure was developed to support these areas of focus and will provide information and assist in carrying out activities under the WIOA law. The work of these committees will enable the local area to strategically invest in human capital to sustain economic vitality, while maintaining a concentration on serving the hardest to serve, vulnerable populations or priority service groups as defined in local policy.

Business Engagement has, and will continue to be a priority for the Board. The Workforce Board has priorities in place to: broker new relationships with businesses, communicate board purpose and direction and create a consistent information loop with businesses and stakeholders, as well as collaborate with businesses to engage industry leaders in workforce development solutions and sector strategies and career pathway development.

The FPD WDB intends to create a one-stop delivery system that brings together workforce development, education, and other services in a seamless customer-focused service delivery network that enhances access to the programs' services with the goal of improving long-term employment outcomes for individuals receiving assistance. **Partnership Development**, collaboration among service providers and the integration of activities to the fullest extent possible is a main priority for the Workforce Board.

The main objective in engaging job seekers is to provide the resources and tools through the Tri-Parish Works Centers for which an individual can drive their career path and gain talent development opportunities to obtain and retain employment. The Board wants to ensure that the Centers provide **quality and effective services** within the local communities. This will be accomplished through a review and certification of the Centers based on specific criteria established and approved by the Board. The intent is to go beyond the basic certification required by LWC and create an evaluation criterion that will ensure continuous improvement and a higher standard of excellence certification that the Centers can work to achieve. Positive outcomes are already being realized as all Center staff have received the National Workforce Development Professional certification. The One-Stop Operator is working to have all staff obtain a Resume Writing certification as well.

It is understood by the Workforce Board that more effective outreach to **individuals with barriers to employment**, and more effective strategies in preparing those individuals for success in employment must be

established. A concerted effort is needed to engage previously “untapped talent” in career pathways in in-demand industries that truly emphasize the asset and value these individuals bring to the workforce. The overarching goal for job seeker and employer engagement is to better facilitate sustainable employment through strategic human capital investments that produce positive economic returns for our business/industry. The focus will be on the hardest to serve, vulnerable populations (“untapped talent”) within our communities. The main objective in engaging business/industry is to provide sector leaders a platform from which they can influence the regional training pipeline so its output of human capital is more relevant to current and projected future need.

The strategies and services the FPD WDB will utilize to facilitate employer engagement and deliver career services within the Tri-Parish Works Centers, springs from its already strong partnerships with local and regional economic development entities, chambers of commerce, industry associations, K-12 education system, post-secondary education, local and state government entities and non-profits.

Strategies and services identified to reach the Boards’ strategic priorities include:

- Active participation in regional leadership events and other work groups for the purpose of streamlining services offered to employers, tracking employer service delivery, aligning business outreach efforts with other partners. This ongoing effort has helped workforce areas work together much more effectively to assist sector partnerships and individual employers.
- Board membership reflects its commitment to serving its key industry clusters. This ensures that its outreach activities are well aligned with key sectors. Currently, the tri-parish area’s demand sectors align with the region’s and include: Construction, Manufacturing (including Oil and Gas), Healthcare, and Transportation and Logistics (including Maritime). Information Technology and Coastal Restoration are potential emerging and specialty sectors that will require focus from the regions’ Workforce Boards.
- The Workforce Board is facilitating the guidance and information for sectors to support and develop apprenticeship opportunities. This strategy will increase sector employer cooperation around critical occupational training.
- The Board intends to continue to build a solid reputation as a “go-to” resource for economic developers seeking timely labor force data and analysis, as well as seamless staffing services.
- The Board continues to participate in forums and other structured educational activities that help employers address current employment life cycles issues. This includes, but is not limited to involvement in K-12 Jump Start initiatives and other career pathway activities involving our community and technical college system and industry associations.
- Business Service Consultants (BSCs) have been assigned to targeted sectors as well as given specific responsibilities for communicating business needs to and working with the various partner programs.
- Participation in the regional business services team allows the BSC to develop regional relationships and work with staff in other workforce areas to provide seamless services to business throughout the region.
- Focus on serving the hardest-to-serve, vulnerable populations or priority service group as defined in WIOA law.
- Align local Center policy and service delivery with the Workforce Board strategic priorities, defined targeted industry sectors and real time labor market data.
- Develop and implement strategies with all core partners that place the customer at the center of all activities.
- Develop, implement and support talent development strategies such as career pathway options, sector strategies, registered apprenticeships, work experiences and on-the-job training activities to meet the needs of job seekers and business/industry in our local area and region.

- Establish and support Career Pathways as a model for skill, credential and degree attainment for participants to secure jobs that provide opportunities for economic independence and family stability.
- Review Center activities to ensure quality and effective services and provide certification status.

2. Role of the Grant Recipient/Administrative Entity

The St. Bernard Parish Government Workforce Programs department is responsible for the administration of the WIOA federal award and all related financial transactions. A top priority of the department is to ensure compliance with the applicable Acts, Federal Registers, OMB Circulars, State Directives, WDB policies and generally accepted accounting principles. Records are kept that adequately identify each Federal grant fund and contain information pertaining to the grants including authorizations, obligations, unobligated balances, assets, liabilities, expenditures and income. Current financial systems allow for effective fiscal and internal control and accountability for funds, property, and other assets to guarantee they are used solely for authorized purposes.

A budget is prepared annually for all WIOA formula and supplemental monies, including all discretionary grants for programs, services and projects, in alignment with WDB priorities and Federal and state requirements. The Board priorities take into account the responsibilities to meet performance standards, operation of the Tri-Parish Works Centers, and the expending of funds appropriately and in a timely manner to comply with WIOA requirements. The Board Director provides budget oversight, direction, and coordination in alignment with applicable parish government budget processes and cycles.

The Workforce Programs department has formulated criteria to ensure that funds are equitably charged to the titles and activities that actually benefit from these funds. Direct costs are identified specifically for a program and directly charged to that program. Shared direct costs are readily assigned to multiple programs and are consolidated into a cost pool and subsequently distributed using an appropriate allocation method. The Fiscal Manager reviews cash balances and orders funds to meet immediate cash disbursement needs. Expenditures are calculated by funding source and cash ordered to cover those payments to be made at a date closely coinciding with receipt of the funds. These requests are made via email and funds are wired to the bank. See Attachment #5 for the Financial Management policy.

In addition to the above processes, the Executive Committee regularly reviews expenditure reports, monitoring activities and audits to ensure the fiscal agent is operating effectively and efficiently and within the appropriate laws. This information is also shared with the CEO and the Administrative Entity/Grant Recipient. Any inappropriate or unacceptable findings would be discussed by the Executive Committee and CEO and brought to the full board for action if necessary.

3. Description of local One-Stop Delivery System

The Louisiana Workforce Commission has charged the WDB with the responsibility of ensuring that Center services are business customer focused and outcome based. In response to this priority, the FPD, through its integrated service delivery model, has formed a single staff structure for all centers, thus creating a more efficient and streamlined system. The Tri-Parish Works Centers fall under the authority of the WDB, who already has administrative personnel in place to adequately provide guidance and direction to personnel within these centers.

The WDB has currently designated two (2) Center locations in FPD's service area:

St. Bernard/Plaquemines Business and Career Solutions Center, 3700 LaFontaine Street, Chalmette, LA 70043

St. Tammany Business and Career Solutions Center, 520 Old Spanish Trail., Slidell, LA 70458

The process by which the WDB and Chief Elected Official made this designation involved mutual agreement by the partners, the Chief Elected Official and the WDB, who subsequently approved the designations of the centers for FPD.

