

Region 8
Workforce Innovation and Opportunity Act (WIOA)
Combined Regional Plan

For the Period of July 1, 2020 through June 30, 2024

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REGION 8
COMBINED REGIONAL PLAN
2020-2024

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OVERVIEW

Region 8 of northeast Louisiana submits its Workforce Innovation and Opportunity Act (WIOA) Combined Regional Plan for the period of July 1, 2020 through June 30, 2024 in accordance with Section 106 of WIOA which provides for the identification of Workforce Development Regions. This document is submitted by Region 8 that consists of the following parishes: Caldwell, East Carroll, Franklin, Jackson, Madison, Morehouse, Ouachita, Richland, Tensas, Union and West Carroll; and was prepared in collaboration with Workforce Development Board-81, Workforce Development Board SDA-83, Inc. and its core partner agencies. Region 8 believes that collaboration and coordination of efforts in all areas is a key to success in ensuring that workforce needs of businesses and job seekers are met. Region 8 will collaborate to collect, analyze and use labor market information to make strategic decisions.

The Region 8 Combined Plan fully aligns with the Governor's strategic vision and guidance for the state's workforce development system. The process for gathering information from stakeholders included meetings of committee work groups, workforce board meetings, and partner meetings. In addition, the local boards made the plan available through electronic means and in open meetings to ensure transparency to the public.

Today's economic landscape and workforce, specifically with the onset of the COVID-19 pandemic, is constantly changing and the demands shift on a regular basis. One of the goals in releasing the plan, as was a goal of the State of Louisiana, is to provide a reliable guide focused on creating and sustaining good jobs while identifying strategies that support future-oriented education and training for Region 8 citizens. This vision has continued the mission with which Gov. Edwards charged the people of Louisiana. That shared mission of "Putting Louisiana First" and making it possible for all Louisiana citizens to be healthy and prosperous has guided the preparation and evolution of this plan and the State plan.

Louisiana's and Region 8's economy is evolving. Parallel to our evolution are the changing requirements and demands of our state and nation, resulting in a shift in the business needs and skills demand to meet businesses' demands today and in the future.

Region 8, in alignment with the State, envisions a workforce system that will provide pathways for all Louisianans, including individuals who are receiving public assistance, the unemployed or underemployed, those who are deficient in basic skills, as well as persons with disabilities, including disabled veterans, and others who have significant barriers to employment. All will have access to education, training and supportive services needed to prepare for and secure high-demand occupations that pay family-sustaining wages.

Chapter 1: ECONOMIC AND WORKFORCE ANALYSIS – REGION 8

Region 8 believes the submission of this combined plan meets the requirements described in Regional and Local Planning Guide August 2020, OWD Policy 4-14: Use of WIOA Funds for Statewide Employment and Training Activities, and OWD Policy 2-23: Integrated Service Delivery Policy w/attachment.

The Louisiana Workforce Commission's Labor Market Information (LMI), Louisiana Occupational Information System (LOIS) Scorecard is the state's Virtual Labor Market Information web portal. This interactive site provides users with access to the latest Louisiana labor force, wages, population, industry employment, training schools, training programs, Scorecard for completion rates, Youth Web Portal, projections, demographics, nonfarm employment, employer database, unemployment claimants, industry staffing patterns, licensed occupations, demand occupations, and career products.

ANALYSIS OF THE:

1. ECONOMIC CONDITIONS OF REGION 8

Analyses of economic conditions drive the required vision and goals for the State's and Region 8's workforce development system and alignment strategies for workforce development programs to support economic growth.

a. TARGETED INDUSTRIES, HIGH-IMPACT INDUSTRY CLUSTERS, AND IN-DEMAND OCCUPATIONS

LARGEST ANNUAL OCCUPATIONAL OPENINGS BY DEGREE TYPE											
Bachelor's Degree	Star Rating	Annual Total Openings	2018 Annual Average Wage	Associate's Degree	Star Rating	Annual Total Openings	2018 Annual Average Wage	Post-Secondary Vocational	Star Rating	Annual Total Openings	2018 Annual Average Wage
General and Operations Managers	4	150	\$104,618	Registered Nurses	5	180	\$61,763	Nursing Assistants	2	280	\$20,386
Elementary School Teachers, Except Special Education	5	140	\$44,925	Bookkeeping, Accounting, and Auditing Clerks	4	160	\$35,309	Secretaries and Administrative Assistants, Except Legal, Medical,	3	260	\$28,949

LARGEST ANNUAL OCCUPATIONAL OPENINGS BY DEGREE TYPE											
								and Executive			
Accountants and Auditors	5	80	\$65,331	First-Line Supervisors of Office and Administrative Support Workers	5	130	\$44,800	First-Line Supervisors of Retail Sales Workers	4	220	\$35,216
Secondary School Teachers, Except Special and Career/Technical Education	4	80	\$49,826	Property, Real Estate, and Community Association Managers	5	30	\$44,678	Heavy and Tractor-Trailer Truck Drivers	5	190	\$35,315
Management Analysts	5	50	\$62,882	Loan Officers	5	30	\$50,331	Customer Service Representatives	4	180	\$28,753
Middle School Teachers, Except Special and Career/Technical Education	4	40	\$47,669	Computer Network Support Specialists	5	20	\$55,715	Licensed Practical and Licensed Vocational Nurses	4	130	\$38,128
Financial Managers	5	30	\$100,682	Preschool Teachers, Except Special Education	4	20	\$44,200	Sales Representatives, Wholesale and Manufacturing, Except	4	130	\$57,846

LARGEST ANNUAL OCCUPATIONAL OPENINGS BY DEGREE TYPE											
								Technical and Scientific Products			
Sales Managers	5	20	\$115,428	Physical Therapist Assistants	5	20	\$56,508	Teacher Assistants	2	120	\$19,758
Construction Managers	5	20	\$101,977	Chemical Plant and System Operators	4	20	\$72,853	Cooks, Restaurant	2	100	\$21,714
Medical and Health Services Managers	5	20	\$99,379	Administrative Services Managers	4	10	\$81,070	Childcare Workers	2	100	\$19,493

Diagram 1: Occupations with the Most Projected Annual Openings by Education Level

Diagram 1 lists the occupations with the most projected annual openings by education level, along with their star rating from Louisiana Star Jobs. Many professional and technical services occupations make the list, as that industry continues rapid growth. Engineering, construction and health care occupations also top the lists as they represent an increased need for a highly skilled workforce.

The table below (Diagram 2) lists targeted industries and their associated high-impact industry clusters, as well as their associated in-demand occupations in Region 8. Regional Labor Market Area 8: Monroe anticipates 8 percent growth through 2026. Three (3) industries that anticipate the most growth are: Health Care and Social Assistance (13.2% increase), Accommodation and Food Services (12.6% projected increase), and Retail Trade (942 jobs).

TARGETED SECTORS OF REGION 8	
W/HIGH-IMPACT INDUSTRY CLUSTER	IN-DEMAND OCCUPATIONS
Health Care and Social Assistance <ul style="list-style-type: none"> • Ambulatory Health Care Services • Hospitals • Nursing and Residential Care Facilities • Social Assistance 	<ul style="list-style-type: none"> • Registered Nurses • Licensed Practical Nurses • Community and Social Service Specialists, All Other
Accommodation and Food Services <ul style="list-style-type: none"> • Accommodation • Food Services and Drinking Places 	<ul style="list-style-type: none"> • Food Service Managers • Chefs and Head Cooks

TARGETED SECTORS OF REGION 8	
	<ul style="list-style-type: none"> • First-Line Supervisors of Food Preparation and Serving Workers • Light Truck and Delivery Services Drivers
Retail Trade <ul style="list-style-type: none"> • Building Material and Garden Equipment and Supplies Dealers • Clothing and Clothing Accessories Stores • Electronics and appliance Stores • Food and Beverage Stores • Furniture and Home Furnishings Stores • Gasoline Stations • General Merchandise Stores • Health and Personal Care stores • Miscellaneous Store Retailers • Motor Vehicle and Parts Dealer • Nonstore Retailers • Sporting Goods, Hobby, Book, and Music Stores 	<ul style="list-style-type: none"> • Retail Salesperson • First-Line Supervisors of Retail Sales Workers • Butchers and Meat Cutters • Pharmacy Technicians • Pharmacists • Parts Salespersons • Automotive Service Technicians and Mechanics

Diagram 2: Targeted industries and Their Associated High-Impact Industry Clusters w/Associated In-Demand Occupations

The majority of in-demand jobs in these industries are entry-level, require a minimum of a high school diploma and are lower wage occupations. However, for youth entering the Region 8 workforce, these jobs provide experience to begin building a work history, earning a standard living wage and are first steps in a career pathway.

b. INDUSTRIES AND OCCUPATIONS WITH FAVORABLE LOCATION QUOTIENTS

High location quotients (LQs) indicate sectors in which Region 8 has high concentrations of employment compared to the State average. The sectors with the largest LQs in Region 8 include Manufacturing, Education and Health Services. The majority of the parishes (9 of 11) follow the State's concentration of employment in the Natural Resources and Mining industry (average LQ of 5.37). Union Parish has a location quotient of 3.34 in Manufacturing and Ouachita Parish has a LQ in Education and Health Services of 1.35.

