



# JEFFERSON PARISH

WORKFORCE DEVELOPMENT BOARD



## **Local Workforce Development Area 11**

**4 Year Local Program Plan**

**July 1, 2020- June 30, 2024**

**Workforce Innovation and Opportunity Act (WIOA)**



### **Overview of the Workforce System:**

**The Local Operational Plan must present an overview of the workforce system in the LWDA.**

***Organization* - The overview must describe organization and delivery systems at the local level for the programs covered in the plan, particularly how the organization effectively supports the State's workforce programs' coordination and alignment and supports integrated service delivery. The overview must include a description of the organizational structure and membership roster of LWDB members and their organizational affiliation.**

Jefferson Parish is located in southeast Louisiana, stretching 60 miles between the south shore of Lake Pontchartrain and the Gulf of Mexico's shores. A product of the Mississippi River's delta system, the now Jefferson Parish area, resulted from the river's deposit of sediment into the gulf as its course continued to change. The resulting diverse topography consists of natural land masses, bayous, swamps, lakes, bays, and islands. The Parish is bounded by Orleans Parish and Plaquemines Parish to the east, the Gulf of Mexico to the south, St. Charles Parish to the west, and Lake Pontchartrain (St. Tammany Parish) to the north. The Mississippi River bisects the Parish into two parts referred to as the Eastbank and the Westbank. The Eastbank of Jefferson Parish is generally north of the Mississippi River and is composed of Metairie and Jefferson's unincorporated areas, primarily and the incorporated cities of Kenner and Harahan. The west bank, located south of the Mississippi River, contains the unincorporated areas of Marrero, Harvey, Terrytown, Crown Point, Lafitte, and Waggaman, while Gretna, Westwego, and Jean Lafitte are incorporated. The Town of Grand Isle, located on a barrier island in the Gulf of Mexico, forms the Parish's southernmost boundary. Over the years, Jefferson Parish has transitioned from a rural parish comprised of farmland and vast undeveloped tracts to New Orleans' first suburb from the 1950s to the 1970s, to its current status as an urban business center and the most populous Parish in the State. The Parish's population is currently estimated at 434,893 persons, second only to East Baton Rouge as the most populated single Parish in the State.

**Attachment # 1 Jefferson Parish Economic Development Commission (JEDCO) is the economic development organization for Jefferson parish. It is instrumental in furthering the Parish's progress and fostering innovative initiatives to support business development.**

### **FISCAL AGENT AND GRANT RECIPIENT**

As a single parish Local Workforce Development Area, Jefferson Parish will act as the fiscal agent and grant recipient of the Workforce Innovation and Opportunity Act funds received from the United States Department of Labor through the Louisiana Workforce Commission. The Parish President will appoint the Jefferson Parish Workforce Development Board members following the guidelines and requirements established in the Workforce Innovation and Opportunity Act and the policies and procedures established by the Louisiana Workforce Commission.

## WORKFORCE DEVELOPMENT BOARD

**Attachment #2** is a description of the WDB Membership Composition.

We strive to become a high-performing, business-led Board that provides both system oversight and leads broad strategic initiatives that leverage resources beyond WIOA funding. By organizing our activities through the following three primary roles, the WDB can ensure that it fulfills this responsibility:

- **OVERSEE WIOA PROGRAMS:** Direct and monitor Federal investments and system service delivery, developing policies and standards to increase efficiency and performance.
- **FOCUS ON WORKFORCE CHALLENGES IN KEY SECTORS:** Using a sector-based approach, convene system stakeholders and develop solutions for key industry workforce challenges that leverage both WIOA and external resources.
- **PROVIDE CRITICAL WORKFORCE INFORMATION:** Make timely and local workforce information easily accessible to support employment-related decision-making by jobseekers, businesses, and other stakeholders.

Name	Sector	Organization/Agency	Term
Ceballos-Myers, Thelma	Business Representative	State Farm Insurance	02/22/2018-02/21/2021
Ewell, Joseph	Business Representative	Mgmt. Resource Specialists	02/26/2018-02/26/2021
Melissa Hopson-Sparks	Business Representatives	Ochsner	12/20/2018-12/20/2021
Barback, Lisa	Business Representative	Westbank Business and Industry Association	08/08/2019-08/08/2022
Jones, Thomas, J.	Business Representative	Sheraton Hotel	02/28/2018-02/28/2021
Lawrence, Teresa	Business Representative	Delta Personnel	02/22/2018-02/22/2021
Nunez, Rod	Business Representative	USI Insurance Services	12/20/2018-12/20/2021
O'Brien, Andy	Workforce Representative	Asbestos Workers Local 53	02/22/2018-02/22/2020 (recertification pending)
Pyburn, Thomas	Business Representative	Emeril's Homebase	12/22/2018-12/22/2021
Repka, Jerry	Workforce Representative	Carpenters Training Fund of Louisiana	02/28/2018-02/28/2020 (recertification pending)
Retziaff, Stacie	Economic Development Representative	DCFS	02/27/2018-2/27/2021
Robichaux, Al	Workforce Representative	Jefferson Council on Aging	02/22/2018-02/22/2021
Santos, August	Workforce Representative	Painters & Glaziers District Council 80	02/27/2018-02/27/2020 (recertification pending)
Seese, James A.	Business Representative	Globalstar	12/20/2018-12/20/2021
St. Etienne, David	Business Representative	Ultimate Tech Solutions Inc.	02/27/2018-02/27/2021
Valenza, John	Business Representatives	Joval Manufacturing	04/20/2018-04/20/2021
Vo, Christine	Economic Development Representative	LA Rehabilitation Services	01/28/2020-01/28-2022
Wendel, Kate	Economic Development Representative	JEDCO	01/28/2020-01/28/2022
Williams, Arlanda	Education and Training Representative	Delgado Community College	04/20/2018-04/21/2021

**Attachment #3** WDB By-Laws.

**Attachment #4** WDB Committees

The JPWDB has (4) four standing committees and a to ensure primary roles are carried through with transparency and focus on the goals set forth by the JPWDB: Executive, Planning, Operation, and Youth Committee.