As required in WIOA law, the WDB engaged in a competitive procurement for the role of the One-Stop Operator for the local area. The Board decided to procure a One-Stop Operator in combination with the Center Leadership role. A contract was awarded in May of 2017 and included the following requirements:

- overall management of the One-Stop delivery system
- coordination and facilitation of the delivery of workforce services with the Centers throughout the local area
- serve as liaison to the community, partner agencies and employers for the workforce system

The contract was renewed in May of 2018 based on successful outcomes by the Provider.

The FPD currently has WIOA staff co-located with Wagner-Peyser, Vocational Rehabilitation and Veterans Employment program staff in the comprehensive center located in St. Tammany parish. This center has integrated program functions which has resulted in a more proactive exchange between staff and customers and maximizes staff's knowledge and abilities and results in a more effective and efficient operation. This Center just recently moved to a new location to allow space for Vocational Rehabilitation staff and to also be in the same building at the Community Action Agency which handles the CSBG and HUD programs for St. Tammany. Additionally, there are on-going conversations with St. Tammany Adult Education programs to provide Hi-Set classes at the Center on a part-time basis in the very near future.

The St. Bernard/Plaquemines BCSC serves as an "affiliate site" and has just recently moved to the Nunez Community College campus. This center is co-housed with Carl Perkins staff, as well as the Adult Education programs for St. Bernard Parish. Conversations are underway to set up a satellite location in Plaquemines Parish on a part-time basis to ensure services are being made available to the area.

While local workforce development boards are required to ensure Centers meet the minimum state certification criteria, they are also able to include additional criteria. The WDB's intent is to evaluate the effectiveness and quality of services and activities delivered in and through the Centers. In addition to the criteria implemented by the LWC, the Board identified additional criteria, such as higher levels of quality, performance and service coordination. The Board will certify the Centers within the tri-parish area utilizing a locally developed criteria every two years.

Central to FPD's workforce development initiatives is the continued enhancement of the Centers. Through physical co-location of partners, the local centers serve as convenient access points for employers, the community-at-large, and for groups targeted for services under WIOA Title I, Wagner Peyser, Veterans Employment Programs and Trade Adjustment Assistance (TAA). The principles that support the FPD's service delivery model includes:

- Guidance of investments by business demand to high wage, high growth local industries
- Streamline services through complete integration of partner staff;
- Development of new business and job seekers services in response to customer demand;
- Improvement of Center tools to enhance and increase the efficiency of service delivery;
- Improvement of outreach efforts to all customer segments, especially those hardest to serve vulnerable populations;
- Implementation of meaningful system-wide performance measures; and

- Establishment of a continuous improvement program to drive program activities and performance expectations.

The FPD embraced and implemented the **integrated service delivery model** designed by the State, which includes two areas of concentration: Business Services and Career Services. WIOA and Wagner-Peyser staff work side-by-side in an integrated setting to provide seamless service delivery to job seekers and businesses. Customers entering centers are served via a customer entry triage strategy. Center staff conduct a brief, informal interview/assessment with each new customer to determine which of the cohort groups he/she fits into: 1) Workforce Ready in a Demand Occupation, 2) Workforce Ready, Not in a Demand Occupation, or 3) Case Management.

Individuals will have easy access to all programs with the current model in place. Currently, Unemployment Insurance (UI) claimants and Food Stamp recipients considered “able bodied to work” are linked immediately to the local centers, which allows for a quick intervention and development of an individual employment plan. Those identified as needing services beyond Basic Career Services are identified quickly and moved into additional activities (Individualized Career Services and/or Training), which include, but are not limited to career assessments and counseling, remedial and occupational training, on-the-job training, work experience, etc.

Each center has a self-help resource area as the central core. Those customers needing assistance accessing service have knowledgeable staff available to provide help on use of Internet, software programs, resume development, etc. All center staff are trained to recognize customer needs for facilitated self-help and will direct customers to Individualized Career services as required. All job seekers have access to job listings and on-line resume services.

The service delivery model is designed to accomplish the following:

- Ensure that the business needs of hiring, retention, training, and advancement of workers is the driving force
- Connect businesses that are looking for qualified workers and individuals seeking employment;
- Ensure universal access for all job seekers to Basic Career Services
- Ensure quality services are provided to job seekers and incorporate customer choice
- Create seamless processes and ensure all job seekers get the information necessary to obtain required services
- Eliminate duplication to maximize resources for improved service delivery

4. Services to Job Seekers (Adult and Dislocated Workers)

To ensure that job seekers get to “the right service the first time,” FPD WDB is providing a standardized framework for how customers enter the system, how they are assessed for services needed, how they access services and how offices are designed and staffed to meet the needs of job seekers. We have incorporated eight principles into our delivery model:

- System design starts with economic drivers and backs into services.
- Job seekers have access to a minimum set of services that are promised and delivered.
- Services are designed and driven by identified needs and wants of employers.
- Job seekers receive a service without having to know the funding stream.
- All services are designed and delivered to meet high quality standards and customer satisfaction.
- Improve job seekers job readiness through implementation of assessment, remediation and certification.
- There is a continuous improvement strategy for service delivery within Center activities

It is the intent of FPD and its partners to provide a progressive delivery system of workforce development services, contained within a single point of contact, in a customer-friendly, accessible environment. The partners share a vision of how these centers should serve the needs of customers in a user-friendly environment.

The following targeted populations are considered to have priority of service under the WIOA Adult funding stream:

- Veterans and eligible spouses
- Recipients of public assistance
- Low-income individuals
- Individuals with a Disability
- Individuals who are basic skills deficient
- Unemployed and underemployed

Dislocated Workers, as defined in WIOA law, are also targeted for re-employment services and activities through the Dislocated Worker funding allocation.

Additional groups include: Ex-offenders, Individuals with multiple barriers to employment, Displaced Homemakers, Homeless, and Individuals with limited English proficiency.

The LWC Re-employment initiatives will serve as the catalyst to drive more qualified job seekers to the Centers and create a pipeline of qualified workers with the skills, credentials and attitudes employers are seeking in applicants to fill vacancies in demand occupations. Services at the centers are delivered through facilitated self-help and group activities. In addition, customers not needing staff assistance can access services outside of the centers through LWC's internet-based MIS system. Through HiRE, the centers can maximize customer choice, providing the ability to directly enter the labor exchange process by either self-identification or through staff assistance. The system provides job seekers direct access to employer listings through the self-service component, as well as the ability to complete skill-based resumes.

This integrated delivery model implements an ongoing "assessment process" that includes both "initial" and "comprehensive" assessments. Assessments are conducted to ascertain the academic levels, skill levels and service needs of participants. This process includes a review of basic skills, occupational skills, prior work experience, employability, interest, aptitudes, supportive services needs and developmental needs of individuals.

At a minimum, job seeker services include initial registration, Wagner Peyser enrollment, and, when applicable, WIOA enrollment, with the appropriate staff-assisted first service.

Career Services shall include both Basic Career and Individualized Career services as appropriate based on job seeker need. The Basic career services available to all Center customers may include, but are not limited to: orientation, intake, eligibility determination, skill assessment, job search and placement assistance, labor market navigation and job referrals. The skills development team delivers basic career services such as learning how to apply for jobs using the Internet, developing resumes that match specific jobs, analyzing job skills, determining life-long training needs, etc. By matching customers with identifiable services, staff can quickly determine customer needs and direct customers through the system to other services as required.