(Source: U. S. Bureau of Labor Statistics; Last Modified January 02, 2020-December Employment Location Quotient)

c. INDUSTRIES AND OCCUPATIONS WITH FAVORABLE DEMAND PROJECTIONS BASED ON GROWTH

The Monroe region's long term employment projections suggest that the annual average workforce demand to increase by 8.2 percent. Diagram 3 shows industry and occupational projections in the Monroe RLMA.

Industry Title	NAIC	2016 Average Employment	2026 Projected Employment	Employment Change Through 2026	Share of Total Growth Through 2026
Health Care and Social Assistance	62	22,772	25,789	3,017	31.9%
Accommodation and Food Services	72	9,113	10,261	1,148	12.1%
Retail Trade	44-45	14,806	15,748	942	9.9%
Administrative and Waste Services	56	5,174	6,099	925	9.8%
Other Services, Except Public Administration	81	9,218	9,988	770	8.1%
Educational Services	61	10,543	11,123	580	6.1%
Construction	23	4,656	5,090	434	4.6%
Government	90	8,217	8,457	240	2.5%
Finance and Insurance	52	4,609	4,823	214	2.3%
Agriculture, Fishing, Forestry, and Hunting	11	4,131	4,219	88	0.9%

Diagram 3: Industry and Occupational Projections in the Monroe RLMA

d. INDUSTRIES AND OCCUPATIONS WITH FAVORABLE DEMAND PROJECTIONS BASED ON REPLACEMENTS (EXITS + TRANSFERS)

The annual transfers are those number of jobs needed to fill those workers who are retiring. The chart below reflects both types of replacements, exits and transfers, combined to indicate the total annual openings these workers will leave behind. The chart includes the top twenty-five (25) occupations with the most openings after exits and transfers.

Occ. Code	Occupational Title	Annual Exits	Annual Transfers	Annual Total Openings Due to Exits and Transfers
00-0000	Total, All Occupations	5,930	7,690	13,620
41-2011	Cashiers	350	340	690
41-2031	Retail Salespersons	250	320	570
39-9021	Personal Care Aides	300	230	530

Occ. Code	Occupational Title	Annual Exits	Annual Transfers	Annual Total Openings Due to Exits and Transfers
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	230	240	470
35-2021	Food Preparation Workers	170	180	350
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	120	210	330
35-3031	Waiters and Waitresses	120	190	310
43-9061	Office Clerks, General	150	140	290
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	140	140	280
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	140	140	280
31-1014	Nursing Assistants	140	120	260
41-1011	First-Line Supervisors of Retail Sales Workers	70	130	200
43-4051	Customer Service Representatives	70	100	170
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	40	130	170
53-3032	Heavy and Tractor-Trailer Truck Drivers	70	100	170

Occ. Code	Occupational Title	Annual Exits	Annual Transfers	Annual Total Openings Due to Exits and Transfers
43-3031	Bookkeeping, Accounting, and Auditing Clerks	90	70	160
43-5081	Stock Clerks and Order Fillers	70	90	160
37-2012	Maids and Housekeeping Cleaners	90	70	160
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	50	100	150
53-3033	Light Truck or Delivery Services Drivers	60	90	150
29-1141	Registered Nurses	90	60	150
49-9071	Maintenance and Repair Workers, General	60	80	140
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	40	90	130
43-1011	First-Line Supervisors of Office and Administrative Support Workers	50	80	130
43-4171	Receptionists and Information Clerks	60	70	130
25-2021	Elementary School Teachers, Except Special Education	60	70	130

Occ. Code	Occupational Title	Annual Exits	Annual Transfers	Annual Total Openings Due to Exits and Transfers
11-1021	General and Operations Managers	30	100	130

Diagram 4: Industries and Occupations with Favorable Demand Projections Based on Replacements (Exits + Transfers)

e. INDUSTRIES AND OCCUPATIONS CONSIDERED MATURE BUT STILL IMPORTANT TO THE ECONOMY

A mature industry is an industry that has passed both the emerging and growth phases of industry growth. At the beginning of the industry lifecycle, new products or services find use in the marketplace. Many businesses may spring up trying to profit from the new product demand. Over time, failures and consolidations will distill the business to the strongest as the industry continues to grow. This is the period where the surviving companies are considered to be mature. Eventually, growth will slow as new or innovative products or services replace this industry offering and begin a new industry lifecycle.

Earnings and sales grow slower in mature industries than during the growth and emerging industries phases. A mature industry may be at its peak or just past it, but not yet in the decline phase. While earnings may be stable, growth prospects are few and far between as the remaining companies consolidate market share and create barriers for new competitors to enter the sphere.

At the maturity stage, the majority of companies in the Manufacturing industry are well-established and the industry has reached its saturation point. These companies constantly attempt to moderate the intensity of competition to protect themselves, and to maintain profitability by shifting their business models. At this stage,



[Manufacturing](#)

manufacturing companies revenue, profits, and cash fairly high and consistent.



have realized their maximum flows because customer demand is These products have become more commonplace and popular among the general public, and their prices are fairly reasonable, as compared to new products.

f. INDUSTRIES AND OCCUPATIONS CONSIDERED EMERGING

Diagram 5 provides employment growth projections expected to experience the greatest growth by 2026. The highest growth occupation according to these projections will be Health Care and Social Assistance. The establishments in this sector perform activities such as: providing nursing care, personal care, assistants to other medical personnel, and receiving and giving information.

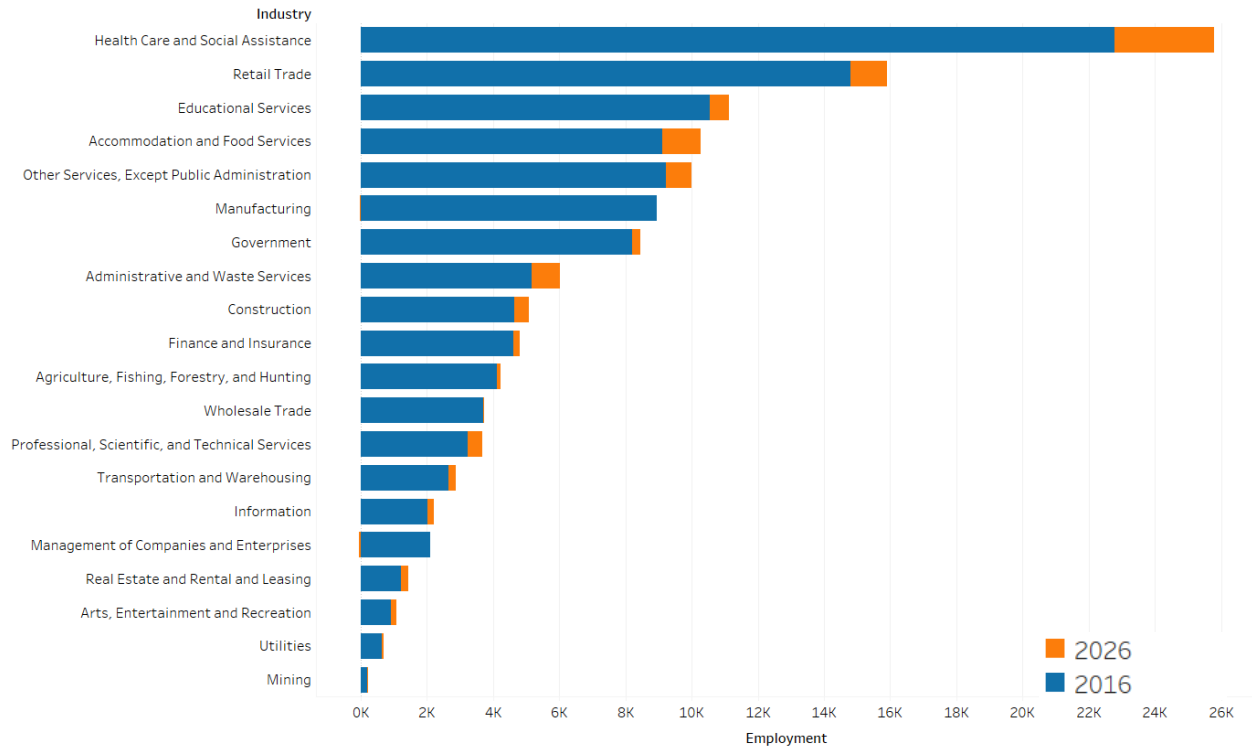


Diagram 5: Industries Considered Emerging in Region 8

INDUSTRIES AND OCCUPATIONS CONSIDERED EMERGING IN REGION 8	
INDUSTRY	IN-DEMAND OCCUPATIONS
Health Care and Social Assistance	<ul style="list-style-type: none"> • Personal Care Aides • Registered Nurses • Licensed Practical Nurses • Office Clerks • Medical Assistants
Retail Trades	<ul style="list-style-type: none"> • Retail Sales Person • Cashiers • Stock Clerks and Order Fillers • Food Preparation Workers • Light Truck or Delivery Services Drivers
Accommodation and Food Services	<ul style="list-style-type: none"> • Cooks, Fast Food