Every WDB member will be required to be a member of at least one of the Committees of the Board, Excluding the Executive Committee.

### **EXECUTIVE COMMITTEE**

The EXECUTIVE COMMITTEE is empowered to act for the Board in matters about the Board's responsibilities. The Committee consists of the Chairperson, Vice-Chairperson, and the Chairperson of each Standing Committee (Planning, Operation and Youth).

This Committee is empowered by Workforce Development Board (WDB) by-laws to take action on behalf of the WDB.

### **PLANNING COMMITTEE**

The PLANNING COMMITTEE is responsible for including the review and recommendation of all proposals except for those reviewed by the youth committee.

This Committee will also be responsible for the development and review of the WIOA budget for consideration by the JPWDB and the development of relevant policies regarding the provisions of training activities.

### **OPERATIONAL COMMITTEE**

The OPERATIONAL COMMITTEE is responsible for the review and recommendation of One Stop Operator proposal and the ongoing evaluation of programs, activities, and outcomes and continuous improvement efforts toward the achievement of state and local performance goals

### **YOUTH COMMITTEE**

The YOUTH COMMITTEE is tasked with the development and oversight of a comprehensive system to address the various needs of our youths. The Committee's responsibilities are to make recommendations to the JPWDB for policies, programs, and training opportunities related to youth services in our area. This Committee also reviews proposals and makes recommendations about providers with the capacity to carry out employment and training services to youth in this Region. The Committee is capable of addressing this challenge with a thoughtful and compassionate approach.

**Jefferson Parish Workforce Development Board YOUTH COMMITTEE's Vision** for youth 14 to 24 years of age in school and out of school is a system that provides services ensuring Jefferson Parish's youth acquire the necessary skills for success in education and employment and assist current and emerging "business sectors" gain a skilled workforce.

## **Jefferson Parish Workforce Development Board YOUTH COMMITTEE Guiding Principles:**

### ***Jefferson Parish YOUTH COMMITTEE is Dedicated to the Success of Youth.***

Eligible youth have access to a wide range of programs, services, and activities that provide the best practices of training, support, and career pathway guidance that allow the opportunity for a successful transition into adulthood. Youth need positive interactions with peers and knowledgeable, caring adults in success-oriented environments to foster holistic educational, leadership, and employment skills development. Youth will be active partners in the design of the system.

### ***Jefferson Parish YOUTH COMMITTEE is Responsive to Business Needs.***

In order for our system to achieve quality employment outcomes, local business participation in the design and delivery of program activities and career pathways is essential. Participating businesses can enhance the system by articulating the skills youth need for success in the work world. Businesses are encouraged to share with education and training providers how skills are used in real work situations to help us understand the opportunities available to first-time job seekers.

### ***Jefferson Parish YOUTH COMMITTEE is comprised of Committed Partners.***

Increasing our investment in youths will ensure economic and individual success well into the 21<sup>st</sup> Century. No single agency or system partner can single-handedly achieve this alone. It will require all youth-oriented programs and providers to collaborate. All partners shall provide their expertise in youth programs. Strong linkages among partners will be developed to optimize human and financial resources, create a continuum of service interventions, and leverage funds to ensure a variety of educational, developmental, and employment-related activities.

### ***Jefferson Parish YOUTH COMMITTEE is Locally-Driven and Committed to Continuous Improvement and Best Practices.***

The effects of Covid-19 have slowed many youth goals in continuing education and attaining employment to become self-sufficient. Recognizing the needs of youths and linkages with businesses is key to the success of the youth in Jefferson Parish. Leaders of businesses and community organizations must have a commitment to collect feedback from their customer groups (youths and businesses). Customer data will be used to make modifications to program design and service interventions and respond to economic and environmental indicators such as the Pandemic caused by Covid-19.

Our goal is to assemble all the quality program practices of Jefferson Parish's emerging workforce system and build on best practices and leading models from other states and communities. To improve our current system, the YOUTH COMMITTEE will develop a program to ensure safe practices within the guidelines of the Louisiana Department of Health. The YOUTH COMMITTEE will oversee the system by taking a transparent, concise approach to identifying and addressing youth issues. This Committee will lead

the design by convening partners and advocating firm policy and quality program practices meeting the requirements of WIOA.

***Jefferson Parish YOUTH COMMITTEE places emphasis on Essential Employment Skills for Youths.***

The system will design fast-track interventions, which provide employability and skills training to build success at each step of a youth's career development.

**WDB STAFF**

The Workforce Development Board is staffed by a WDB Director, Program Planner/Supervisor to provide necessary support and coordinate the activities of the WDB.

**ONE-STOP OPERATOR**

The Jefferson Parish Workforce Development Board has issued a Request for Proposal (RFP) for a One Stop Operator for Jefferson Parish. Once selected the local plan will be updated

- WIOA One-Stop Operator, TBD

This designation was made following the WIOA regulations that require the WDB to select a One-Stop Operator through a competitive process or the designation of a consortium of three partners.

**AMERICAN JOB CENTERS**

There are two American Job Centers in Jefferson Parish located on the Eastbank and Westbank. The American Job Centers' goal is to provide every person who comes into the Center with the resources they need to meet their goals and increase self-sufficiency. We recognize that every individual has unique needs that must be addressed while at the same time understanding that the volume of customers in the centers requires most services to be provided on a facilitated self-service and/or group basis, utilizing current technology as the preferred delivery method. At our West Jefferson Center, we share space with Delgado Community College to provide intensive services such as necessary skills upgrades, work readiness skills, and workshops designed to address the needs of a wide variety of customers. At the West Jefferson Center, the Jefferson Parish Adult Education staff offers a variety of computer-assisted courses. We have found that many job seekers lack the basic computer literacy skill level to take full advantage of the resources in the HIRE system; therefore, we offer several courses, including basic keyboarding and introduction to computers through Delgado west bank center, to increase the individuals' ability in this area. In order to effectively support the coordination and alignment of the State's workforce programs and support integrated service delivery.