Those customers needing additional assistance have access to individualized career services and training opportunities. Staff-assisted individualized career services include, but are not limited to comprehensive assessments, counseling, case management, and pre-vocational services.

Training services can be critical to the employment success of many adults and dislocated workers. Based on availability of funding, these services are accessible to individuals who are WIOA eligible and assessed as in

need of these specific services and demonstrate an ability to benefit, regardless of their special population or group status. These services will focus on targeted populations, which include Veterans and eligible spouses, recipients of public assistance, low-income individuals, individuals who are basic skills deficient, individuals with disabilities, unemployed/underemployed, and Dislocated Workers. All services are coordinated with relevant agencies and co-enrolled if participating in multiple program activities, whether concurrent or sequential. Available training activities include, but are not limited to: occupational-skills training, individual training accounts, on-the-job training, customized training, work experience, internships, apprenticeship programs, and transitional jobs.

The selection of training services are conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance.

UI beneficiaries must report to the Center at specified “Service Points” as a requirement of continued eligibility to receive UI benefits. UI recipients entering a Center shall receive an orientation to the Center services. Special emphasis is placed on those claimants most likely to exhaust their benefits. Re-employment Services offered to claimants focuses on better integration and connection between the UI claimant and center services. Early connectivity between the claimant and employment and training opportunities yields rapid re-employment and a reduction in claim duration.

Workforce Ready, in a demand occupation

When an initial assessment indicates no significant barriers to employment, and that the job seeker has skills, credentials, certification, education, soft skills, previous experience, or a combination of these factors that qualifies them in a “Demand Occupation,” they are sent to Center staff performing business services for job referral.

Career Specialists review the job seeker’s skills comparing them to specific demand occupation job vacancies, match those skills to the job vacancies, and make a staff referral. The Specialist who made the referral, or who is case managing the job seeker, conducts a formalized follow-up process, such as a 30,60, 90 day cycle, with documented reassessment. Alerts and electronic messaging available in HiRE may be utilized.

Center staff conduct robust and effective follow-up, reassessing as necessary. This is critical because continued failure to achieve employment may indicate the existence of a barrier to employment that was not identified earlier in the assessment process.

Should follow-up for any job seeker on the Workforce Ready track show continued unemployment, more individualized career services may be indicated. These job seekers are moved to the Case Management track.

Case Management Track

Job seekers who have poor or large gaps in their work history, limited, obsolete or unknown skills, limited education, lack credentials, lack soft skills, have significant barriers to employment or a combination of any of these factors; and any job seeker determined most likely to exhaust their UI benefits are considered “not workforce ready”.

Job seekers who are “not workforce ready” are provided Individualized Career Services, consisting of a minimum of a comprehensive assessment and development of an individualized employment plan (IEP) in the context of case management. A comprehensive assessment is done as a client centered approach to evaluating the needs of a participant without regard to services or training program availability; the purpose being not to match the job seeker to what is available, but rather to determine the job seeker needs. The assessment process

includes behavioral observations and may also require the use of structured assessment tools. Other information gathered may include detailed work history, family support available, social service affiliations, offender status, and a detailed education history.

The comprehensive assessment is the foundation for development of an IEP. This should be an ongoing process that identifies the job seekers employment goals, appropriate achievement objectives, and the right combination of services to assist in achieving goals and objectives.

Case management requires a regular follow-up and review or revision of the IEP, until such time as the job seeker becomes workforce ready or enters a training program. In either case, follow-up is critical until the job seeker attains employment.

Primarily, the Centers use the HiRE system which provides job seekers, businesses and workforce development staff with access to workforce information, job openings, training providers, ONET data, resumes, transferable skill matching, assessment tools and other features, helping them make informed career decisions.

5. Services to Employers:

Under Business Services, the FPD has taken a strategic approach to develop and maintain relationships and partnerships with the business community. FPD ensures services and service delivery methods meet business demands, including improvement of existing services and development of new business services. The goal is to move to exceptional high quality standards for delivery of employer services, focused on: 1) job vacancy processing from receipt to follow-up, 2) recruitment services, and 3) optimum connections between the business and job seeker community.

The FPD WDB, in collaboration with the other Workforce Boards in Region 1, is committed to pursuing a regional workforce development strategy in order to maximize and leverage the broad array of resources available in the Greater New Orleans region to ensure a skilled workforce for business and industry. The focus is on employers as the primary customer. The Region 1 WDB partnership has established strategies to bridge the gap between job opportunities and the pool of qualified workers. This regional approach to workforce development is very effective in addressing workforce issues and shared goals. Together, the Boards are minimizing redundancies and gathering more clout and resources. The partnership action agenda includes a focus on industry sector strategies, targeting of high demand, high growth and high pay occupations, integration of services and resources within a single point of contact for employers with seamless processes, forms and requirements, and the development and/or support of career pathway initiatives. The Region 1 Boards have created partnerships with critical workforce stakeholders, such as LWC, economic development entities, post-secondary institutions, local unions and private industry to obtain feedback necessary to create business services that will better meet businesses' demand occupations in key industry clusters.

With these regional partnerships in place, the Boards plan to create a coordinated framework that includes a variety of strategies that are planned and responsive to economic drivers, rather than reactive. This will enable the regional system always to be ready to respond regardless of the economic climate.

The Board, in conjunction with the regional WDBs, have redesigned the services provided to businesses. This approach to serving businesses is a regional process that includes a Regional Industry Coordinator position that will provide guidance on these activities. This regional process will connect back to the Business and Career Solutions Centers at the local level. Within each Business and Career Solutions Center is Recruitment and Placement staff. In order to become more responsive to employers and meet their immediate and long-term

needs, it is essential that these staff members understand the skills that are in demand and market services to a more diverse job seeker pool through more aggressive outreach and recruitment.

The Recruitment and Placement staff is the bridge between the business community and job seeker. This team coordinates with the Business Service Representatives and the Skills Development staff to actively recruit and refer job seekers who meet the specified qualifications of employer job openings.

The Business Services team develops and executes workforce development strategies that meet the employment and training needs of the regions' employers, to increase the market penetration rate in the community. Members on this team will deal directly with employers to identify employer needs, propose solutions to employment and training problems and to promote the services and programs. This team will analyze industry, employer and labor market data and research the best policies, procedures and programs in order to develop recommendations for appropriate business solutions. Additionally, they forge on-going relationships with businesses and solicit hiring information based on current and future employment needs.

FPD is identifying and targeting high growth/high demand occupations that are vital to the economy by:

- ▶ Analyzing economic indicators, labor market information, census and educational data and discussions with businesses;
- ▶ Developing strategic partnerships with agencies such as economic development entities, chambers of commerce, unions, industry groups, and technical and community colleges to help identify industries that may benefit from OJT and/or customized training;
- ▶ Targeting and marketing to these identified industries; and
- ▶ Implementing business services activities

FPD is working with other critical stakeholders to identify and market to those industries with high growth, high demand occupations for potential OJT and customized training projects. Through these partnerships, the Region 1 WDBs have been able to create integrated business services that will better meet businesses demand occupations in key industry clusters. The Board has been able to identify the industries that will be targeted with WIOA funds.

The FPD uses a number of methods to determine the needs of businesses on both a local and regional basis. These methods include: 1) use of various labor information from LWC and other national sources; 2) employer focus groups and survey loops; 3) strategic regional partnerships with critical stakeholders including economic development entities and chambers of commerce. These methods provide up-to-date information on job requirements, skill shortages and training needs, assistance in the development of training curriculum and a compilation of system needs and other services needed by businesses.

