

J E F F E R S O N
WORKFORCE
CONNECTION
Solutions For Business & Workforce Development



JEFFERSON WORKFORCE DEVELOPMENT BOARD

Local Workforce Development Area 11

4 Year Local Program Plan

July 1, 2016- June 30, 2020

Workforce Innovation and Opportunity Act (WIOA)

A. 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 coordination and alignment of the state's workforce programs 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 shores of the Gulf of Mexico. A product of the Mississippi River's delta system, the area that is now Jefferson Parish 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 ridges, 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 that are locally termed the east bank and the west bank.

The east bank of Jefferson Parish is generally north of the Mississippi River and is composed of the unincorporated areas of Metairie and Jefferson, 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 1950's to the 1970's, 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 436,275 persons, second only to East Baton Rouge as the most populated single parish in the state.

Attachment # 1 is an economic overview of Jefferson Parish, including characteristics of the population of the parish.

FISCAL AGENT AND GRANT RECIPIENT

Jefferson Parish, as a single parish Local Workforce Development Area, 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 members of the Jefferson Parish Workforce Development Board in accordance with 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

The **attachment # 2** membership roster of the Workforce Development Board was approved by the Louisiana Workforce Commission and the Board was certified by the Louisiana Workforce Investment Council in 2015. Private sector members are nominated by business and trade organizations from a list of nominees. The chief elected official then appoints members from the list of nominations and submits them to LDOL for approval.

The primary functions of the Board are the development of the local/regional plan, selection of the One Stop operator, establishing the budget for WIOA program operation, selection of youth providers, identification of eligible training providers, program oversight, negotiation of local/regional performance measures, and the development of employer linkages. As described above, many of the required functions are carried out by the various committees of the Board, and then the full Board is presented the information for consideration. **Attachment #3** is a description of the WDB Committees.

We are striving 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.

In order to provide a good understanding of the roles, responsibilities and expectations involved with being a member of the Jefferson Parish WDB, a new WDB member orientation power point was developed that is used when new members join the WDB.

Attachment #4 are the WDB By-Laws.

YOUTH COMMITTEE

The YOUTH COMMITTEE is tasked with the development and oversight of a comprehensive system to address the myriad needs of our young adults, and the Committee is more than capable of addressing this challenge with a thoughtful and compassionate approach.

Jefferson Parish Workforce Development Board YOUTH COMMITTEE's Vision for young adults is a system that provides timely services ensuring Jefferson Parish's young adults 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 Young People.

All young people have access to a wide range of programs, services, and activities that provide the best practices of training, support, and career pathway guidance that guarantee an opportunity for successful transition into adulthood. Young people need positive interactions with peers and knowledgeable, caring adults in success-oriented environments to foster holistic educational, leadership, and employment skills development.

Young people 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 young people 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 young adults will ensure economic and individual success well into the 21st Century. No single agency or system partner can single-handedly achieve this alone. It will require all young adult-oriented programs and providers to collaborate. All partners shall provide their expertise in young adult 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 needs of young adults and businesses are constantly evolving. Leaders of businesses and community organizations must have a commitment to collect feedback from its customer groups (young adults and businesses). Customer data will be used to make modifications to program design and service interventions and respond to economic and environmental indicators.

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 progressive program strategies within our workforce development area. The YOUTH COMMITTEE will oversee the system by taking a clear, concise approach to identifying and addressing young adult issues. This committee will oversee the system by convening partners and advocating strong policy and quality program practices.

Jefferson Parish YOUTH COMMITTEE Places an Emphasis on Essential Employment Skills for Young Adults.

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

WDB STAFF

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

ONE STOP OPERATOR

The Workforce Development Board has designated the following entities as the One Stop operator for Jefferson Parish:

WIOA program operator, the Jefferson Parish Department of Workforce Connection, located at 1900 Lafayette Street, Gretna, La.

The Louisiana Workforce Commission, located at 1900 Lafayette Street, Gretna, La., and 1801 Airline Drive, Suite A, Metairie, La.

Delgado Community College, 1900 Lafayette Street, Gretna, La., and 615 City Park Ave., New Orleans, La.

This designation was made in accordance with the WIOA regulations that requires the WDB to select a One Stop Operator through a competitive process or the designation of a consortium of three partners.

BUSINESS AND CAREER SOLUTION CENTERS

The goal of the Jefferson Parish Business and Career Solution Centers is to provide every person that comes into the Center with the resources they need to be successful and meet their goals. 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 are co-located with Delgado Community College to provide intensive services such as basic skills upgrades, work readiness skills, and workshops designed to address the needs of a wide variety of customers. At the East and West Jefferson Center the Jefferson Parish Adult Education staff offers a variety of computer assisted courses. We have found that many jobseekers lack the basic computer literacy skill level to take full advantage of the resources in the HIRE system, so we offer several courses, beginning with basic keyboarding and introduction to computers through Delgado west bank center, to increase the individuals' ability in this area.