INDUSTRIES AND OCCUPATIONS CONSIDERED EMERGING IN REGION 8	
	<ul style="list-style-type: none"> • Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop • Bartenders • Light Truck or Delivery Drivers • Cooks, Institution and Cafeteria

Quick Facts
<p>Fueled by the aging of the baby boomers, the Health Care and Social Assistance Industry is projected to grow by 3,017 between 2016 and 2026. This growth is broken down further into the Ambulatory Health Services, Hospitals, Nursing and Residential Care Facilities, and Social Assistance Industries. Nearly three quarters of the growth is attributable to hospital workers and emergency care professionals, 64.1 percent. The number of job vacancies in this sector also show strong demand for workers in the Education and Health Services sector.</p>

g. SOURCES OF SUPPLY AND DEMAND DATA

The lists of occupations with the most projected annual openings by education level Diagram 1, along with their star rating from Louisiana Star Jobs, was sourced from Louisiana Workforce Commission's (LWC) HiRE system by using Labor Market Information>Employment Projections. (http://www.laworks.net/LaborMarketInfo/LMI_employmentprojections.asp).

This information was provided by Monique Breaux, Economic Development Research Analyst, with Louisiana Workforce Commission's Research & Statistics/Office of Occupational Information Services.

The targeted industries were also provided by LWC's Research & Statistics/Office of Occupational Information Services. The high-impact industry clusters, as well as their associated in-demand occupations in Region 8, were gathered from HiRE's Wages and Labor Data under the Industry data tab. Changing the area selection to 8th Regional Labor Market Area, each industry was selected, then that industry expanded to show the industry clusters in that targeted industry. Going back to Wages and Labor Data, LOIS was selected to access the Employment Projections for each industry. This selection was used to determine the in-demand occupations for each industry.

U. S. Bureau of Labor Statistics; Last Modified January 02, 2020-December Employment Location Quotient was used to determine which industries have favorable location quotients.

Again, it was with the aid of LWC's Research & Statistics/Office of Occupational Information Services that Diagram 3: Industry and Occupational Projections in the Monroe RLMA was made available.

Industries and Occupations with Favorable Demand Projections Based on Replacements (Exits + Transfers), Diagram 4, is a manipulation of the data in the *Monroe-Northeast-Regional Labor Market Area 8 Long Term Projections for All Occupations to 2026*. The annual total openings in the chart are the sum of the annual exits and the annual transfers. The chart was condensed to include only the top twenty-five (25) occupations.

LOIS provided the chart (Diagram 5) of Industries and Occupations Considered Emerging in Region 8 as a download from Labor Market Facts: Questions on Industries in Your Local Area>What industries are predicted to have the most future job openings in an area? To get the occupations considered emerging, the Employment Projections for each industry was accessed. This selection was used to determine the in-demand occupations for each industry.

2. EMPLOYMENT NEEDS OF EMPLOYERS IN EXISTING AND EMERGING INDUSTRIES AND OCCUPATIONS IN REGION 8

The Monroe region has a focus on three industries – Health Care and Social Assistance, Accommodation and Food Services, and Retail Trade. The Health Care and Social Assistance industry – a backbone of the state’s economy – is the largest contributor to long term growth, accounting for 31.1 percent of total forecasted growth in Region 8 through 2026.

However, looking at job postings provides insight into real time employment needs. The most frequently requested occupation group over the past twelve (12) months (August 2019 – August 2020) is for Office and Administrative Support Occupations.

Occupation Group Description (O*Net)	Total Job Orders	Total Job Openings	Total Job Referrals
Office and Administrative Support Occupations	263	926	3,874
Production Occupations	255	777	3,285
Farming, Fishing, and Forestry Occupations	78	697	600
Community and Social Services Occupations	109	623	565
Transportation and Material Moving Occupations	221	604	2,379
Health care Practitioners and Technical Occupations	551	553	870

Health care Support Occupations	108	412	1,613
Food Preparation and Serving Related Occupations	115	255	1,218
Installation, Maintenance, and Repair Occupations	164	181	1,090
Sales and Related Occupations	120	142	1,438
Business and Financial Operations Occupations	124	125	673
Building & Grounds Cleaning & Maintenance Occup.	77	117	882
Life, Physical, and Social Science Occupations	26	112	202
Construction and Extraction Occupations	76	111	615
Management Occupations	106	106	450
Architecture and Engineering Occupations	73	81	282
Personal Care and Service Occupations	30	69	339
Computer and Mathematical Occupations	47	47	99
Protective Service Occupations	45	46	262
Arts, Design, Entertainment, Sports, and Media Occ	42	42	379
Education, Training, and Library Occupations	14	16	14
Military Specific Occupations	1	10	24
Legal Occupations	9	9	29

Looking at long term occupational projections provides insight into the employment needs and provides an opportunity to ensure qualified candidates are being trained to meet employment demand. Occupations related to Health care Practitioners, Technicians

and Support are projected to experience the greatest growth. Occupations in Farming, Fishing and Forestry as well as Production are declining.

Occupation	2016 Estimated Employment	2026 Projected Employment	2016-2026 Annual Avg. Percent Change
Home Health Aides	458	681	4.05%
Roustabouts, Oil and Gas	28	39	3.37%
Personal Care Aides	3,251	4,344	2.94%
Nurse Practitioners	138	179	2.64%
Physician Assistants	45	58	2.57%
Physical Therapist Assistants	113	145	2.52%
Occupational Therapy Assistants	46	59	2.52%
Web Developers	31	39	2.32%
Physical Therapists	255	319	2.26%
Computer Network Support Specialists	164	205	2.26%

Region 8 has chosen to pay close attention to an occupation that is emerging in the region. The occupations under the Standard Occupational Classification (SOC) Group of Computer and Mathematical Occupations (15-000).

SOC Code	SOC - Group and Occupational Title	Estimated Employment	Mean/Average	10th Percentile Entry	50th Percentile Median	90th Percentile Experienced	Mean/Average
15-0000	Computer and Mathematical Occupations	723	34.51	18.42	32.20	55.10	71,790
15-1211	Computer Systems Analysts	57	42.04	29.26	39.31	60.09	87,454
15-1231	Computer Network Support Specialists	75	24.85	14.47	23.36	37.22	51,698
15-1232	Computer User Support Specialists	77	22.17	12.74	20.15	35.95	46,116

15-1241	Computer Network Architects	47	43.16	26.91	38.19	63.25	89,781
15-1244	Network and Computer Systems Administrators	84	33.58	25.22	29.57	53.34	69,851
15-1251	Computer Programmers	62	34.47	25.82	31.61	51.49	71,706
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	183	*	*	*	*	*
15-1257	Web Developers and Digital Interface Designers	13	34.83	22.54	29.67	58.38	72,455
15-1299	Computer Occupations, All Other	83	27.96	13.29	23.22	50.20	58,167

Computer and Information Systems Managers are found in the top twenty (20) occupations by annual wage paid in Region 8. Also, looking at job postings one of the most frequently requested occupation groups over the past twelve (12) months (August 2019 – August 2020) is for Computer and Mathematical Occupations.

Monroe Regional Labor Market Area (RLMA 8)	
Occupational Title	Annual Wage \$
Physicians, All Other and Ophthalmologists, Except Pediatric	223,475
Chief Executives	196,894
Optometrists	171,663
Family Medicine Physicians	162,829
Dentists, General	161,730

Architectural and Engineering Managers	153,811
Civil Engineers	152,118
Pharmacists	127,484
Industrial Production Managers	124,048
Purchasing Managers	119,357
Marketing Managers	114,367
Computer and Information Systems Managers	104,306
Financial Managers	104,102
General and Operations Managers	100,261
Human Resources Managers	100,069
Sales Managers	99,344
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	98,142
Securities, Commodities, and Financial Services Sales Agents	96,075
Environmental Engineers	95,670
Speech-Language Pathologists	94,265

In September of 2020 there were fifty-five (55) job openings listed on HiRE in Region 8 for Computer and Math Occupations.