The Board expects a single point of contact for employers within the employment and training system, provided through the services available from the local Business Services Team.

The FPD WDB has become very engaged in ensuring the success of the Business Services activities within the tri-parish area and the region. The Business Engagement Committee is very involved in the oversight of these activities and is working closely with Center staff to improve services to the business community. In addition, the Board supports the Business Service performance metrics implemented by LWC. These metrics include: 1) overall business market penetration, 2) employer-based training, and 3) repeat business customers.

6. Youth Activities

The WDB and educational institutions, along with other groups interested in youth, work in a collaborative effort to create a system of knowledge and skill attainment for youth. Youth programs are designed to broaden and enhance youth's connection to comprehensive, integrated services which have as a strong focal point, the completion of school through achievement of a diploma or HiSET, the strengthening of basic skills, employment, internships, post-secondary training and beyond, as well as apprenticeships when feasible. Local technical and community colleges work in partnership with businesses to align their curriculum and teaching methods to adapt to the needs of the employers in the community.

FPD's effort is to work with special populations, such as homeless, runaway, foster children, pregnant or parenting teen, youth offenders and youth in single parent households, to provide guidance and mentoring services to influence entry into educational and skill training. The WDB requires local centers to develop effective relationships with local Juvenile Justice Systems to meet the needs of youth within that system.

The WDB understands the importance of preparing youth for the workforce through education and training. The FPD is concentrating on developing stronger partnerships with organizations that have an interest in the development of out-of-school youth, such as Adult Education, community action agencies and other community-based organizations. Working with organizations that embrace disadvantaged out-of-school youth, such as LRS, will assist the Board in connecting with these youth and identifying their needs.

With the inclusion of Adult Education as a mandatory partner under WIOA, the Board is working to expand already existing relationships with these programs and is even exploring potential opportunities for the sharing of space and resources to best meet the needs of common participants. It is anticipated that many of these shared participants will be co-enrolled and benefit from the services of both partners.

The FPD will put major emphasis on out-of-school youth, both dropouts and those who have a high school diploma or HiSET and who are unemployed, underemployed, basic skills deficient, or have significant barriers to obtaining employment. Focus will be on assisting those youth with obtaining training in high growth/high demand occupations to meet the critical needs of the local labor market. Our goal is to ensure that all local Community and Technical Colleges and the public school system are aware of the WIOA services offered to youth. FPD will outreach to youth considering enrollment in a Community or Technical College and graduating high school seniors, who qualify as an out-of-school youth and need additional assistance to obtain their career goals.

The FPD welcomes opportunities to collaborate with Job Challenge, Job Corps and other youth programs. Efforts have been made periodically in the past through contacts and presentations to provide opportunities for partnering with these entities should an occasion present itself to work with youth who are interested in these types of activities.

FPD assists youth in gaining access to skills needed to be successful in a career, which can ultimately result in contributing to the community's economy.

- a.) The youth programs are designed to provide an objective assessment which includes a review of the academic and occupational skill levels, as well as the service needs of each youth. An Individual Service Strategy (ISS) is developed for youth registrants to identify career goals. Each registrant completes and pursues a plan to further educate and assist in an attachment to work. Through partnerships with education, technical and community colleges, advance placement at the next level

of education/training is available to registrants. Industry based certification may be achieved through a collaborative effort of educational entities and training providers.

b.) Through out-of-school, in-school and summer activities youth can experience positive interactions with peers and knowledgeable, caring adults in a success-oriented environment. This fosters holistic educational, employment and leadership skills. FPD's youth services offers the following program elements required by WIOA:

- ▶ Tutoring, studying skills training and instruction leading to secondary school completion, including dropout prevention strategies or for a recognized post-secondary credential;
- ▶ Alternative secondary school services or dropout recovery services;
- ▶ Paid and unpaid work experiences, that have an academic and occupational education component and may include summer employment or year round employment opportunities, pre-apprenticeship programs, internship and job shadowing, and on-the-job training;
- ▶ Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that are aligned with in-demand industry sectors or occupations in the local area;
- ▶ Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- ▶ Leadership development opportunities including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
- ▶ Supportive services;
- ▶ Adult mentoring, for a duration of at least twelve (12) months, which may occur both during and after program participation;
- ▶ Follow-up services for not less than 12 months after the completion of participation;
- ▶ Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of individual youth;
- ▶ Financial literacy education;
- ▶ Entrepreneurial skill training;
- ▶ Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area such as career awareness, career counseling, and career exploration services;
- ▶ Activities that help youth prepare for and transition to post-secondary education and training.

c.) Youth program designs will emphasize the following areas:

- to collaborate with education and training entities to provide academic learning opportunities with a solid academic core linked to career preparation;
 - to recruit and engage dropouts and out-of-school youth in pursuing those opportunities;
 - to develop a career plan and/or Individual Service Strategy for every youth;
 - to seek industry-based certification as a goal for every youth;
 - to document youth/student progress through integrated MIS system; and
 - to promote innovative and quality program practices through partnering for youth activities.
- d.) Career pathways are developed through services offered in the Centers and in partnership with Adult Education, the community and technical colleges, and local K-12 school systems. The activity is designed to focus on job related competencies, career plan development, job search assistance, building of motivation and self-esteem, personal counseling opportunities and post employment services.
- e.) Local educational agencies refer out-of-school youth and students who are at risk of dropping out of school to the local Centers for services. Partnerships have been established with Adult Education providers to offer out-of-school youth an opportunity to acquire a HiSET.
- f.) Summer and year round work experience programs will be offered to encourage participants to take responsibility for their learning, to understand and manage their career options, and to develop social skills and a maturity level that will help them interact positively with others. FPD is emphasizing to worksites the importance of introducing and reinforcing the rigors, demands, rewards, and sanctions associated with holding a job, as well as to impart measurable communication, interpersonal, decision-making, and learning skills. Educational/Occupational workshops are offered regularly to all those participating in work experience activities and include topics such as career exploration, financial literacy, leadership, volunteerism, customer service, life skills, etc. A combination of public and private sector worksites are utilized, including some project-based community service learning opportunities.
- g.) Policies have been developed which cover specifics pertaining to eligibility, allowable activities, incentives, etc. These policies include:
- i) The definition of “basic skills deficient” as 1) having English, reading, writing or computing skills at or below the 8th grade level on a generally accepted standardized test; or 2) are unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society. This may be determined by observation and/or written documents obtained during intake/eligibility determination for enrollment in specific youth activities.
 - ii) The definition of the youth barrier “an individual who requires additional assistance” includes the following:
 1. **Is at risk of dropping out of school** (any one of the following) as documented by, but not limited to, school records or self-attestation:
 - Is in the 11th or 12th grade and has not yet passed the required standardized testing, if any.
 - Is at least two semester classes behind the rate required to graduate on time with their high school class as documented by a school official.
 - Has a cumulative GPA of less than 2.0
 - Has repeated at least one secondary grade level