In order to effective support the coordination and alignment of the state's workforce programs and support integrated service delivery, there are two Business and Career Solution Centers in Jefferson Parish.

Attachment #5 are the organizational charts for the two Business and Career Solution 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, and 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 seekers get to “the right service the first time” all Business and Career Solutions provides a standardized framework when a customer visit one of the centers. They are greeted within thirty seconds and assessed for service needed, instructed in 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 up front 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 681.580. 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 for all youth, adult, and dislocated worker career and training services being provided.

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 involving all Workforce Innovation and Opportunity Act funding, and 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 review and evaluate proposals. All proposals will be read and scored by the same reviewers. For youth proposals, the YOUTH COMMITTEE planning committee will make recommendations to the YOUTH 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 proposal to the full WDB for approval.

The YC/WDB's recommendations will be presented to the Jefferson Parish Council for 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, they may state specific conditions of any resulting contract such as amount 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.

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, 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 in order to execute a contract for the provision of services being 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 of the YC/WDB for acceptability, with emphasis on the various factors as described in the proposal, assigning to that factor a numerical weight. The Planning 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 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 sub grant 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 drop-out rates from past programs; the ability to provide or arrange for appropriate supportive 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 pertaining to sub grant and contract awards, obligations, unobligated balances, assets, expenditures, and income;
 - ii. Effective internal contractual to safeguard assets and assure their 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, 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. Total cost of the program, cost per participant, and specific budget items will be evaluated and compared to cost of similar services, historical cost of such services and 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 Business and Career Solution Centers, and front line staff of the WIOA and LWC believe that accurate and quantifiable information for both jobseekers and employers is a key to an effective system for the end users. One of the key elements of the workforce operating system is the HIRE MIS system that encompasses all elements 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 basic labor exchange process between employers and job seekers in a seamless delivery of 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, including the 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., which 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 Analyst, workforce professionals have a complete business services toolkit that can be used to answer a broad range of workforce and economic questions. Analyst helps you connect workers to viable jobs and businesses to skilled workers.

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 jobseekers 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 Business and Career Solution 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 necessary 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, definition of long-term unemployed, Complaint and Grievance Procedures, defining limited funds, limit of ITA values and priority of service, youth eligibility, adult, youth and dislocated worker follow up, OJT and Customized Training guidelines, 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 are 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 seamless 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 that exists 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 jobseekers in 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, and 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 Business and Career Solution Centers, and we feel this process has removed almost all barriers to coordination. Both jobseeker 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 Business and Career Solutions 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. In addition, customers not needing staff assistance may access services outside of the centers through LWCs internet based Management Information System. The system provides job seekers direct access to employer listings through the self-service component as well as the ability complete skill based resumes. At the Business and Career Solutions Centers, the Skills Development team assists customers to 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 Business and Career Solution 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. Staffs of the Centers are constantly 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. Of utmost importance is the ability of the training providers and the programs they offer to meet the goal of training related 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. If the occupation 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, 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 and a member of the WIOA Program Operator staff is part of a team that works directly with the affected employer and employees. The notification is done by both phone and e-mail.

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 on-site or at the One Stops.

When the Regional Rapid Response Coordinator contacts the employer they advise them that services can be provided prior to 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 accomplished 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 that are provided include internet job listings, screening, selection and referral of job applicants, job counseling/job placement assistance, computer labs for self-directed job search,

on-on-one computer/internet job search assistance, job search workshops for resume writing and interviewing skills, labor market information, unemployment insurance information and claims filing, 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, ~~Trade Adjustment Assistance Act (TAA)~~, 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 provided 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 the availability of workers 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 Business and Career Solution Centers as well as 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 initial information is entered by staff of LHRDI, 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 coordination of the two systems, and will greatly enhance the facilitation of services to UI claimants through the Business and Career Solution Centers.

We also fully support and embrace the ideas put for the 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 common measures, the staff provides the WDB with the data that is supplied by the LWC on a quarterly basis to track performance. Although this data is extremely important to gauge the work being done in the Business and Career Solution 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 common 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 on a regular basis and is updated with current goals, is the result of the work of the WDB for additional performance information. It is designed to capture current information on both job seekers and employers, and includes the work of all of the teams in the Centers. Because the primary focus of the common measures are to track outcomes of jobseekers, regular case closure reports are produced to identify outcomes 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, and 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 in direct 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 also are very interested in the process that will measure the increase in the percentage of UI claimants who received a first payment in a calendar quarter who are re-employed in the subsequent quarter, and also to measure any decrease of the average UI duration. These measures are directly related to the provision of the re-employment services being provided in the Business and Career Solution Centers, and 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.