3. KNOWLEDGE AND SKILLS NEEDED TO MEET EMPLOYERS NEEDS IN REGION 8

Employers, more often than not, identify customer service, attendance, time management, punctuality, communication skills, and accountability as examples of essential skills needing to be improved. Applicant testing services are available to Region 8's employers through the eleven (11) American Job Centers (AJCs), specifically the comprehensive centers located in Morehouse and Ouachita Parishes. Assessments help identify the interests, skills, and aptitudes of applicants early in the employment process. These tests can help close some of the skills gaps by helping employers better match applicants to open positions and/or identify opportunities for additional skill training. The

Integrated Business Services Team is involved in employer outreach to gather information about skills and training needs of the employers in the region. Ongoing input from employers will drive future efforts to address the skill gap.

Degree Level	2016	2017	2018	Annual Projected Openings
Some Postsecondary, No Degree	8,802	9,232	11,876	62,410
Associate Degree	5,800	5,662	5,961	14,000
Baccalaureate Degree	18,973	18,725	19,532	23,490
Graduate or Professional Degree	6,997	7,150	8,080	5,880

Source: Annual Projected Openings from LWC's Long Term Occupational Projections. LA Board of Regents Degrees and Certificates Awarded by Degree, Degree Level, Gender, Race, and Citizenship.

The preceding table shows the number of completers from Louisiana's public postsecondary education programs by degree level. Academic years 2016 through 2018 are included. The academic years are labeled by the year in which they begin, so 2017 is the school year beginning in June 2017 and ending in May 2018. This is compared to the number of annual openings in the State from LWC's long-term projections, which provides an approximation of what skill levels may show gaps in the future.

Below is further breakdown of degrees awarded by occupational category. The same comparison is drawn between 2017 graduates and annual projected job openings in the Monroe region through 2026.

Degree Category	2018 Completers	Annual Projected Openings
Health Professions	7,913	14,990
Business, Management, Marketing, and Related Professions	7,425	12,710
Education	6,327	8,900

Source: Annual Projected Openings from LWC's Long Term Occupational Projections Louisiana Board of Regents Degrees and Certificates Awarded by Degree, Degree Level, Gender, Race, and Citizenship

- a. **TARGETED CAREER PATHWAY CLUSTERS** Assisting job seekers with not just job placement, but identification of career pathways is a priority in Region 8. The plan is also to create regional career pathways for each customer-base across systems [adults, dislocated workers, Unemployment Insurance (UI) Claimants, long-term unemployed, adult education students, TANF (Temporary Assistance for Needy Families)/SNAP (Supplemental Nutrition Assistance Program) including services provided to Able Bodied Adults Without Dependents (ABAWD), vocational rehabilitation clients, veterans, older workers and individuals with additional barriers to employment including, the homeless, etc.] to align programs and resources that lead to employment outcomes, particularly for those with barriers to employment.

Louisiana Delta Community College is planning cooperatively through the Carl D. Perkins Career and Technical Education Act of 2006 and WIOA-planning to provide workforce skills training and integrated work-based training to meet regional employer and economic development needs. Region 8 partners will continue to work with the workforce development boards and core partners to define and build pathways appropriate to the region. WIOA emphasizes services that lead to career pathways and stackable credentials. This includes registered apprenticeships and occupational training programs, and from basic education into post-secondary programs. The foundation for this approach to post-secondary credentials is the development of career clusters at the secondary school level, these are:

- Health Science
- Manufacturing
- Business Management & Administration

A career pathway approach is designed to prepare students to meet the demands of postsecondary education and the expectations of employers, in particular those representing in-demand occupations. Integral to this process is the opportunity for participants to acquire a “portable” and “recognized” credential that they have successfully demonstrated skill competencies on a core set of content that is complete with performance standards that are based on a specific set of work-related tasks in either a single occupational area, or a cluster of related occupational areas. Louisiana currently has multiple certifications that are “Industry Based” and “Locally Designed” and available state-wide.

Region 8 recognizes that strong relationships with employers are necessary to create pathways to gainful, long-term employment for participants. The career pathway model provides a combination of education, training, and other services that align with the skill needs of industries in the region. The model prepares adults for success by organizing education, training, and other services to support their particular needs including: counseling to accomplish goals; educational training and workforce preparation that is offered simultaneously, concurrently, and contextually within a specific occupation or occupational cluster; allowance for attaining a recognized high school equivalency credential; and entrance or advancement within a specific occupation or occupational cluster.

b. Skills In-Demand

<u>HEALTH CARE AND SOCIAL ASSISTANCE</u>	
Advertised Detailed Job Skill	Job Opening Match Count
Interpersonal skills	3,499
Customer service	3,392
Time management	2,619

<u>HEALTH CARE AND SOCIAL ASSISTANCE</u>	
Advertised Detailed Job Skill	Job Opening Match Count
Organizational skills	2,385
Decision making	1,273

Source: Online advertised jobs data

<u>ACCOMMODATION and FOOD SERVICES</u>	
Advertised Detailed Job Skill	Job Opening Match Count
Customer service	104
Participate in the interview process	70
General maintenance	69
Restaurant management	60
Conflict management	60

Source: Online advertised jobs data

<u>RETAIL TRADE</u>	
Advertised Detailed Job Skill	Job Opening Match Count
Customer service	456
Clean parking lots	103
Greeting customers	39
Inventory control	38
Bookkeeping	37

Source: Online advertised jobs data

Diagram 6: In-Demand Industries with Employers' Requested Workplace Skills

Essential skills continue to be identified by Region 8's employers as a key barrier to individuals entering employment. Not only do employers want individuals with specific occupational skills (Diagram 6), they want individuals with the foundational workplace skills as well. Through conversations and visits with employers, feedback showed that employers considered the following qualifications as essential to being hired:

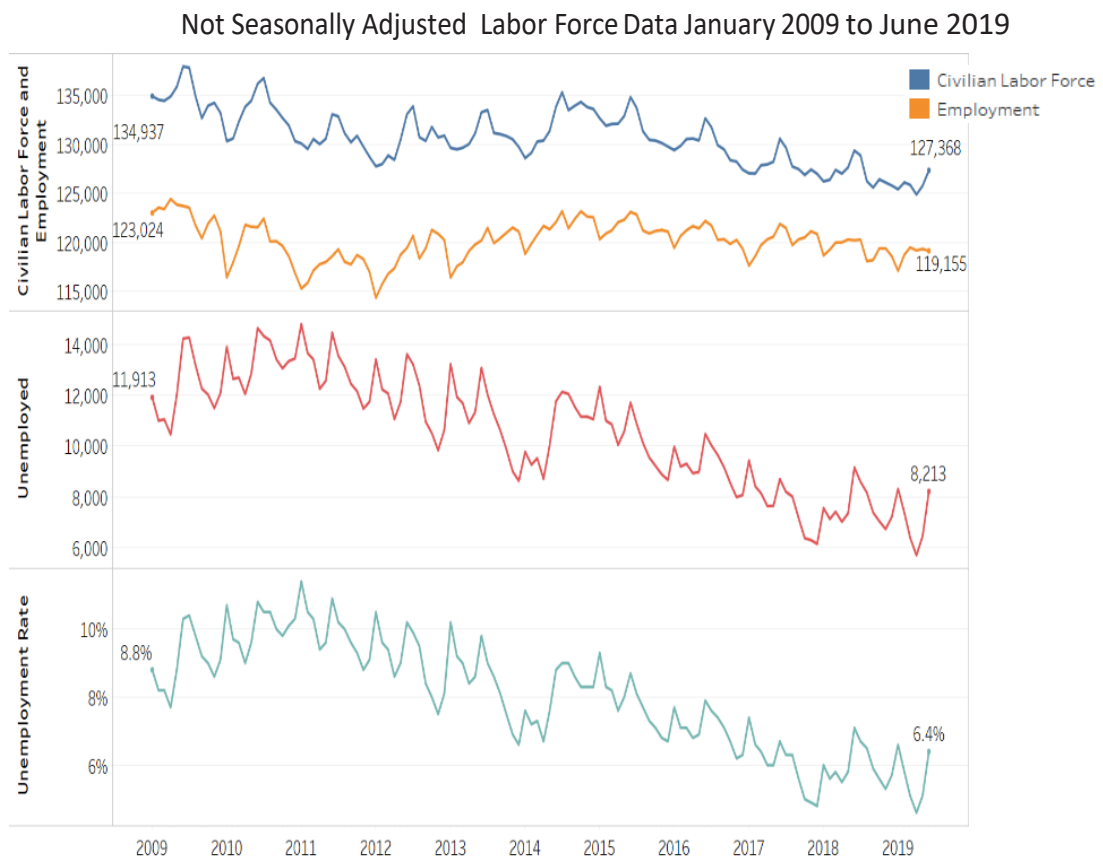
- Reliability
- Personal Responsibility
- Attendance/punctuality
- Communication (active listening and learning, speaking)
- Critical thinking and judgement/decision making.

c. Existing Job Seeker Skills vs. Demands of Businesses

In Region 8, as in the rest of the State, the gap in skills between what a potential employee possesses and what an employer needs is a complex issue. We hear frequently that there are not enough of the right candidates for in-demand jobs. To meet the needs of employers for skilled workers, job seekers need training. This is the case for low-income adults, dislocated workers and youth as well.