- Previously dropped out of school, but has since returned to high school.
2. **Has aged out of foster care** as documented by, but not limited to, court documentation or verification from a social services agency.
 3. **Has experienced recent traumatic events, is a victim of abuse, or resides in an abusive environment**, as documented by a school official or professional on official letterhead, by a written statement from a parent or through self-attestation.
 4. **Has a significant disability** which creates a significant impediment to employment, as documented by, but not limited to, a school Individual Education Plan (IEP), medical professional, receipt of Social Security Insurance (SSI) or through self-attestation.
 5. **Has limited English Proficiency** as documented by, but not limited to, the TABE test or through self-attestation.
 6. **Poor or no employment history** (out-of-school youth only) as documented by, but not limited to, wage records, employment records or through self-attestation.
 - Has not had the opportunity to gain the necessary knowledge, experience and skills to find and maintain full time stable employment (for more than 13 consecutive weeks) and/or has only been able to access part-time, temporary or seasonal employment.
 - Has been fired from a job within the 12 months prior to application.
 7. **LGBT Barriers** Lesbian, gay, bisexual and transgender (LGBT) individuals experience unemployment and employment discrimination at significantly higher rates compared to the rest of the American population, making it particularly important that they have full access to the services provided by the public workforce system, to help overcome the employment related barriers they encounter.
 8. **Family Barriers** (any one of the following) as documented by, but not limited to, wage records, letter from government assistance office or through self-attestation:
 - Has a family history of long term unemployment, i.e. parents/guardians have been unemployed for seven of the past twelve months,
 - During the past two years, parents/guardians have been unable to find and maintain full time stable employment; these multiple breaks in employment may have required reliance on unemployment, food stamps or other government assistance, or
 - Is a food stamp recipient or a member of a family receiving food stamps.
 - Resides in a non-traditional family setting (any one of the following) as documented by, but not limited to, court records or through self-attestation: member of a single parent household, being raised by a guardian, relative or non-parent responsible for the youth's care, or parent is currently in jail or has been in jail for six months of the past two years.
 9. **Is an emancipated youth** as documented by, but not limited to, court records or through other reputable source

If the FPD decides to award grants for youth activities, the method will consist of an RFP process and an evaluation by FPD staff of proposals based on four criteria: program design, demonstrated ability, budget and partnership development. The results of the evaluation would then be submitted to the WDB for review. Upon approval by the Board, staff negotiates the contract with the service provider.

The Board has reorganized the Youth Council into the Community Development Committee. This committee will continue to offer expertise in youth policy and assist the Board in:

- ▶ Developing and recommending local youth employment and training policy and practice;

- ▶ Broadening the youth employment and training focus in the community to incorporate a youth development perspective;
- ▶ Establishing linkages with other organizations serving youth in the local area; and
- ▶ Reviewing a range of issues that can have an impact on the success of youth in the labor market.

7. Supportive Services

The FPD may provide supportive services and needs-related payments to support the employment and training needs of WIOA eligible participants. Supportive Services may include, but not be limited to: transportation, child care, dependent care, housing, and other services that are necessary to enable an individual, who is unable to obtain the services from other programs, to participate in activities authorized under WIOA. Needs-related payments may be provided to adults who are unemployed and do not qualify for or have ceased to qualify for unemployment compensation for the purpose of enabling such individuals to participate in training services.

The FPD maintains policies, vetted and approved by the Board, addressing the use of supportive services and allowances therein. Center staff conduct an assessment to determine supportive service needs of WIOA participants. Coordination of supportive services with partner agencies is an important part of this process to avoid duplication of resources and ensure that participants are receiving all needed resources that will contribute to successful outcomes.

B. CORE AND MANDATORY PARTNERS

The FPD WDB is working diligently to reinvigorate and further establish existing working relationships with the **core and mandatory partners** as required under WIOA law, which include:

- | | |
|--|--|
| ▶ WIOA Title I | ▶ Temporary Assistance for Needy Families (TANF) |
| ▶ Wagner Peyser | ▶ Supplemental Nutrition Assistance Program (SNAP) |
| ▶ Adult Education | ▶ Community Services Block Grants (CSBG) |
| ▶ Vocational Rehabilitation | ▶ Jobs for Veterans State Grants programs |
| ▶ Trade Adjustment Assistance | ▶ Housing and Urban Development (HUD) |
| ▶ Carl Perkins Career & Tech Education in Community and Technical Colleges | |

With that said, the Board has begun regular meetings with many of these partners for the purpose of developing a comprehensive workforce system that enhances access to the program services with the goal of administering separately funded programs as a set of integrated streamlined services to customers. All partners involved acknowledge this activity as a “work in progress” that will take some time to fully develop and recognize its complete potential.

These efforts will create a true one-stop delivery system by bringing together required partners in order to have a seamless customer-focused service delivery network. An integrated system will allow partners to improve services, maximize resources, avoid duplication, and enhance outcomes for all customers. The intended results are the development of meaningful MOUs and the integration of services and resources to the fullest extent possible.

While partners have been very cooperative in coming together to create a seamless system of programs, funding limitations are also very evident. Those core programs currently involved in this process include: Title I WIOA Adult, Dislocated Worker and Youth programs, Wagner Peyser, Title II Adult Education, CSBG, HUD, Veterans Employment Programs, UI, TAA, and Carl Perkins programs under the Community and Technical College System. Board staff are working to include TANF and SNAP programs in these discussions. With additional federal guidance, an MOU and Infrastructure Funding Agreement was developed and signed by the

required partners. Still, many partners are struggling to understand the new WIOA requirements regarding the “paying their fair share” of the One-Stop Center infrastructure Costs. It is the Board’s hope that LWC, with its state partners, will ensure that relevant information is disseminated down to the local level entities in support of these efforts. The Board will continue to educate and work with all partners in understanding and following the federal directives.

The partners, through the guidance of the WDB, have adopted the following mission and guiding principles to support their collaboration:

Mission: The preparation of a skilled, successful workforce aligned to the needs of business and industry.

Guiding principles:

- **Services will be comprehensive.** All job seekers, students and employers will be served comprehensively in a seamless system that addresses their needs, coordinates services across programs, and minimizes duplication.
- **Services will be integrated.** Program activities will be coordinated and integrated where feasible. This will be accomplished through partner agencies jointly serving common customers, supporting interagency in-service training to one another, and providing information and services that most directly meet the customers’ needs.
- **Services will be made accessible regardless of entry point into the system.** This will be accomplished by providing all customers access to the full range of services available in the community, whether they are looking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, or obtain guidance on how to make career choices, or are employers seeking skilled workers.

Partners are currently exploring the following opportunities: the creation of a system orientation provided by every partner, an electronic common intake and other technology related linkages, referral and co-enrollment processes, extensive cross-training of all partner staff, and potential opportunities to share space and resources.

The partners recognize that cross-informing staff in the various programs will strengthen the system and better serve the customers. This crucial function lends itself to enhanced performance, with additional resources, talents and options, and allows the operation to constantly evolve and respond to demand from customers. It also helps to support customer satisfaction and accountability through common performance measures and to respond to an ever-changing labor market.

Another top priority of the partners is to improve access to services and establish a sound and effective referral and co-enrollment process. Co-enrollment will allow partners to leverage resources, while providing more comprehensive service delivery strategies that meet the needs of customers with barriers to employment. Additionally, partners agree coordination of services in a customer-focused manner, minimizes the possibility of subsequent re-entry into the public workforce system in cases where needed services were not provided or possible barriers not addressed.

Contributions of One-Stop Partners - The following table summarizes information about the required core and mandatory partners including the primary target groups and a summary of services provided.