**Attachment #5** Organizational charts for the two American Job Centers

**The Customer Flow of Services is designed based on the following principles:**

1. All services are designed to secure employment. Customers whose primary objective is not employment should be referred to other One-Stop Partners.
2. Customers should be provided the types of services they need to secure employment. The goal is to provide a wide variety of services and have as many options as possible when developing a plan of services.
3. In order to serve a large number of customers with limited Staff, the use of technology must be maximized.
4. Most services will be self-directed or delivered in groups where WIOA registration will not occur.
5. Tracking the level of service usage and outcomes is a primary objective.
6. Customers must agree to share employment information to receive any services.
7. Not all persons can be helped by the One-Stop, and Staff must be able to determine if the services are not appropriate for the level of assistance required and take the necessary action.
8. Staff must be fully aware of all Partner services and resources in order to provide the greatest amount of assistance.
9. Although the determination as to what services are necessary for a person to achieve their goals will be made by both Staff and applicant, the applicant always has the right to refuse services. It is equally important to establish that Staff will ultimately make the determination on the services they determine appropriate.

To ensure that job seeker get to "the right service the first time," all American Job Centers provides a standardized framework when a customer visits one of the centers. They are greeted within thirty seconds and assessed for service needed, instructed on how to access services, including job placement, and how the offices are designed and staffed to meet the needs of job seekers and employers. Through the assessment, an appropriate mix of services is recommended to each customer based upon their needs. Each Center's customer flow design incorporates a methodology to identify customers' needs upfront and move quickly to access services. Resources available include job search activities, evaluation of skills, interest inventory and work preferences assessments, and exploration of career ladders.

With regard to the Youth portion of the program, the WIOA Program operator will provide the design framework as described in Section 681.460. All other elements of the youth program for in and out of school youth programs will be provided through service providers selected through the Request for Proposal (RFP) process as described below, including the required fourteen (14) program elements that are listed below. This procurement process will apply to all youth, adult, and dislocated worker career and training services being provided.

## **Services**

1. Tutoring, study skills training, and instruction leading to the completion of secondary schooling, including dropout prevention strategies;
2. Alternative secondary school offerings;
3. Paid and unpaid work experiences that have academic and occupational education as a component of work experience;
4. Occupational skill training;
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
6. Leadership development opportunities;
7. Supportive services;
8. Adult mentoring for a duration of at least twelve months that may occur during and after program participation;
9. Follow up services for not less than 12 months after the participant completes the program; and
10. Comprehensive guidance and counseling, including drug and alcohol counseling and referral to counseling as appropriate to meet the needs of the participant;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market and employment information about in-demand industry sectors or occupations such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to post-secondary education and training.

## **PROCUREMENT PROCESS**

As the fiscal agent for the Parish of Jefferson, the Jefferson Parish Finance Department, including the payroll, fiscal, and purchasing sections, will facilitate the financial transactions and assign a staff person to report directly to the WDB, involving all Workforce Innovation and Opportunity Act funding. These transactions will adhere to the fiscal policies of Jefferson Parish and will be audited under the Single Audit Act. For all other procurement transactions involving services related directly to participants of the WIOA programs, the following procedures are followed:

A Request for Proposal (RFP) will be published in the official Parish Journal and will be put on the LWDA website under procurement opportunities. The LWDA also maintains an extensive mailing list of potential service providers, and for each new RFP, a notice is sent to everyone on the list notifying them of the RFP. Once the proposals are submitted to the WDB staff, they will initially be reviewed to ensure that they meet mandatory requirements. A planning committee of the WDB or YOUTH COMMITTEE will recommend, discuss and vote on for approval by the full WDB to be funded. All proposals will be read and scored by the reviewers. For youth proposals, the Youth Committee will make recommendations to the Executive Committee. Selected

proposals will be recommended to the Workforce Development Board for funding. Contract negotiations with the YC/WDB Staff will begin after WDB approval. For other proposals, the WDB planning committee will recommend a proposal to the Executive Committee for approval. Selected submissions will be recommended to the Workforce Development Board for funding.

The YC/WDB's recommendations will be presented to the Jefferson Parish Council for the award of funds. Funding awards may be appealed to the Workforce Development Board. All persons submitting proposals shall be notified, in writing, of the recommendation concerning funding. The Board may authorize contract negotiations with the service provider, and they may state-specific conditions of any resulting contract such as the number of participants and/or cost per participant and contract total. They may reject the proposal in its entirety, or they may defer action on the proposal until a later date in order to obtain further information. Acceptance of a proposal by the Board does in no way determine that the final contract will contain terms and conditions as proposed.

### **Transfer of WIOA Title 1B Funds**

The local Board continuously monitors the expenditures of WIOA adult and dislocated worker funds to evaluate the needs to transfer funds to the program with the greatest needs. If a need to request a transfer is identified, the Board will work with the State to request a transfer to eliminate any gaps in services due to lack of funding.

**Contract Award:** The WDB will authorize the WDB staff to enter into contract negotiation with those service providers they approve to proceed to this stage of the contractual process. Contracts will be negotiated based on any specific parameters established by the WDB, as well as all applicable laws and regulations governing WIOA Contract provisions. If selected for contractual negotiations, the proposer may be required to prepare and submit additional information upon which to base further contract negotiations with the ultimate result of reaching terms agreeable to both parties to execute a contract for the provision of services solicited. The selection of a proposal for contract award is to be made after a careful evaluation by the Staff and the WDB. Each proposal will be evaluated by the Planning Committee or the Youth Committee for acceptability, with emphasis on the various factors as described in the request, assigning to that factor a numerical weight.

The Planning/Youth Committee scores are used to begin the process of selection. They are used for comparative analysis and are not the sole basis for acceptance of proposals. Other factors which are considered in the Planning/Youth Committee recommendation are previous performance, availability of similar services, monitoring reviews, consideration to provide various types of training, location of training to meet the participants' needs, and other factors determined to be relative to the recommendation. Unless specifically requested, potential service providers will not make a presentation of their proposal. Awards are to be made to organizations possessing the demonstrated ability to perform successfully under the terms and

conditions of a proposed subgrant or contract.