4. WORKFORCE IN REGION 8

Civilian Labor Force Statistics
The Monroe RLMA was hit hard during the coronavirus pandemic with monthly unemployment rates exceeding 10 percent from April to May, 2020. The rate has decreased since then, with the preliminary September 2020 rate being 6.9 percent, compared to a September 2010 rate of 8.7 percent.
Through the period of January 2009 to June 2019, the labor force has decreased by 7,569 people, while the number of employed has decreased by 3,869.



Labor Force Status	Percent
Population	4.5%
Labor Force Participation Rate	77.0%

Labor Force Status	Percent
Employed	96.1%
Unemployed	3.9%
Not in Labor Force	23.0%
Diagram 7: Labor Force Status of Veterans Aged 18 to 64	
Source: U.S. Census American Community Survey 2018 1-year estimates, Table C21005	

Diagram 7 breaks out the labor force status of Louisiana’s veterans aged 18 to 64. Veterans in Louisiana have a fairly high labor force participation rate, with over 77 percent of those aged 18 to 64 part of the labor force. Veterans account for 4.5 percent of the state’s population.

Nonfarm Employment Statistics

Seasonally Adjusted Total Nonfarm Employment January 2018 to June 2019



Above: During the period of January 2018 to June 2019, seasonally adjusted nonfarm employment declined by 300 jobs during what was a very volatile period.

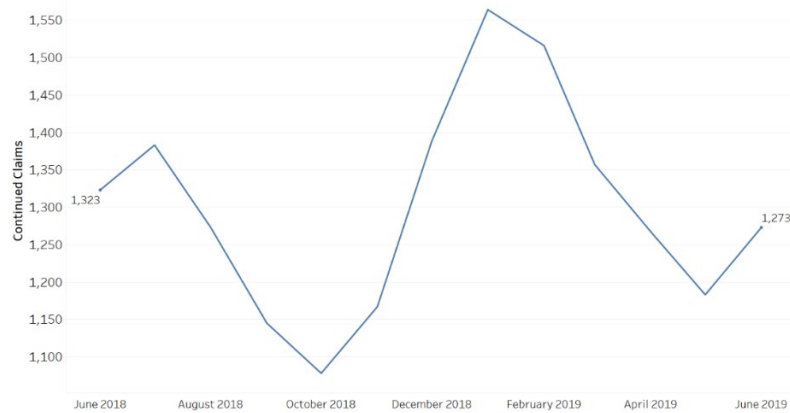
Below: Nonfarm employment in the Monroe MSA has grown steadily since reaching a low of 75,400 in December of 2010.

Seasonally Adjusted Total Nonfarm Employment January 2009 to June 2019



Unemployment Insurance Claims Data

Continued Claims for June 2018 to June 2019

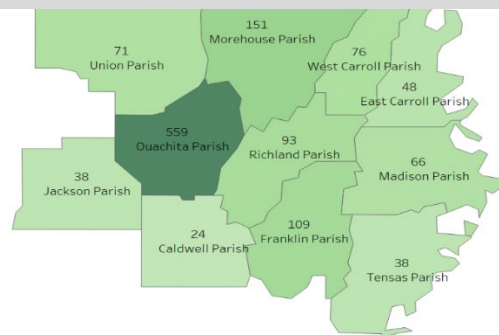


Above: Continued claims have decreased in the Monroe RLMA over the past year, declining from 1,323 in June 2018 to 1,273 in June 2019.

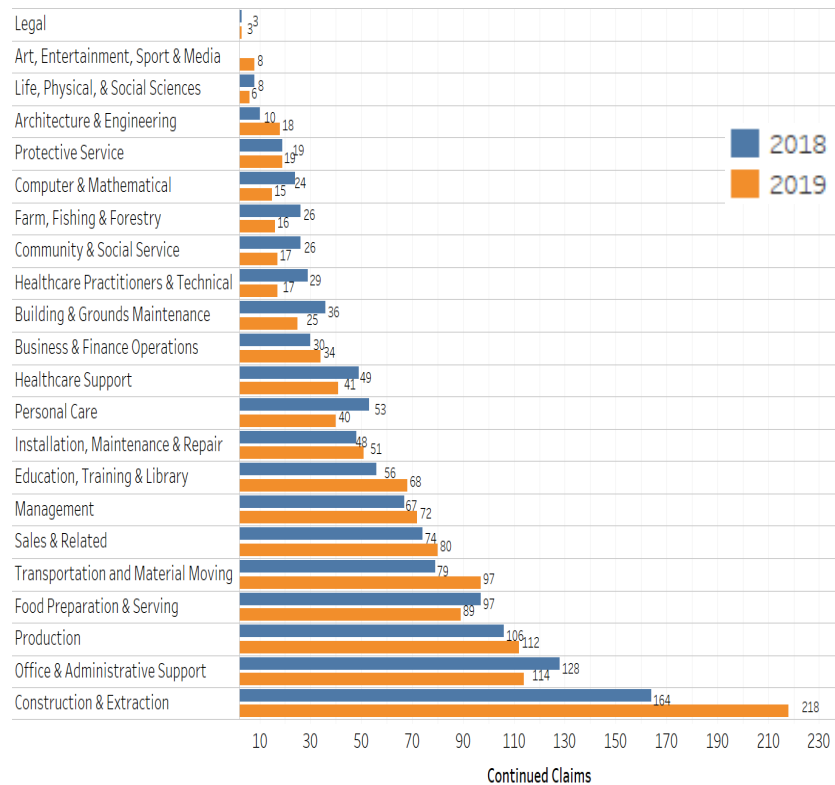
Below: Ouachita Parish had the most continued claims for the Monroe Region in June 2018 with 559 claims.

Both visuals display the continued claims for unemployment insurance filed for the week containing the 12th of the month.

Claims by Parish in June 2018



Continued Claims for June 2018 to June 2019



This chart shows the occupation clusters that contributed to Monroe's continued claims for the week containing June 12 in 2018 and 2019. Construction and Extraction Occupations led the region with 218 continued claims.

Diagrams 8 and 9 highlight the educational achievements of Louisiana's population. Diagram 8 looks at a younger cohort, ages 18 to 24, who may still be in postsecondary education. Their relative age likely accounts for the low percentage of Bachelor's degree or higher completers, and the high percentage of "Some college or Associate's degree" completers. Diagram 9 studies the population above age 24, which is more likely to have left the educational system. More than half of Louisiana's adult population has completed some college coursework or graduated from a secondary institution.

Education and Skill Levels of the Workforce of Louisiana	
Population 18 to 24 years	Percent
Less than high school graduate	16.7%
High school graduate (includes equivalency)	35.5%
Some college or Associate's degree	40.4%
Bachelor's degree or higher	7.4%
Source: U.S. Census American Community Survey 2018 1-year estimates, Table S1501	

Diagram 8: Education and Skill Levels of the Workforce of Louisiana-18 to 24 years

Education and Skill Levels of the Workforce of Louisiana (Continued)	
Population 25 years and over	Percent
Less than high school graduate	14.2%
High school graduate (includes equivalency)	34.3%
Some college, no degree	20.8%
Associate's degree	6.5%
Bachelor's degree	15.9%
Graduate or professional degree	8.4%
Source: U.S. Census American Community Survey 2018 1-year estimates, Table S1501	

Diagram 9: Education and Skill Levels of the Workforce of Louisiana-25 years and up

a. CHANGES IN DEMOGRAPHICS, LABOR SUPPLY AND OCCUPATIONAL DEMAND

The population in Region 8 is slowly decreasing. The 2010 population of 8th Regional Labor Market Area, Monroe, LA was estimated at 309,026. The 2016 population of 8th Regional Labor Market Area, Monroe, LA was estimated at 306,706. This represents a -0.75% change from 2010.