One-Stop Partner	Primary Target Groups	Summary of services provided
WIOA Adult Program	Low income and Basic Skills Deficient Adults Age 18 and over with Barrier to Employment	Comprehensive re-employment and training services
WIOA Dislocated Worker	Laid-off individuals with limited	Comprehensive re-employment

Program	re-employment opportunities	and training services
WIOA Youth Program	Disconnected, low-income youth aged 16-24	Comprehensive employment and training services
Wagner Peyser Act Program	Job Seekers legally permitted to work in the U.S.	Job search assistance and universal career services
Adult Education and Family Literacy Program	Basic Skills Deficient Non-high school completers	Adult Education, HiSET preparation and instruction
Vocational Rehabilitation Program	Adults and youth with a documentable disability that can't obtain employment	Comprehensive re-employment and training services
Carl Perkins Career and Technical Education Programs	Community College career and technical education students	Financial support for training programs
Community Services Block Grant Program	Low-income individuals and families	Emergency food and shelter programs as well as employment and training services
Housing and Urban Development Program	Low-income individuals and families	Housing assistance
Jobs for Veterans Program	Veterans with barriers to employment	Comprehensive case management and career services
Temporary Assistance to Needy Families	Low-income individuals and families	Cash payments for living expenses
Supplemental Nutrition Assistance Program	Low-income individuals and families	Cash payments for food

C. SERVICE COORDINATION EFFORTS

1. Wagner Peyser

The co-location of Wagner-Peyser Employment Services in the Business and Career Solutions Centers has been in place now for many years. Wagner Peyser funded staff work side by side with locally funded staff in an integrated service delivery system. Through this integrated approach, the Tri-Parish Works Centers are able to provide an array of relevant career services including job search navigation, labor exchange, career counseling and labor market intelligence. Jobseekers, including Unemployment Insurance recipients, can also receive eligibility assessments and referrals to an array of education and training resources through the Wagner-Peyser Employment Service program.

2. Trade Adjustment Assistance (TAA)

The FPD fully supports the Trade Adjustment Assistance (TAA) program as a required partner in the Center's service delivery system. The delivery of services and benefits under the Trade Act Programs will be coordinated with the WIOA programs and partners to improve services, maximize resources, avoid duplication, and enhance outcomes for all customers.

The reemployment services that are provided to trade-affected workers under the Trade Act programs also fall within the WIOA career and training services and activities. The TAA program can provide valuable resources that trade-affected workers may access in order to facilitate training, job search, relocation assistance, and other resources. By utilizing the TAA funds for those eligible participants, the WIOA formula funds may then be leveraged to serve other non-eligible TAA individuals in need of our services.

Trade affected workers will access reemployment services in the same manner as other dislocated workers. They will be registered in HiRE and co-enrolled as WIOA Dislocated Worker participants. Local State-Merit Staff will complete all applicable forms and assessments. If training services are approved, the Trade Act program resources will be utilized to pay for the cost of training.

WIOA staff will initiate enrollment of eligible laid off employees for case management in the local centers. Once trade impacted workers are certified, local state merit staff will approve and enter the TAA program budget obligations and expenditure records in HiRE and complete the co-enrollment of these participants in TAA training.

3. Rapid Response

The FPD participates with the LWC Rapid Response Unit to provide the necessary intervention services to affected employees when required. Designated staff from the Centers are available and knowledgeable in dealing with Rapid Response activities.

Upon notification of layoff from the Rapid Response unit with LWC, Business Solutions staff are directed to participate in the Rapid Response efforts. Staff members, in coordination with the Rapid Response team members, share the workload involved in the process. Intervention services/strategies are designed based on the immediate needs of the employer. Based on information from worker orientation meetings, the team begins assessing, coordinating and planning services, allowing for maximum flexibility in each layoff.

To accommodate worker schedules and enable more employees to access services, every effort is made to negotiate on-site services and company paid time-off. When possible, Worker Transition Centers are established on-site prior to lay-off date to provide the most convenient services.

To leverage the greatest number of resources, a variety of community partners are included in rapid response services. An array of core services and, as necessary, Trade Adjustment Assistance services are provided within the established Worker Transition Centers. These temporary centers are established on-site or at a convenient location within the community to meet the immediate needs of workers prior to layoff and continue to operate until the layoff is completed and all participants' needs are met. Services include: workshops tailored to the specific dislocation event, assistance filing U.I. claims, job search, career counseling, career assessment, job and career fairs, and referrals to community and faith based resources. To ensure seamless service delivery, the affected workers are transitioned to the local Centers as appropriate for additional services.

The Rapid Response functions are also a part of the business services that are provided by the Regional WDBs. This includes the partnerships that exist with important stakeholders, such as economic development agencies and industry groups. Every effort is made to match the affected workers with companies that are growing and/or in need of skilled workers. Rapid Response events are promoted through the local television and radio networks, local newspapers, brochures and presentations at business meetings and community job and education fairs.

4. Vocational Rehabilitation

Louisiana Rehabilitation Services (LRS) is a One-Stop system partner with the FPD WDB in the tri-parish area. As partners in the One-Stop system, we continue to explore how we can streamline our service delivery for shared clients. The common focus is on creating enhancements in the coordination and access of services as

well as developing a system of services that are non-duplicative, human centered, easy to access and enriched through the use of technology. LRS is also represented on the Workforce Board.

LRS is now co-housed with the St. Tammany Tri-Parish Works Center. Through this effort, leveraging of resources and co-enrollment of clients will be more easily accomplished.

The LRS Program Coordinator for rehabilitation technology provides consultation to Business & Career Solutions Center staff and affiliate locations to improve knowledge regarding assistive technology and address other accessibility issues. In addition, the agency's Rehabilitation Employment Development Specialists serve as LRS liaisons for all Centers and affiliate locations within the region, providing public awareness and services to consumers such as building job-seeking skills and employment development. LRS, as a One-Stop system partner, is committed to the success of individuals with disabilities and assists with collaboration effort across partner programs.

The primary focus of LRS' collaboration is to identify and address barriers (e.g. policies, eligibility process, resource allocation), assure effective service provision through support of local interagency core teams, provide cross-agency training, outreach, engage in capacity building of young adults and family outreach efforts, provide continued support of innovative models and practices related to transition and provide information and technical assistance.

5. Adult Education

The FPD WDB has relationships established with Adult Basic Education providers in the tri-parish area. As partners in the One-Stop system, we continue to explore how we can streamline our service delivery for shared clients. The common focus is on creating enhancements in the coordination and access of services as well as developing a system of services that are non-duplicative, human centered, easy to access and enriched through the use of technology. Adult Education partners are also well represented on the Workforce Board.

The FPD has fully supported the State of Louisiana's restructuring of the Adult Education programs (now known as "WorkReady U") and its primary focus of putting adults to work by providing quality basic skills instruction, in addition to wrap-around student services that lead to a seamless transition to postsecondary enrollment, technical skill training, credentialing and sustainable employment. With these shared goals and the common performance metrics, the Adult Education providers will be a major asset to the One-Stop System partners and will assist the Centers in providing industry with a skilled, trained workforce.

The FPD WDB has embraced the new WIOA requirement for reviewing applications for the provision of adult education and literacy activities to ensure consistency with the local plan. The Workforce Board is handling this activity through its committee structure and coordinates efforts with the entity handling the procurement of these Adult Education programs and services.

6. Secondary and Post-Secondary Education

The focus of the FPD WDB is on maximizing tools, communication, and partnerships in support of strategic initiatives to serve clients. The Board supports Business Services, Sector Partnerships, Career Pathways, and Work-Based learning by engaging with business partners to provide organized, evidence-based information to the Board and education/training partners. This allows the Centers to guide job-seeking clients to in-demand occupations, growing industries, and opportunities for career identification, development, and growth. The WDB is committed to promoting youth career development opportunities by connecting with education partners

to ensure integration and seamless services to youth around educational opportunities for in demand occupations, including soft skills training and work-based learning positions.