**Such determinations shall be in writing, and take into consideration such matters as whether the organization has:**

1. Adequate financial resources or the ability to obtain them;
2. The ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals;
3. A satisfactory record of past performance (in job training, basic skills training, or related activities), including demonstrated quality of training; reasonable dropout rates from past programs; the ability to provide or arrange for appropriate support services as specified in the ISS, including child care; retention in employment; and earning rates of participants;
4. The ability to provide services that can lead to the achievement of competency standards for participants with identified deficiencies;
5. A satisfactory record of integrity, business ethics, and fiscal accountability;
6. The necessary organization, experience, accounting, and operational controls;
7. The technical skills to perform the work.

**Subrecipients must provide fiscal control and accounting procedures that are:**

1. In accordance with generally accepted accounting principles, financial systems shall include:
  - i. Information about subgrant and contract awards, obligations, unobligated balances, assets, expenditures, and income;
  - ii. Effective internal controls to safeguard assets and assure proper use;
  - iii. A comparison of actual expenditures with budgeted amounts for each subgrant and contract;
  - iv. Source documentation to support accounting records; and
  - v. Proper charging of costs and cost allocation; and
2. Be sufficient to:
  - i. Permit preparation of required reports;
  - ii. Permit the tracing of funds to a level of expenditure adequate to establish that funds have not been used in violation of the applicable restrictions on the use of such funds;
  - iii. Permit the tracing of program income, potential stand-in costs, and other funds that are allowable except for funding limitations. Audit information is requested in the RFP to facilitate the contracting process. However, the award of the contract may be approved contingent upon receiving the information prior to the execution of the contract. The potential service provider may be subject to participating in a Pre-Award Survey of its accounting, management, and operational procedures. The proposal will also be evaluated for cost/price reasonableness. The total cost of the program cost per participant and specific budget items will be

assessed and compared to the cost of similar services, the historical cost of such services, and the current market value for such services.

**B. Operating Systems and Policies Supporting the State's Strategies: The Local Operational Plan must describe:**

**1. Local operating systems that support and coordinate implementation of state strategies (e.g. labor market information systems, data systems, communication systems, etc.)**

All components of the workforce system in Jefferson Parish, including the Chief Elected Official, the Workforce Development Board (WDB), the WDB staff, the Local Area Coordinator, the leadership team of the American Job Centers, and front-line Staff of the WIOA and LWC believe that accurate and quantifiable information for both job seekers and employers is a key to an effective system for the end-users. One of the critical elements of the workforce operating system is the HIRE system that encompasses all aspects from initial registration, enrollment in the WIOA program, comprehensive case management, and detailed reporting and tracking of activities and results. This system also provides the necessary labor exchange process between employers and job seekers in seamless employment opportunities.

Jefferson Parish utilizes the labor market information provided by the Louisiana Workforce Commission and the Occupational Forecasting Committee of the Workforce Investment Council (WIC) as the primary source of this data. This includes employment projections including information on specific occupations and industries SCORECARD information on training providers and programs, wages by occupation and industry, career tools such as career compass and the career planning guide, detailed information on unemployment insurance claimants, information provided on education providers, and programs, information for youth through the use of the youth portal, the employer database that identifies employers by size, industry, and other characteristics, the job vacancy survey, labor force diversity data, career cluster brochures, the comprehensive workforce information review, information provided monthly through the Workforce at a Glance publication, and other information provided through the U.S. Census Bureau, the Bureau of Labor Statistics, O\*Net, the U.S. Dept. of Labor-Employment and Training Administration.

We also utilize information provided by the La. Dept. of Economic Development and local economic development agencies such as JEDCO, GNO, Inc., and the Regional Planning Commission to provide relevant and timely data on the economy and workforce needs. An additional and innovative tool that is utilized by all of the LWDA's in the Region through a unique partnership with the Regional Planning Authority is the system known as EMSI, or Economic Modeling Specialist Intl. The system supplements and aggregates economic and Workforce data that can be used to provide additional information and supplement the data provided through HIRE.

Below is a summary of the services offered through this system to enhance the work of the WDB and WIOA program:

- With Analysts, workforce professionals have a complete business services toolkit that can be used to answer a broad range of Workforce and economic questions. The analyst helps you connect workers to viable jobs and businesses to skilled workers.
- The analyst helps WDBs understand the local labor market so they can tackle workforce demand and shortage issues, moving workers from declining occupations to better careers, and partnering to shape career and tech education training around labor market demands.
- Whether looking for new employment opportunities or just starting out their careers, jobseekers need reliable, up-to-date information on jobs in their regions. Career Coach provides workforce boards with a way to deliver all the relevant info so they can help job seekers connect with employment and training.
- The simple web-based tool presents the most current data on employment trends, wages, job postings, and related education and training—all in a simple interface. Career Coach can be placed on your workforce board's website or One-Stop or career center location, and it's customizable to fit your organization's needs.

2. **Local policies that support the coordination and implementation of the State's strategies.**

**The following are the primary objectives of the provision of Core/Career Services in the American Job Centers of Jefferson Parish:**

1. To determine the skill and ability levels in the areas of basic skills for everyone coming to the One-Stop that receives services beyond the Resource room.
  2. To establish the skill and ability levels needed for each person to meet their specific workforce-related goals, which may either be training or direct placement.
  3. When necessary and appropriate, to upgrade the person's work readiness skills and ability levels essential to meet their goals.
  4. To ensure that no person is sent to training or an employer for either direct placement or On-the-job training unless they possess the required soft and basic skills required for the training or employment they are being referred to.
- Local policies have been developed and/or adopted to address the following: Individual Training Accounts, Supportive Services, Youth Incentive Payments, Comprehensive Monitoring Guideline, 5% youth window and definition of youth who require additional assistance, data element validation, the definition of long-term unemployed, Complaint and Grievance Procedures, defining limited funds, the limit of ITA values and priority of service, youth

eligibility, adult, youth and dislocated worker follow up, OJT and Customized Training guidelines, the Veteran priority of service, WIOA performance review, work experience, and internships.