Area Name	2010 Estimated Population	2016 Estimated Population	Estimated 2010- 2016 Population Percent Change
8 th Regional Labor Market Area-Monroe	309,026	306,706	-0.75%

This demographic shift will continue into the future and will create continued downward pressure on labor supply for the entire region. The aging population is a key contributor to the expected strong demand for health care workers. Employers of Region 8 are also reporting that they are unprepared for the "brain drain" and skills

void that will result when a significant proportion of talented, experienced older workers start retiring and leaving the workforce.

This diagram shows the number of job openings advertised online, as well as potential candidates in the workforce system in 8th Regional Labor Market Area, Monroe, LA on September 9, 2020.

Area Name	Job Openings	Candidates	Candidates per Job
8th Regional Labor Market Area- Monroe	2,923	56,088	19.19

b. SPECIAL POPULATIONS

WIOA established a priority requirement with respect to funds allocated to a local area for Adult activities. Under this section, AJC staff, when using WIOA Adult funds to provide individualized career services, training services, or both, must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

The special (priority) populations under WIOA, and recognized in Region 8, include:

- Recipients of public assistance: SNAP, TANF, SSI, any other income-based assistance,
- Other low-income individuals who receive public assistance:
 - Family income does not exceed the poverty line or 70% of LLSIL,
 - Homeless,
 - Free or reduced school lunch,
 - Foster child,
 - Disabled,
- Individuals who are basic skills deficient, and
- Veterans and eligible spouses.

Disability Characteristic	Employed	Unemployed	Not in Labor Force
With a hearing difficulty	25.9%	8.5%	15.1%
With a vision difficulty	30.0%	29.9%	21.0%
With a cognitive difficulty	32.6%	51.2%	47.3%
With an ambulatory difficulty	30.5%	26.3%	56.7%
With a self-care difficulty	7.3%	5.7%	24.0%
With an independent living difficulty	14.5%	24.4%	46.4%
Source: U.S. Census American Community Survey 2018 1-year estimates, Table B18120			

Diagram 10: LA Disability Characteristics of the Workforce Aged 18 to 64 by Employment Status

Diagram 10 highlights the rates at which various disability characteristics appear in the employed, unemployed, and not in the labor force populations. The majority of

residents with disabilities, either unemployed or not in the labor force, face cognitive and/or ambulatory difficulties. Disability characteristics are not mutually exclusive, meaning one individual may have multiple difficulties, accounting for the high percentages.

In Louisiana, 6.5 percent of the employed population aged 18 to 64 lives with one or more disability. Residents with disabilities account for 15 percent of the unemployed and 31 percent of those not in the labor force.

B. REGION 8 SECTOR INITIATIVES

1. CONVENING OF EMPLOYERS, FOUNDATIONS, AND REGION 8 INSTITUTIONS

Region 8 has adopted the Next Generation Sector Partnerships model. The model is a partnership of companies from the same industry in a shared labor market region that works with education, workforce development, economic development and community organizations to tackle common needs of the targeted industry. Sector partnerships primarily focus on the education and workforce training needs of an industry, but Next Gen partnerships also focus on other issues related to an industry's competitiveness. This ensures deeper, broader and longer-term industry engagement.

INDUSTRY-DRIVEN, COMMUNITY-SUPPORTED SECTOR PARTNERSHIP



2. ESTABLISHED AND ACTIVE INDUSTRY SECTOR PARTNERSHIP IN REGION 8

Region 8's first attempt at sector partnership was in the Health care industry. Region 8's Workforce Development Boards first convened, in the summer of 2016, what has now grown into Northeast Louisiana Health Care Alliance. This has been a very successful partnership. The NELA Health care Alliance represents nearly forty (40) diverse health care organizations in northeast Louisiana. The alliance is made up of hospitals, long term care facilities, skilled nursing facilities, home health organizations and others who provide critically needed health care to community members. These health care organizations come together in an ongoing network to tackle the most pressing health care issues of Region 8 including workforce issues, networking opportunities, and pressing policy topics that warrant a collective action.

Health care companies in other regions of the country are working together to create "health care sector partnerships", and Region 8 must too if we are to continue to thrive. Sector partnerships are a way for multiple health care organizations to come together around important issues. They are a place to collectively address issues related to shared vitality; a single table at which to work with multiple public programs in education, workforce development and economic development; and an opportunity to help create solutions to shared pressing issues.

The launch meeting was professionally facilitated. Opportunities for industry stability and vitality in northeast Louisiana were defined for action. This was the beginning of an ongoing partnership of health care leaders in our region. Community partners such as workforce development, education, economic development, and others were there for

the initial meeting in “listening” mode in order to better understand how they could help. Community partners are a critical piece to acting on the priorities defined by the Alliance.

Wins for the NELA Health care Alliance

- Region 8 Hospital Resource Guide
- Regional Acute Network Data-sharing Project – Live July 1, 2017
- Prompted the re-establishment of the Ambulance Advisory Committee and secured membership appointments for health care representations. Led to a new Ambulance Provider for parish 1.1.19
- Expanded working network and networking opportunities – both with health care and community partners and peer to peer networking.
- Hosted Legislative Luncheon August 10, 2017 directly resulting in 2 pieces proposed legislation with one passed SB478: Provides relative to LPN Licensure. (No longer a charge to look up LPN License.)
- Enhanced an existing Louisiana Delta Community College CNA education program to address customer service deficiencies defined by health care providers in the region. Industry Partners and support partners have also worked together to redesign C.N.A. curriculum to include a Behavioral Health course to address the lack of Behavioral Health Techs in the area.
- CNA training opportunities have expanded to non-traditional sites.
- The NELA Health care Alliance has hosted two no-cost Nursing Symposiums to address the need to up skill incumbent nurses.
- Submitted Alliance Support for a regional candidate for the Louisiana Board of Pharmacy to the Governor for appointment.
- Applied for and was awarded a Blue Cross Blue Shield Foundation Collective Impact Grant of \$300,000, and a Living Well Foundation Grant award for \$44,000 for funding opportunities to support adjunct faculty to teach nursing clinicals at regional health care facilities.
- Hosted a seminar in partnership with Ochsner’s for regional security guard training for approximately 20 participants to address active shooter threats in the health care facility setting. (Acute Care Committee)
- Instrumental in the development and installation of two new in-demand occupational training programs identified by the Alliance as critical for the region: 1) Medical Assistants and 2) Behavioral Technicians.
- Awarded the 2019 International Economic Development Council (IEDC) Bronze Award for collaboration and partnership for the NELA Nursing Adjunct Faculty Project funded by the Blue Cross Blue Shield Foundation of Louisiana and Living Well Foundation.

3. OTHER SECTOR-BASED PARTNERSHIPS IN REGION 8

Workforce Development Boards-81 and 83 continue to evaluate industry needs to determine the next sector partnership to initiate. A partnership with the Manufacturing industry has been launched by the Monroe Chamber of Commerce. Region 8 has representatives participating in the planning meetings. The WDBs work closely with the Manufacturing Extension Partnership of Louisiana (MEPOL), a manufacturing organization.

4. OTHER PUBLIC-PRIVATE PARTNERSHIPS IN REGION 8

In 2015, IBM, CenturyLink and the State of Louisiana announced a public-private partnership that was to create high-value, high-tech jobs in the IT sector. As part of a ten (10)-year business transformation agreement between IBM and CenturyLink, IBM opened and staffed the new applications development innovation center in Region 8, creating at least four hundred (400) new roles for experienced professionals and drawing heavily on graduates from the state's colleges and universities. The State is providing \$4.5 million in funding over ten (10) years to expand key higher education programs in the IT sector, including the computer science program at the University of Louisiana at Monroe, the cyber engineering program at Louisiana Tech, and the data analytics program at Grambling State University. In addition, the State is providing \$12 million for construction of new office space for the use by IBM.

In the spring of 2017, Graphic Packaging International Inc. and DHL Supply Chain, North America made a combined \$274 million capital investment in the Manufacturing industry in northeast Louisiana and developed a 1.27 million-square-foot folding carton plant and logistics center in Monroe. A number of factors influenced the decision, including access to an experienced and skilled local workforce in Region 8 and the relationship with the State of Louisiana and local community. To secure the projects, Louisiana offered a competitive incentive package consisting of a performance-based, \$3 million Modernization Tax Credit for Graphic Packaging. For the public-private partnership capital investment, Graphic Packaging secured a local tax exemption agreement with the Ouachita Industrial Development Board as an alternative to the state's Industrial Tax Exemption Program. For its investment in the Monroe facility, DHL will receive an exemption of local property taxes.