Through the more robust partnerships with the K-12 Jump Start initiative, Adult Education and community and technical colleges, strategies will be developed that assist individuals in moving through the employment continuum toward sustainable careers. These collaborative relationships will help to build a strong, systematic approach through the development of local Career Pathways and each partner will help support student career development through education and work-based learning opportunities.

Workforce development programming, activities and investments will be designed and created based upon current local labor market and business demand. The Workforce Board will utilize economic reports, EMSI data, and local board knowledge in order to inform the development of services, investments in secondary and post-secondary training and identification of industry areas for work-based learning opportunities.

7. Apprenticeship Programs

FPD recognizes Apprenticeship Programs as an important component of our talent development strategies and has developed partnerships with this system in order to increase the quality of services to both employers and workers and enhance activities in support of current workforce system priorities. The FPD has educated center staff about Registered Apprenticeship in order to increase access to workforce education and training. Referrals to apprenticeship and pre-apprenticeship programs are routinely integrated into the career guidance and career exploration services offered through the local Centers, both virtually and as a part of staff-assisted services. In addition, centers are encouraged to co-sponsor career fairs and other outreach activities with the Apprenticeship system, as well as market these opportunities to both employers and workers.

8. Re-Entry Programs

The FPD has been at the forefront of re-entry initiatives underway in the local area. Leadership participates with various taskforces and activities relative to these efforts. The full spectrum of comprehensive services have been made available to re-entry program participants. These services include, but are not limited to job search and placement, resume/application preparation, interview skills, career assessments/counseling, tuition for occupational skills training, on-the-job training opportunities, as well as supportive services. In addition, the Center has dedicated up to ten percent of available training funds to provide transitional employment, which is ideally designed for these returning citizens.

The Tri-Parish Works Center currently has a staff person that dedicates time at both the St. Tammany Jail, as well as the Day Reporting Center on a weekly basis to assist those being released with job search and other employment and training related activities. Center leadership has also provided in-service training to re-entry volunteers and staff on various workforce resources and is committed to continuing this practice.

9. Veteran's Priority of Service

It is FPD's policy to offer priority of service to veterans and spouses over non-veterans for all available services, based on assessed need and availability of funding. The term "priority of service" means, with respect to any qualified workforce and training program, that a covered veteran/spouse shall be given priority over nonveterans for the receipt of employment, training, and placement services provided under that program, notwithstanding any other provision of law. Such priority includes giving access to such services to a covered veteran/spouse before a non-covered person or, if resources are limited, giving access to such services to a covered veteran/spouse instead of a non-covered person.

Veterans are identified at the point of entry, whether the person walks into a center as a new customer or self-registers in HiRE so that all veterans can be informed of their right to Priority of Service. The Veterans' representative located within the Centers work closely with staff to coordinate and offer a full array of networked and/or direct services for veterans.

The Local Veteran's Employment Representative (LVER) is directly involved with Center staff to offer direct services, and coordinate services to veterans. They are available to assist, advise, inform, and train Center staff, and fully network with all partners, employers and community providers. The LVERs conduct outreach to employers to develop jobs or training opportunities for veterans, as well as coordinate with Center partners to assist, facilitate, or act directly to serve the needs of veterans.

D. ADDITIONAL REQUIRED PLAN ELEMENTS

1. Career Pathways

The FPD WDB recognizes Career Pathways as an effective strategy to help workers acquire marketable skills and industry recognized credentials by encouraging greater collaboration across adult education, post-secondary education, and other workforce partners. The model can be adapted for youth and adults, individuals with disabilities as well as a range of individuals facing unique circumstances.

The Board supports the goals of the State of Louisiana, which includes as a priority the establishment of Career Pathways as models for skill, credential and degree attainment for citizens to secure jobs that provide opportunities for economic independence and family stability.

2. Service accommodations

FPD continues to ensure all materials and delivery methods are appropriate to diverse cultures, languages and education. Program accommodations include, as appropriate, the provision of interpreters for individuals with language barriers and/or hearing impairments who require such assistance in order to participate in center programs, large print materials and enlarged computer screens for individuals with visual disabilities, earphones with enhanced sound for individuals with hearing disabilities, etc. HiRE is JAWS enabled to assist individuals with visual disabilities to access employment and training services via the Internet. Each Center has identified staff and/or local contacts who can assist with service delivery for job seekers of other languages. Referrals to appropriate community-based organizations are made for those in need of English as a Second Language (ESL) programs. Strong linkages exist with Louisiana Rehabilitation Services to ensure Centers are trained and able to serve customers with disabilities appropriately.

3. Accessibility to Services and Facilities

The Centers are easily accessible for residents of the tri-parish area. In order to reach remote areas, the Centers utilize technology such as the Louisiana's management information system (HiRE) for individuals to register for assistance and access online learning and assessments. Case managers can communicate and facilitate service delivery virtually, when appropriate. This creates greater access to services as well as efficiency in case management practices. The Centers also allow other partners located across the tri-parish area, such as Adult Education and Community Action Agencies, to provide WIOA applications to their clients and then send to appropriate staff for the provision of next steps in service delivery.

With WIOA's increased emphasis on services to most in need populations and with the new partnerships that will be forged between WIOA, Wagner Peysner, Adult Education and Vocational Rehabilitation, it is vital that the entire one-stop system is aware of its responsibilities to provide access to programs and facilities that do not discriminate against individuals and that reasonable accommodations are always provided when feasible.

To this end, the FPD WDB will support efforts to continuously monitor the centers compliance with Section 188, whether that be an annual evaluation of accessibility of facilities or regular reviews of program requirements or updating staff about how to provide programs and services that are in compliance with Section 188 of WIOA.

Each Center location is monitored for accessibility for individuals with disabilities and meets the requirements of ADA regulations. Every effort is made to accommodate individuals who have special needs and to offer services to individuals who are assessed as in need of services and to coordinate available services between relevant agencies.

4. Provision of training services

The FPD WDB will notify providers in the local area of the opportunity to apply for status as an approved training provider on the statewide Eligible Training Provider List (ETPL). Since WIOA training opportunities are limited to demand occupations, every effort is made to identify and conduct outreach to appropriate programs. The Board approves new schools and programs consistent with State and local policies. The ETPL is the primary source of skill training and education for WIOA eligible participants. Training Contracts may also be utilized to provide groups or individuals with occupational training when indicated by employer demand and not available on the ETPL. It is anticipated that such training will yield higher outcomes and reduced costs. Consistent with WIOA, using the ETPL, participants will have an informed choice of which school they want to attend using their WIOA funding. The FPD's decision to also offer contractual training opportunities from time to time will not limit or impact participants choice to attend other educational programs.

Every effort is made to work collaboratively with postsecondary institutions to ensure that the coursework being offered is relevant to industry needs. Both Nunez Community College and Northshore Technical & Community College serve on the Workforce Board and participate in one-stop system partnership meetings.

In addition to classroom training, the FPD offers a significant array of work-based training opportunities for eligible participants. They include: on-the-job and customized training, incumbent worker upgrade training, internships, and work experience. The FPD has also added Transitional Job training to the mix of services as it is a new allowable activity under WIOA. The goal of this activity is to establish a work history for an individual that demonstrates success in the workplace and develops the skills that lead to entry into and retention in unsubsidized employment.