Regardless of whether the policy or procedure was developed at the local, State, or national level, the common theme in establishing the guidelines under which the Jefferson Parish comprehensive system is operated is to ensure that the highest level of services is being provided to all customers of the system, including Staff, and to ensure the integrity of the financial investment afforded to the system. The best example of this concept is illustrated by the adherence to the Integrated Service Model that fully embraces the states' strategy to fully develop a seamlessly integrated system.

Jefferson Parish also embraces the coordination efforts of the Region 1 LWDA's that promotes discussion of common issues that impact all areas in the Region. This strong partnership at the Board, board director, and local area coordinator levels has led to countless enhancements to the workforce system in terms of increasing fiscal resources, sharing best practices, and improving the services for both employers and job seekers the Region.

3. **How the delivery of services to jobseeker customers and employer customers. Including Registered Apprenticeship, sponsors will be aligned across programs.**

The LWDA recognizes that the workforce issues of our Region cannot be adequately addressed solely with WIOA funds. In fact, no single organization and funding stream can be solely responsible for the myriad issues we are all attempting to address. The LWDA is, therefore, committed to being fully aware of the multitude of resources that exist and can be leveraged with WIOA funding. These resources include the Incumbent Worker Training Program, the Community and Technical College System, the various resources of the Louisiana Department of Labor, and economic development agencies, including the Jefferson Parish Economic Development Commission (JEDCO) and Greater New Orleans, Inc. Partnerships have been built with all of these entities through shared participation in the process of discussing, planning, and developing solutions to the Workforce related issues facing our Region.

The Louisiana Workforce Commission fully integrates WIOA Title 1, Wagner Peyser, and Veterans services in the American Job Centers, and we feel this process has removed almost all barriers to coordination. Both job seekers and employer customers are provided services by the Staff based on functions rather than funding source, allowing for the seamless delivery of services.

The Louisiana Workforce Commission has developed an integrated service delivery model in which the WIOA Title 1, Wagner-Peyser, Veterans, and Trade Assistance Adjustment programs are totally integrated in order to provide the resources through Recovery Act. The American Job Centers utilize a team-based triage service delivery strategy for all job seekers. Services at each Center are

delivered through facilitated self-help and group activities. Transitional Jobs will be made available to eligible individuals and will not exceed 10% of the available Adult and Dislocated Worker funds as specified in WIOA Sec.134(d)(5)

In addition, customers who do not need staff assistance may access services outside of the centers through the LWCs internet-based Management Information System. The system provides job seekers direct access to employer listings through the self-service component and the ability to complete skill-based resumes. At the American Job Centers, the Skills Development team helps customers develop such skills 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. Those customers needing more career services have access to career aptitude/interest assessments and more intensive counseling services. The system encourages customer choice, thereby facilitating a better match to needed services, resulting in a more rapid entry into the Workforce.

The services provided in the American Job Centers are identified as core, intensive, and training services. Core services are provided to all members and are the basic services needed to seek and secure employment without further intervention. The primary focus is the utilization of the labor exchange through HIRE to search for employment opportunities accessing both internal and external job orders. The Staff of the Centers are continually evaluating the member's needs, abilities, and aptitudes and will make every effort to provide additional services if the member requires further assistance to reach their employment-related goals. Intensive services such as, but not limited to, development of resumes', assessment of skills and abilities, basic skills upgrades, soft skills development, basic computer skills, and several other services that are provided in a variety of delivery methods and formats are all available to assist the members. Attached is a summary of the types of career services that are provided by the Staff of Delgado Community College, an integral partner and valuable ingredient in the quest to prepare members for the employment opportunities that exist.

Training services are provided to those members that have the need to develop specific occupational skills in order for them to secure employment. The types of training services offered are Individual Training Accounts (ITA's) that provide financial assistance to attend training programs that have been approved to the Eligible Training Provider list certified by the Louisiana Workforce Commission. The WDB is constantly monitoring the amount of funding being provided under the various and fluctuating funding streams and adapting policies to meet the changing funding levels and expenditure requirements. It is important that training providers and the programs offered to meet the goal of placement, and a local tracking system allows providers to be denied funding from Jefferson Parish if the

participants they are training are not securing employment in the areas they are being trained for. In addition to the ITA process for occupational training, On-the-Job training opportunities are also available with employers that have occupations that can be learned while the person is employed. Suppose the profession requires more formal training than can be offered through OJT, but is unique to a particular employer or industry and is not provided through the eligible training provider list. In that case, customized training is utilized to provide the required training.

**4. How the local will support and coordinate with WIOA state rapid response activities to dislocated workers.**

When a Rapid Response notification is received, the LWDA is informed of the notice. A member of the WIOA Program staff is part of a team that works directly with the affected employer and employees. The notification is done by both phone and email.

The Regional Rapid Response Coordinator notifies the local Rapid Response team of the pending layoff and also contacts the company to determine necessary information about the layoff and the types of services and assistance that will assist the employer and the affected workers. The Business Service Reps scan job orders and attempt to determine possible employment opportunities for the workers. If the company requests, the local Rapid Response team (LDOL and WIOA) will go to the employer's site and meet with the affected workers to describe services that are available, either onsite or at the One-Stops.

When the Regional Rapid Response Coordinator contacts the employer, they advise them that services can be provided before the layoff date, onsite at the company, and on company time. If the employer requests this service, arrangements will be made to accomplish this. Claims for unemployment insurance can also be performed in this manner. Only when the employer feels that it would be inappropriate to provide the services prior to layoff and onsite would this not be done.

**Services provided include:**

- Internet job listings/screening
- Selection and referral of job applicants
- Job counseling/job placement assistance
- Computer labs for self-directed job search
- Computer/internet job search assistance
- Job search workshops
- Resume writing and interviewing skills
- Labor market information
- Unemployment insurance information and claims filing

Additional services include community resources information, education and training information, office equipment for job applicants, Veterans' services,

Employer services such as employer committees, employer institutes, tax credit programs, North American Free Trade Agreement (NAFTA), and Trade Readjustment Assistance (TRA) determinations. Information on all the WIOA intensive and training services is provided. Also, customized job search workshops are delivered through LHRDI. The types of services are determined after consulting with the employer and discussing with the team members the types of services that would be most beneficial to the affected workers.