In addition, Graphic Packaging will receive support from the state's FastStart® workforce training program, and the warehouse operator will be eligible to participate in the state's Enterprise Zone Program, along with either a sales tax rebate on capital equipment and materials purchased or a 1.5 percent tax credit on the company's total capital investment.

The project created over one hundred (100+) new direct jobs, and the warehouse operations resulted in more new indirect jobs. Because of the public-private partnership, Graphic Packaging will continue to employ more than eight hundred (800) people in its West Monroe mill and in the new combined folding carton plant.

Region 8 has five (5) community college campuses that support sector strategies. Louisiana Delta Community College (LDCC) is in constant contact with businesses to help them align curriculum and provide quality, affordable education and training to area residents. In addition, these strategies are discussed at the partner meetings with the community college in attendance.

Partnerships with chambers of commerce and economic development agencies in Region 8 will prepare the region for future sector partnerships, especially as technology continues to change the nature of work and future jobs amid the coronavirus pandemic.

5. NEUTRAL CONVENERS IN REGION 8

As described in the Next Generation Sector Partnership Tool Kit, the convener plays an essential role in keeping a sector partnership on track and moving forward to accomplish the goals of the businesses in the partnership. The convener is the backbone of the sector partnership, providing administrative, project management, and facilitation support to keep the partnership focused and productive.

In Region 8, any of the community partners can be considered neutral enough to be a convener of a sector partnership. The community partners are:

- Workforce Development Boards 81 and 83
- North Louisiana Economic Partnership
- University of Louisiana at Monroe and Louisiana Tech University
- Louisiana Delta Community College
- Monroe City School District
- Ouachita Parish School District
- Monroe Chamber of Commerce.

Again, from the Next Gen model, there is no single organization that is best positioned to convene a sector partnership. Successful sector partnerships can be convened by workforce development boards, chambers of commerce, economic development organizations, industry associations, or community colleges. Whatever the arrangement, it's important that the convener has the following characteristics:

- Trusted
- Facilitative
- Process-oriented.

Chapter 2: STRATEGIES FOR SERVICE INTEGRATION – REGION 8

WIOA promotes alignment of workforce development programs with regional economic development strategies to meet the needs of local and regional employers. The workforce system supports strong regional economies and plays an active role in community and workforce development.

All customers in Region 8 will have access to services in both a self-serve option and/or a staff-assisted option. Access to some services may require determination of customer eligibility, which is provided at one of the eleven (11) local American Job Centers in Region 8. Integrated Service Delivery honors the journey of the individual. In particular, it highlights the assets and interests of the customer at every point of service delivery. Integration called out in the legislation requires partners to be flexible and adaptive as customer needs change. WIOA puts the job seeker in the driver's seat at Region 8's American Job Center locations and allows them the opportunity to understand all services and choose the option(s) that will work best for them. Customers are actively engaged in service determinations throughout the process, and service providers utilize the strengths that each customer brings to their employment journey. Customers are also frequently asked to review service experiences and inform how future customer experiences can be improved. Region 8 is in the forefront of the coordinated planning and service delivery strategies that makes the regional efforts successful.

A. Analysis of Workforce Development Activities

1. STRENGTHS AND WEAKNESSES IN REGION 8

What follows is a summary of the strengths and weaknesses of workforce development activities in Region 8. A strength of the region's workforce development activities is the many partnerships in place to help individuals with barriers to find employment that will lead to a self-sufficient wage.

Strengths

- Title I performance goals are the primary focus of the region.
- Increased online presence and access to automated services.
- Both Local Workforce Development Areas (LWDAs) in Region 8 make Title I programs more employer driven.
- Louisiana Delta Community College is a high-quality provider across the region. WDB 81 and 83 work collaboratively with the community college to help develop employer-driven programming to fill immediate and longer-term employer needs.
- Information is shared across the region to reduce any overlap with employers.
- Region 8 continues to participate in the North Louisiana Work Ready Community. LWDB-81 became a certified ACT Work Ready Community in May 2019. LWDB-83 continues to progress toward becoming a Certified Community.
- The Northeast Louisiana Health Care Alliance continues to make strides in Region 8.
- Both WDBs in Region 8 utilize labor market information produced by Louisiana Workforce Commission to make sound workforce decisions.

- Both LWDAs within Region 8 are working to be more creative with program design and consistently share best practices.

Weaknesses

- Employer involvement is not always as strong as it should be to ensure regular feedback. Region 8 seeks more feedback from employers to know how efficient and effective our programs are.
- The majority of the clients seeking assistance are the hardest to serve. “Employability” or “soft skills” are often what job seekers need the most.
- LWDAs in Region 8 seek additional training opportunities for Youth activities.
- There is a mismatch between the available labor pool and employer demand. Many in-demand jobs require advanced training to meet workforce requirements.
- Transportation issues are a constant struggle. Many workers are not close to job opportunities and do not have access to public transportation or access to a vehicle.
- Funding for child care assistance is a consistent reason for many to decline job opportunities.
- There is a perception that many clients served are “unemployable”.
- The lack of a consistent marketing campaign has diminished the ability to develop lasting relationships with both job seekers and employer customers.

2. CAPACITY OF PARTNERS TO ADDRESS EDUCATION AND SKILL NEEDS IN REGION 8

Region 8 is tasked with establishing, implementing and sustaining a comprehensive, integrated workforce delivery system that expands economic development and workforce capacity. This is being done by increasing collaboration among all workforce partners to improve responsiveness and the coordinated delivery of services. Region 8 is very connected in helping to bring partners and programs together. The region is forming many new partnerships to meet the educational needs of our citizens. The LWDAs are members of the Regional Carl Perkins committee to help shape pathways opportunities.

The Region strives on providing short-term, demand-driven training. Region 8 aligns with the goal to support the Jump Start 2.0 program to better prepare students to work in high wage, high-growth industries. Region 8’s Adult Education partners are partnering with the LWDAs to provide more training opportunities. Louisiana Delta Community College is actively engaged in developing solutions. LDCC Center for Adult Development has made employment the primary goal for adult education rather than earning a credential alone.

As new firms locate in the region and as existing businesses work to remain competitive, the ability of the workforce system to identify business needs and to respond and deliver appropriate assessment, training, placement and retention strategies, is essential to maintaining workforce capacity. The WDBs of Region 8 provides direct leadership, support, services and resources to employers that: enhance specific skill development initiatives and programs; expand technical skills, workforce capacity, apprenticeship programs, customized work training; and foster technical career support.

Employer services include occupational and labor market information to inform economic forecasting, no-cost human resource services for recruiting, retaining, and hiring qualified employees. Region 8 convenes a Regional Integrated Business Service Team. The goal is to bring together a team to coordinate and streamline services to employers. The focus is to ensure employers can access workers within the American Job Center system. The team:

- engages the business community to identify industry-hiring trends and industry recognized credentials,
- supports industry-specific sector strategies designed to facilitate in-depth focus on particular industries with business partnerships in these areas,
- analyzes and disseminates labor market information to project job growth, wages, and training requirements,
- provides comprehensive analysis of Region 8's labor market,
- creates custom recruitment plans,
- posts job vacancies online,
- conducts targeted recruitment through email and Zoom contact,
- organizes job fairs and special employer events,
- provides interview scheduling services and facilities,
- provides On-the-Job training funds,
- facilitates employed worker trainings, and
- responds to WARN (Worker Adjustment Retraining Notification) notices, facilitating workshops on behalf of Louisiana Workforce Commission by providing information on rights, responsibilities, and resources for the workforce.

There is opportunity for stronger coordination and consistency between partner programs in Region 8, through the use of a common intake process, referral and co-enrollment strategy that will improve efficiencies across the board for all partners. This "any door" approach will enable any job seeker to enter the system with a consistent approach, which will result in seamless transition among partner programs and supportive services providers.

3. CAPACITY OF PARTNERS TO ADDRESS NEEDS OF EMPLOYERS IN REGION 8

The regional partners have continued to expand their capacity to address the needs of employers. Partners within both LWDA's in Region 8 collaborate to understand the skill needs of employers and implement appropriate responses. Partners work with employers to understand skill needs by using Business Services Teams (BST) to meet with employers on a regular basis to discuss employment needs.

The Integrated Business Service Team is designed to be a group of individuals who work with businesses to form a single point of contact that represents all of the participating partners. Business customers express the need for American Job Center services which includes candidate screening, validation of the job-seeker information, assessment, and

quality applicants. Business customers also need employee commitment and loyalty, a single point of contact, and knowledge about AJC's products and services.

Region 8's goals for meeting the skilled workforce needs of employers mirrors those of LWC.