5. Procurement

FPD has processes for both competitive and non-competitive awarding of contracts for activities under Title I of WIOA.

The Board may award contracts on a competitive basis to providers of adult and/or youth workforce development activities, taking into consideration the ability of the providers to meet performance accountability measures based on primary indicators of performance for the specific program. The Board may also choose to award grants or contracts on a sole-source basis if it is determined that there are an insufficient number of eligible providers of workforce activities in the local area and/or public service providers are available and able to adequately deliver the necessary services.

All contracts are reviewed and monitored on a regular basis as indicated by FPD policy. Any inappropriate or unacceptable findings would be discussed by the Executive Committee and CEO and brought to the full board for action if necessary.

The Board, as required under WIOA law, released a Request for Proposals to competitively procure the One-Stop System Operator function. A contract was awarded prior to the start of the 2017 Program year.

6. Performance Measures

The following performance standards are negotiated with the Louisiana Workforce Commission on an annual basis:

WIOA Adult, Dislocated Worker and Youth

- ▶ Entered Employment rate 2nd quarter after exit
- ▶ Entered Employment rate 4th quarter after exit
- ▶ Median Earnings 2nd quarter after exit
- ▶ Credential Attainment rate
- ▶ Measurable Skills Gains

See Appendix 1 for specific negotiated levels for each category listed above.

FPD accesses WIOA quarterly reports that incorporate Louisiana wage records and data from the Wage Record Interchange System. The WDB evaluates overall performance based on the common and LWC performance measures. If performance falls short of expectations, the WDB works with the local Centers to develop a corrective action plan. The Board staff also provides technical assistance and training to those Centers that experience difficulty meeting or exceeding the measures. Training is provided to front-line staff in order to help the staff improve the quality of services delivered to customers.

7. Continuous Improvement

The FPD WDB will continue to act as a convener and strategic leader for the tri-parish area under WIOA. As such, the WDB will work with Center staff, local elected officials and regional and state partners to support job seekers success in the labor market by providing access to employment, education, training, and support services while matching employers with the skilled workers they need to compete in the global economy. The WDB will ensure that the Center is employing proven and promising practices, and where the opportunity exists, creating some proven and promising practices that may be replicated elsewhere. The Board will work to continue to build relationships with the economic development community and will align service delivery to the realities of the regional economy. The Board will continue to support sector strategies, career pathways and work-based learning and will ensure that the needs of targeted populations are being met. The WDB will focus on being informed by sound data and will create and support evidenced-based programs that will positively impact the local area and region. The Board will strive to create a top-flight local workforce system that actively supports the needs of the job seeking population and the business community.

8. Integration of case management systems

The FPD WDB is willing to help develop technology improvements that will reduce waste and increase efficiency across all core and mandatory partner programs. Unfortunately, changes to the case management systems are outside the control of the local board and partners and require state funding and decisions. However, the partners are currently discussing other ways that we can share information using technology,

especially for those individuals that are co-enrolled in multiple programs. The regional boards utilize an on-line pre-screening application process for better coordination with apprenticeship and training programs. This use of technology may be duplicated and utilized across local programs.

9. Privacy Safeguards

The FPD WDB will work diligently with partner agencies to guarantee privacy safeguards are in place to protect and maintain the confidentiality of personal identifiable information of all those served within the one-stop delivery system. Through the development of Memoranda of Understanding, processes will be identified and agreed upon by the partners. These processes and procedures will be shared with all relevant staff and monitored regularly to ensure compliance. In addition, privacy safeguard provisions will also be included as part of the cross-training efforts of the partner agencies.

10. Board Policy Directives

The FPD WDB has revised and updated local policies based on the new WIOA law to fully maximize the delivery of employment and training activities with the highest return on these federal investments. The Board staff will continue to provide technical assistance and support to the centers in the implementation of federal, state and WDB policies. When necessary, the Board staff will request additional technical support from the LWC.

Programmatic monitoring reviews are conducted on a regular basis to ensure center activities are in compliance with state, federal and WDB policy directives.

11. Public Comment

A comment period of thirty (30) days will be provided and formal comments may be received from members of the public, partner agencies, and representatives of business and labor organizations. The local and regional plan will be available to view on the FPD's website (www.triparishworks.net). A public notice is placed in local newspapers of the tri-parish area notifying the public of the availability to view the plan and provide comments. All comments received are submitted to the Louisiana Workforce Commission as an attachment to the local plan.

Section III. Joint Planning and Coordination for Local Plan

The Board views this plan as a starting point in the development of more effective and collaborative partnerships that will only enhance this working document as mutual trust and teamwork is established between all partners over the next program year. The further advancement of these partner relationships will allow the opportunity for a truly coordinated plan that all embrace and support in an effort to create an effective integrated system. All partners have been given an opportunity to provide comments and feedback to the plan.

IV. Assurances

1. The Local Area has established a policy identifying circumstances that may present a conflict of interest for a Local Board or the entity or class of officials that the member represents, and procedures to resolve such conflicts;
2. The Local Area has established a policy to provide to the public (including individuals with disabilities) access to meetings of Local Boards and local boards, and information regarding activities of Local Boards, such as data on board membership and minutes;

3. The Local Area has established a policy on fiscal control and fund accounting procedures that are necessary to ensure proper accounting for, funds allotted to the local area (this applies to Title I and other discretionary funds allotted to the local area);
4. The Local Area has established a policy which describes action to secure compliance with uniform administrative requirements of this Act, including that the Local Area will annually monitor;
5. The Local Area has a policy taking the appropriate action to be in compliance with WIOA section 188, Nondiscrimination, as applicable;
6. The Local Area has implemented a policy to ensure adult-program funds provide a priority in the delivery of career and training services and individualized career services to individuals who are low income, public assistance recipients or basic skills deficient;
7. The Federal funds received to carry out a core programs will not be expended for any purpose other than for activities authorized with respect to such funds under that core program;
8. The Local Area will not use funds received under WIOA Title I to assist, promote or deter union organizing in accordance with WIOA section 181(b)(7).

Appendix 1: Local Workforce Development Area Performance Goals

Include the local area’s expected levels of performance relating to the performance accountability indicators of performance described in section 116(b)(2)(A) of WIOA.

	PY 2017 / FY 2018		PY 2018 / FY 2019	
	Proposed/ Expected Level	Negotiated/ Adjusted Level	Proposed/ Expected Level	Negotiated/ Adjusted Level
Employment (Second Quarter after Exit)				
Adults	60%		64.7%	64.7%
Dislocated Workers	63%		64.3%	64.3%
Youth	62%		69.5%	68%
Employment (Fourth Quarter after Exit)				
Adults	58%		66.8%	64.4%
Dislocated Workers	63%		67.2%	67.2%
Youth	62%		60%	67%
Median Earnings (Second Quarter after Exit)				
Adults	\$7,500		\$5,150	\$5,390
Dislocated Workers	\$8,000		\$7,500	\$7,480
Youth				
Credential Attainment Rate				
Adults	59%		65.7%	64.3%
Dislocated Workers	62%		68%	70%
Youth	57%		64.5%	60.2%
Measureable Skill Gains				
Adults	B		B	
Dislocated Workers	B		B	
Youth	B		B	
Effectiveness in Serving Employers				
Adults	B		B	
Dislocated Workers	B		B	
Youth	B		B	

B = Baseline: A “baseline” indicator is one for which the local area will not propose an expected level of performance in the plan submission and will not come to an agreement with the U.S. departments on adjusted levels of performance. The State will subsequently issue local area guidance.