The LWDA believes that the Rapid Response process offers the opportunity to meet the needs of employers who could benefit from workers' availability that have the skills necessary to meet their needs.

**5. Common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers.**

The HIRE (Helping Individuals Reach Employment) system is the primary data collection and reporting process used for all programs and activities present in the One-Stop Career Centers in Jefferson Parish. This system is designed to capture all relevant data on both individuals that physically come to the American Job Centers and those that utilize the services available via the internet. This system provides a single interface for WIOA Title I, Wagner-Peyser, Veterans, Business Services, Rapid Response, MSFW, and One-Stop system requirements. The Staff of LHRDI enters the initial information, and any subsequent data when an individual comes to a Career Center for assistance will utilize the initial data and inform Staff of previous services provided, thus eliminating duplication for both Staff and the customer.

We believe that the LWC plan to integrate the workforce and UI systems is a major step forward in the coordination of the two systems and will significantly enhance the facilitation of services to UI claimants through the American Job Centers. We also fully support and embrace the ideas submitted in the state plan relative to the collection of data, and we are eager to share in this process as soon as it is developed.

**6. Local performance accountability system developed for Workforce Innovation and Opportunity Activities to be carried out through the LWDA workforce investment system.**

As all workforce areas operating under the WIOA system of annual performance, i.e., the standard measures, the Staff provides the WDB with the data that the LWC supplies on a quarterly basis to track performance. Although this data is essential to gauge the work being done in the American Job Centers, it has limitations due to the time frames that are utilized due to the use of the wage records for employment and retention. The WDB, therefore, undertook the task of developing reports that could provide information that would be based on more current data to provide a gauge of the work being done on a monthly basis.

They also noted that the specific measures are based on the outcomes achieved by job seekers, and they sought to gauge the services provided to employers as well. The monthly report, which has been redesigned regularly and is updated with current goals, results from the work of the WDB for additional performance information. It is designed to capture current information on both job seekers and employers and includes all of the Centers' work. Because the primary focus of the standard measures is to track outcomes of jobseekers, regular case closure reports are produced to identify results assigned to individual Center staff.

Other local reports are also provided that track expenditures by funding source, performance of individual training providers that have received funding through the ITA process, and services and outcomes from the Career Services provided through Delgado Community College.

**7. Local strategies for collecting and using other information to measure the progress on local performance measures.**

The Louisiana Workforce Commission has identified several additional measures listed below that are primarily related to employers. We look forward to working with the Commission to implement a system that will track these measures.

**Employer Market Penetration**

- Increase the number of new business customers
- Increase the number/percentage of repeat business customers using workforce services (retention)
- Increase the number/percentage of directly posted jobs in LWC's job board
- Increase the number /percentage of employers posting multiple job vacancies

**Service to Employers:**

- Reduce the time to fill job vacancies
- Increase outreach to employers in regional demand industry sectors resulting indirect job postings
- Increase the number of employers utilizing employer-based training

**Relevance to Employers:**

- Increase the percentage of hires that result from staff-assisted services
- We are also very interested in the process that will measure the increase in the percentage of UI claimants who received the first payment in a calendar quarter who are re-employed in the subsequent quarter and measure any decrease in the average UI duration. These measures are directly related to the provision of the re-employment services provided in the American Job Centers. We believe the results of these efforts should be measured and publicized as a direct benefit and savings to employers paying into the UI system.

- C. Services to Employers: In Louisiana's Demand-Driven Workforce Investment Plan Office of Workforce Development (OWD) mission is to put people to work. This is accomplished by continuously improving our demand-driven system by quickly responding to the immediate and long-term needs of employers. The Local Operational Plan must describe how the service delivery system will coordinate with the different programs, to meet the needs of business customers in order, to find qualified skilled workers. (i.e. hiring plans, training needs, and skill development). Also, describe how the LWDA's will use program funds to expand the participation of business in the statewide workforce development system.**

The Recruitment and Placement Team strictly adheres to the requirements outlined in their duties and responsibilities relative to job vacancy review and referral of qualified applicants to meet employer needs. Employers are offered the opportunity to participate in targeted job fairs and recruitment events. The Business Service Representatives will follow the newly instituted process to deliver services in a uniform and comprehensive method based on the Louisiana Workforce Commission's guidance.

One of the primary sources of resources that employers can provide is through the On-the-Job training program that allows WIOA funds to reimburse the employer for the extraordinary costs required to train a person while they are employed. Also, the waiver that allows a larger percentage of the salary to be reimbursed based on the employer size makes this program even more beneficial to the employer from a financial point of view. In reviewing the usage of the OJT program, it is evident that very few employers were aware of and utilizing this program, and a comprehensive review of the entire process was undertaken to increase employer usage of the program. An individual was hired that would focus solely on the OJT program. All forms and processes were reviewed and updated where needed to make the program more "employer-friendly" while still maintaining the program's basic requirements and integrity. We are hopeful that these changes and the increased emphasis on the OJT program will increase employer involvement.

Through our commitment to the ongoing involvement in the concept of the regional approach to business services, we fully support and embrace the concept of Regional Business Innovation Teams as described in the state plan (see below). We believe that the WDB's in the Region have embraced this philosophy and can serve as a model to further the regional approach and refine the techniques employed with the assistance and support of the LWC as offered in the narrative. To advance and leverage the regional consortia of LWDBs, LWC will continue to encourage and support RBITs throughout the State. These teams will be led by talented business professionals with experience in policy innovation, business process re-engineering, and data analytics. They will serve as change agents to help continue the transformation into a demand-driven system and inform and galvanize relationships with businesses.

Development of RBITs will be supported by technical assistance and will include regional partners who can initiate and lead system change *efforts* and collaborate on

the provision of business services. An online social learning Community of Practice will enhance *staff* skill development and expertise in advancing system transformation. Virtual and peer-to-peer coaching and technical assistance will help develop leaders and experts who can serve as champions and mentors to "protégé" leaders and *Staff* throughout Louisiana. Regions will be supported to pilot promising products and services from the statewide menu, adapted to local needs.