In addition to the above, Jefferson Parish has applied to receive the Louisiana Quality Foundation Performance Excellence Award. Louisiana Performance Excellence Recipients demonstrate their achievement of award criteria benchmarks that align with the Malcolm Baldrige National Quality Award Criteria, an internationally recognized standard for performance excellence initiated in 1987. **Attachment #6** is the application for this prestigious award.

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 need 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 skill 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 guidance provided by the Louisiana Workforce Commission.

One of the primary sources of resources that can be provided to employers 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 of a benefit to the employer from a financial point of view. In reviewing the usage of the OJT program it was obvious 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, and all forms and processes were reviewed and updated where needed to make the program more "employer friendly", while still maintaining the basic requirements and integrity of the program. We are hopeful that these changes and the increased emphasis on the OJT program will result in an increase in employer involvement.

Through our commitment to the on-going 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 business. 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 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."

Jefferson Parish, along with the rest of the LWDA's in the region, has been involved in the process being led by the Greater New Orleans Foundation to develop career pathways in the medical field. We have been working with them to develop programs that will include employer and training partners to train individuals for employment opportunities, with the emphasis on the specific needs of the employers as a requirement for funding the training program. We believe this approach can be the blueprint for other industries to develop the training that employers identify as necessary to meet their employment needs.

The WDB and the Business and Career Solution 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 amount 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 Business and Career Solution Centers, which is viewed and used by both local and prospective employers (see **attachment #7**).

There are 18,280 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, and there are also many employers that we do not wish to engage as customers for various reasons. Although we would ideally like to provide as many services to as many businesses as possible, the practical limitations of staff, time and resources require that there be more of a concentrated focus. We must clearly define those business 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) that is currently administered by the LWC to better coordinate this employer service with those offered through the Business and Career Solutions Centers. If this program were administered at the local and/or regional level instead of at the state level, it could serve as an invaluable tool that the local Business and Career Solution 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 Business and Career Solutions 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 farm workers; 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 of note 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 affects of the 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 Business and Career Solutions Centers in Jefferson Parish are enrolled in the WIOA program and are offered the wide array of services to meet their employment related needs. To quantify this statement, from July 1, 2015 to date, Jefferson Parish continue to lead the State in enrolling participants (7,747).into WIOA programs than any other Workforce Development Area in the State. **(Attachment #8).**

Through coordination with other Jefferson Parish Departments, the Jefferson Community Action Program and the Department of Community Development, low income individuals are advised of the services of these agencies 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 Business and Career Solution Center to provide more comprehensive services to individuals with barriers include the Ticket to Work program, Adult Education, Cops 'N Clergy, Covenant House, LaChip, Council on

Aging, Goodwill Ex-Offender program, and the GNOF project for to develop career pathways for low income individuals.

Accessible equipment in Centers for persons with disabilities has greatly enhanced the capabilities of staff to assist customers requiring special assistance to gain access to the resources that are provided in the Center.

Due to the large influx of Hispanic individuals in Jefferson Parish, the Career Center employs a bi-lingual staff member to assist with communication to this target population. We also have a long standing intensive service program in place with the Hispanic Chamber of Commerce to assist non-english speaking individuals learn basic English skills and providing necessary soft skills, job search and job placement services.

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 provided 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 are 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 strong, experienced YOUTH COMMITTEE provides 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 the majority of the 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 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, use of the HIRE system by LRS staff has increased and affords their clients easy access to the substantial resources that are provided. 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 as well as individuals with significant disabilities.

The East Jefferson Business and Career Solutions Center has ~~both an LVER and 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 E. Jefferson. The DVOP provides priority of 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.

The DVOP does outreach, on a weekly basis, to promote services to the veteran population and to 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 e-mail to track their employment status.

E. Trade Adjustment Assistance (TAA): LWIAs must describe the coordination of WIA/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 intentions 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 WIA, we will utilize WIA staff to provide services that fall under the scope of that program.

ITINERANT POINTS

Slidell Office will cover St Tammany Parish, St Bernard and Plaquemines Parish

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

The following services can be provided by WIOA staff. It is hoped 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 there is both WIOA and state merit staff, they can work out among themselves who will provide these traditional WIA 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 assist the participant in applying for TRA benefits, either on-line 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. In addition, they will be responsible for processing the paper application requests for daily travel, relocation allowance and job search allowance. A 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 conflicts.
- 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 as may be 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 give priority to veterans, recipients of public assistance, or other low-income individuals, and individuals who are basic skills deficient for receipt of career and training services funded by WIOA Adult funding.