One of the new tools to be tested as a value-added service to businesses is an online, comprehensive Virtual Business Solutions Center integrating tools and information identified by employers as a priority. Web portal content will include recruiting and virtual interviewing, training programs, compliance reporting, and a dynamic, customizable dashboard with real-time labor market intelligence based on geography and industry. Delivering products and services virtually will expedite and greatly improve the connections between job seekers and employers, thereby allowing One-Stop career centers "to do more with less."

The WDB and the American Job Centers have a close working relationship with the Jefferson Economic Development Commission (JEDCO) and the Jefferson Chamber of Commerce, Greater New Orleans, Inc., the Hispanic Chamber of Commerce, and various other business-related organizations that provide us exposure and access to their membership which affords us the opportunity to reach a large number of employers in a more efficient approach. One of the primary examples of this type of partnership is the information that JEDCO displays on their website concerning the employer services available through the American Job Centers, which is viewed and used by both local and prospective employers (see **attachment #6**).

There are 14,564 employers in Jefferson Parish that are subject to the Louisiana Employment Security Law, second only to East Baton Rouge Parish in the State. As with any business venture, it is essential to know the potential customer base and target those customers most likely to utilize the services being provided. Although in theory, almost any business that hires people could be a potential user of the Center and/or the overall workforce system, in reality, there are many employers that will never use the system for various reasons. There are also many employers that we do not wish to engage as customers for multiple reasons. Although we would like to provide as many services to as many businesses as possible, the practical limitations of Staff, time, and resources require more concentrated focus. We must clearly define those businesses that can benefit from the services being provided and will add value to our system by utilizing these services. Although there will never be a single list of targeted customers, we have to establish general parameters as to the types of businesses that we want to target for services, and concentrate on these businesses while being open to adding and subtracting from the core target group as necessary.

We believe that an opportunity exists with the Incumbent Worker Training Program (IWTP), currently administered by the LWC, to coordinate better this employer service with those offered through the American Job Centers. Suppose this program was

distributed at the local and/or regional level instead of at the state level. In that case, it could serve as an invaluable tool that the local American Job Centers could provide to employers and make a more strategic connection to those employers that are vital to the economic and Workforce growth of the local area. Training for incumbent workers could be combined with the hiring and training of new employees to create the proper synergy necessary to develop our employer customer base. We would ask that consideration be given to this idea.

- D. Services to Local Target Populations: The Local Operational Plan must describe how all the American Job Center (B&CSC) programs will work together to ensure that customers who need a broad range of services receive them. This is an opportunity for the LWDA's to describe how B&CSC services will address more specific needs of targeted sub-populations identified in the economic analysis. The Local Operational Plan must describe how the local will serve: re-employment, training needs of unemployment compensation claimants; the long-term unemployed; the under-employed: dislocated workers (including trade-impacted dislocated workers and displaced homemakers); low-income individuals (including recipients of public assistance); migrant and seasonal farmworkers; veterans (priority of service): individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; individuals training for nontraditional employment; individuals with multiple challenges to employment; employment and training needs of individuals with disabilities. The discussion must include the LWDA's long-term strategy to improve services to and employment outcomes of individuals with disabilities, including plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities (Integration and Coordination with Louisiana Rehabilitation Services). The Local Operational Plan must also describe how it will deliver comprehensive services for eligible youth, particularly out-of-school youth with significant barriers to employment. The discussion must include the local coordination of youth activities, including coordination of WIOA Youth activities with the services provided by the Job Corps program in the State. (Job Corps services include outreach and admissions, center operations, career placement, and transition services.)**

In analyzing data on the population of Jefferson Parish, and specifically, the individuals with barriers and/or characteristics that present challenges to their ability to secure gainful employment, several areas have been identified. On the positive side, Jefferson Parish has a large and diverse population and has recovered a large percentage of the population since Katrina. Although the economy is relatively stable, the effects of the recent Pandemic caused by Covid- 19 and the past national recession as well as shifting demographics, have presented challenges to the citizens and employers in the Parish.

As a result of the integrated service delivery model, all individuals that enter the American Job Centers in Jefferson Parish are enrolled in the WIOA program and are

offered a wide array of services to meet their employment-related needs. To quantify this statement, in the past few years, Jefferson Parish continues to be in the top (3) three LWDA's in the State in enrolling participants into WIOA programs. Through coordination with other Jefferson Parish Departments, the Jefferson Community Action Program (JEFFCAP), and the Department of Community Development, low-income individuals are advised of these agencies' services and encouraged to address their needs that may be posing barriers to their employment goals.

Some of the partner collaborations that have been put in place by the American Job Center to provide more comprehensive services to individuals with barriers include the Adult Education, Cops' N Clergy, Covenant House, LaChip, Council on Aging, Goodwill Ex-Offender program to develop career pathways for low-income individuals. Accessible equipment in Centers for persons with disabilities has dramatically enhanced Staff's capabilities to assist customers requiring special assistance to gain access to the Center's resources.

Due to the large influx of Hispanic individuals in Jefferson Parish, the Career Center employs a bi-lingual staff member to communicate to this target population. For the provision of youth services, as stated previously in the plan, the WIOA Program operator will provide the design framework as described in Section 681.580. All required fourteen elements of the youth program will be made available through service providers selected through the Request for Proposal (RFP) process. After a structured procurement process is conducted, the YOUTH COMMITTEE makes recommendations to the WDB on the selection of the service providers for youth activities. The Request for Proposal that is utilized to solicit youth programs has been revised several times to ensure that the right mix of services is being offered to eligible youth. Each service provider is tasked with providing a program that will lead to employment, applicable certification, and basic skills upgrades if necessary.

The service providers are encouraged to partner with other providers to enhance their proposal and provide a more comprehensive mix of services necessary for the success of the youth. A robust and experienced YOUTH COMMITTEE offers a rigorous review of the proposals and the outcomes that have been achieved by providers currently conducting programs is an integral part of the selection process. For the past several years, most youth programs have been targeted to out-of-school youth, with a few exceptions for programs that work primarily with youth in high schools.

The inclusion of the Title IV Louisiana Rehabilitation Services as a department of the Louisiana Workforce Commission has further enhanced the relationship between rehabilitation workforce services at the local level. For example, the use of the HIRE system by LRS staff has increased and affords their clients easy access to the provided substantial resources. Another positive example of the merging of agencies is the recent award to LWC of a grant whose funding will help train LWC staff to work more effectively with people with different kinds of disabilities, to learn about and develop employment opportunities for them, and to help them qualify for and get those

jobs. The LWC's program gives special priority to military veterans with disabilities, the homeless, individuals with developmental disabilities, mental illness and/or hidden disabilities, ex-offenders, and individuals with significant disabilities.

### **The East Jefferson American Job Center has a DVOP**

Veterans are identified during the registration process from the WP application. Veteran staff also use reports of veterans enrolled in WP to identify recently registered veterans. Using these sources, Vet staff attempts to contact these veterans by phone, then sends emails or letters to them to invite and encourage them to become members of our Center. Veterans are provided priority of service on all HIRE job vacancies. A resume search is conducted to seek qualified veterans before searching for other candidates. If a qualified veteran is found, Staff contacts the veteran to promote the job.

The DVOP conducts outreach to employers to promote hiring veterans. They coordinate with other agencies and organizations that provide services to veterans to form partnerships, furthering the mutual goal of helping veterans.

The DVOP attends job fairs, workshops, seminars, conferences, and other such events to advocate for the hiring of veterans or to encourage veterans to avail themselves of the services we offer in our Centers. They monitor federal contractors to ensure compliance with the laws that govern the provision of priority service in their hiring practices.

The DVOP functions as a part of the Recruitment / Placement Team in the Center but serving only eligible veteran members. The East Jefferson DVOP area of responsibility is East Jefferson. The DVOP provides priority services to veterans by inviting them into the office within seven days of their registration in WP.

### ***The DVOP focuses on veterans with disabilities and other barriers to employment and includes the following:***

- The DVOP does outreach weekly to promote services to the veteran population and enhance his ability to provide services to veterans with disabilities or barriers to employment.
- The DVOP primarily visits agencies, organizations, shelters, job fairs, and other community resources that veterans frequent or that might provide useful services for veterans in need.
- If it is determined that the veteran has barriers to employment, the DVOP case manages the veteran to provide the intensive services that the veteran needs to overcome those barriers.
- The DVOP occasionally contacts potential employers who might be willing to hire disabled veterans.
- The DVOP also assists veterans, primarily disabled veterans and those with employment barriers, who walk into the career services center. The DVOP helps them with resumes and job searches and may provide them with information (or

assistance) regarding available education or training programs and VA benefits. The DVOP follows up with veterans by phone or email to track their employment status.

- E. Trade Adjustment Assistance (TAA): LWDAs must describe the coordination of WIOA/WP staff and how they will provide seamless services to participants who require early intervention, (e.g. rapid response) core, intensive and training services to worker groups on whose behalf a TAA petition has been filed**

### **REGION 1 OPERATIONAL PLAN FOR TAA**

Region 1 has adopted the following operational plan. It is our intention to comply with the requirement to have only state merit staff make decisions regarding TAA benefits without any adverse reactions for the participants. Because TAA participants are co-enrolled in WIOA, we will utilize WIOA staff to provide services that fall under that program's scope.

### **ITINERANT POINTS**

- Slidell Office will cover St Tammany Parish, St Bernard, and Plaquemines Parishes
- West Jefferson Office will cover Jefferson Parish
- Orleans Office will cover Orleans Parish
- LaPlace Office will cover St John Parish, St James, and St Charles Parish

It is expected that in offices where there is no state merit staff, WIOA staff will enroll the participant via the Wagner Peyser application and the WIOA application and enter the following service codes. In offices where both WIOA and state merit staff can work out among themselves who will provide these traditional WIOA services. Either State merit staff or WIOA staff should obtain copies of the participant's identification, driver's license, social security card, and birth certificate. Either State merit staff or WIOA staff can provide the assessment tests.

### **SERVICES PROVIDED BY WIOA STAFF AND STATE STAFF**

- Information on Training Providers
- Provision of Labor Market Information
- Career Development Services or
- Career Guidance/ Planning
- Job Readiness Training
- Re-employment Services
- Strategies to Empower People (STEP)
- Able-Bodied Adults without Dependents (ABAWDs)

All Staff will be responsible for determining eligibility for TAA benefits (list of impacted workers from the company) and completing the TAA application (paper and in HIRE). State merit staff will also help the participant apply for TRA benefits, either online or with

a paper application. They will also be responsible for providing the documentation required, such as proof that training requested is in a demand occupation, job referrals, and work search information. Also, they will be responsible for processing the paper application requests for daily travel, relocation allowance, and job search allowance. Staff will complete the financial plan and, once proper signatures are obtained, will submit copies to interested parties.

All TAA forms must be signed by state merit staff, and they must maintain the participant folders. If a participant is denied a benefit, this must be reported to the administrative office. They will either support the decision or overturn the decision. All letters to participants (such as a waiver denial or revocation, denial of training, etc.) will be sent by state merit staff and a copy maintained in the folder.

### **Common Assurances**

- A. No funds received under WIOA will be used to assist, promote, or deter union organizing. [WIOA Section 181(b)(7)].
- B. The local area will have established 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 disputes.
- C. The local area will comply with the nondiscrimination provisions of WIOA Section 188, including the collection of necessary data.
- D. The local area will collect, enter, and maintain data related to participant enrollment, activities, and performance necessary to meet all reporting requirements and deadlines.
- E. Funds will be spent in accordance with written Department of Labor guidance and other applicable federal and State law and regulations.
- F. The local area will comply with future State policies and guidelines, legislative mandates, and/or other special provisions required under federal law or policy, including the WIOA or State legislation.
- G. The local area has established a policy to provide to the public (including individuals with disabilities) access to meetings of local boards and information regarding activities of local boards, such as data on board membership and minutes.
- H. The local area will prioritize veterans, recipients of public assistance, or other low-income individuals, and individuals who are necessary skills deficient for receipt of career and training services funded by WIOA Adult funding.