- Foster the improvement and expansion of employer-driven regional sector partnerships to meet occupational demands as supported by regional labor market information.
- Increase the use of labor market and educational data and technology, in coordination with local data, to inform and guide strategic workforce development decisions.
- Develop focused, regional workforce initiatives that blend partner resources to educate and train workers for jobs within the workforce region.
- Increase the alignment and efficacy of formula, discretionary and competitive workforce funding in efforts to support regional and local workforce initiatives.
- Promote meaningful, portable industry credentials supported throughout the workforce delivery system that align to workforce demand.
- Institute a system of accountability for the workforce development system that supports and promotes the evaluation of the effectiveness of both the region as well as the local workforce development boards.

4. TRAINING PROGRAMS PREPARING JOB SEEKERS FOR EMPLOYMENT IN REGION 8

Each local area has different strategies and areas of focus for best servicing the needs of its residents and employers. Region 8's Workforce Development Boards are working increasingly with our educational partners to develop career pathway programs to prepare individuals to be successful in secondary and post-secondary education or enter a specific occupation. Louisiana Delta Community College offers credentials in many different sectors. The coordination between Adult Education and Workforce partners is necessary to meet the needs of the job seekers within Region 8.

Region 8's Workforce Boards utilize work-based learning opportunities to prepare job seekers. Work-based learning opportunities include On-the-Job Training (OJT), Work Experience, Apprenticeships, and Youth Internships to provide the skills needed for job seekers to be successful in the workplace.

5. COMMITMENT OF PROGRAM PARTNERS TO STRATEGIES IN REGION 8

Through the Memorandum of Understanding (MOU) development process, each program partner has committed to the integration of workforce development services. Region 8's partners are committed to implementing the strategies for LWDA-81 and 83. The major priority continues to be communication among partners including improving and expanding technological capabilities that facilitate service referrals; coordination of services across partners for the entire workforce system; coordinated employer services; cross training provided to staffs; and performance reporting and management.

B. COORDINATION OF TRANSPORTATION AND SUPPORTIVE SERVICES Supportive services for individuals are coordinated with community agencies as well as partner agencies such as adult education, vocational rehabilitation, and Veterans programs.

In coordinating and collaborating with partners, WIOA resources will be used to provide supportive services when other funding is not available.

WIOA allows for the provision of supportive services to enable an individual to participate in career services and training services. Supportive services such as transportation, work gear, licensure tests, child care, dependent care, and housing, may be necessary to enable an individual to participate in activities authorized and consistent with the provisions of the WIOA Title I-B.

Transportation issues are one of the most common barriers to individuals participating in activities as well as those seeking immediate employment. In all of the parishes in LWDA-83 there are no public transportation options available for training or work. Current practices include reimbursement of expenses toward transportation.

1. ORGANIZATIONS PROVIDING SUPPORTIVE SERVICES IN REGION 8

WIOA requires regions and local areas to enhance coordination and partnerships with organizations that do and could in the future provide supportive services. Each of the two (2) Comprehensive One-Stop Centers in Region 8 offer an extensive array of services which include for job seekers the provision of information relating to the availability of supportive services such as child care and transportation.

- The Louisiana Department of Children and Family Services (DCFS) is committed to providing cash assistance and supportive services to needy families meeting specific financial criteria and to provide services necessary to accomplish the goals and purposes of Section 401 of the Social Security Act (42 USC 601), as well as the goal set by participating in WIOA training activities.
- The Community Services Block Grant Unit, as a component of the LWC, Office of Workforce Development, will provide leadership and technical assistance to the local Community Action Agencies (CAAs) to support the collaboration and coordination of employment and training activities, as well as supportive services with the local and regional WDBs.
- Training provided by the State Monitor Advocate is tied to and follows outreach and provision of services to MSFWs. The SMA developed and assisted MET, Inc. and local WIOA providers in developing MOUs. Other services, such as training or supportive services, provide a pathway for MSFWs to transition to higher wage jobs and permanent year-round employment in non-agricultural work.
- Vocational Rehabilitation in providing supportive services likes eyeglasses, hearing aids, dentures, etc.
- It should be noted that Louisiana Community and Technical College System, as well as other public and private organizations in the state, have received millions of dollars in discretionary grants and will continue to apply to receive future discretionary grants to

support workforce training services and strategies to impact the lives of targeted populations. The governor's vision is to improve coordination and collaboration in delivering services to eligible participants in an effort to improve upon the efficacy and effectiveness of service delivery, thereby increasing participation of the state's most vulnerable populations in need of workforce training and supportive services.

Supportive services could be identified by United Way of Northeast Louisiana 211 Program. The program offers resources for food assistance and other necessities. The program is offered throughout the entire Region 8 service area. Northeast Louisiana United Way's website, <http://www.unitedwaynela.org>, gives clients the ability to access supportive services within the region. American Job Center's clients are referred to entities or organizations that are not available at the Career Centers for supportive service.

Resource guides are available to serve individuals with barriers to employment. These resource guides provide a list of supportive services available in the community and are updated regularly.

2. POLICIES/PROCEDURES THAT PROMOTE COORDINATION OF SUPPORTIVE SERVICES DELIVERY IN REGION 8

The two local workforce development areas in Region 8 each have supportive service policies in place that promote coordination among community providers. Transportation is more difficult to coordinate as LWDA-81 has access to a mass transit system and for LWDA-83, rural transportation organizations simply do not exist. The partners will work through the MOU process to identify better ways to promote coordination of supportive services.

C. COORDINATION WITH ECONOMIC DEVELOPMENT SERVICES

It has been a goal in Region 8 to anticipate the ongoing need for creating contingency plans to support economic growth in targeted industry sectors, and developing improved relationships with local and state economic development entities with the goal of pre-empting shortfalls in a skilled workforce, that we are on track to do. Meeting this goal in Region 8 has the potential to strengthen the region's overall economic vitality by bolstering regional economic competitiveness by engaging economic development experts in workforce issues while aligning education, economic and workforce development planning.

1. ORGANIZATIONS ENGAGED IN PLANNING IN REGION 8

Region 8 has several economic development agencies that assist in regional planning. Region 8 works closely with the Monroe Chamber of Commerce and Northeast Louisiana Economic Partnership. The chair of LWDB-81 is the President and CEO of the Monroe Chamber and a representative of North Louisiana Economic Partnership (NLEP) sits on the Board of LWDA-81. Both LWDBs have economic development representation with Northeast Louisiana Economic Alliance (NELEA) represented on WDB-83. With the business members of the Workforce Development Boards appointed by the chambers of

commerce in Region 8, needless to say the chambers of commerce are engaged in Region 8's planning efforts.

The local areas of Region 8 work with Louisiana Economic Development's Fast Start Program. LEDFast Start provides quick workforce solutions to businesses in LED's effort to attract new businesses to the region, or retain existing businesses. Solutions include recruitment and workforce training, working with the state's community and technical college system to develop curriculum approved by the employer(s) to produce short-term training to job candidates and helping trainees attain the skills necessary to fill jobs quickly.

2. ORGANIZATIONS DECLINING PLANNING IN REGION 8

No economic development organizations, WIOA service providers or businesses that were invited to participate in Region 8 planning declined the invitation.

D. COORDINATION OF ADMINISTRATIVE COST ARRANGEMENTS

Region 8's local Workforce Boards have engaged the WIOA partners in negotiating discussion about their fair share of the workforce development system. Additionally, partners have identified cost contributions based on available funds and system use. The partners will work together toward continuous system improvements through shared costs, leveraging of resources, and a foundation of cooperation. The local boards have finalized MOUs for partners cost sharing.

Chapter 3: VISION, GOALS AND IMPLEMENTATION STRATEGIES – REGION 8

Local Workforce Development Boards of Region 8 are increasing focus on alignment with economic, workforce, and education systems to coordinate system based on skill needs in regions, much as LWC is with the local boards. This entails aligning career and technical education and apprenticeship opportunities as well as other education programs and activities occurring at the local level in each region. Region 8, through its required Strategic Plans, is developing strategies and actions to promote the alignment of all programs with WIOA-funded programs. Additionally, they are including sector strategies and youth initiatives to promote integration of services across all programs. The strategy related to this goal is creating a new, integrated regional planning process across the economic, education, and workforce sectors.

Strategic planning elements provide a strategic vision and goals for preparing an educated and skilled workforce. The strategy must include an analysis of economic conditions in Region 8, such as the existing and in-demand industry sectors and the knowledge and skills needed in these industry sectors.

It must also include data on the current workforce and labor market trends. This analysis must include the educational and skill levels of the workforce and specifically makes reference that individuals with barriers to employment must be included in the analysis. The strategy must further identify how the workforce development activities in the region will address the education and training needs of employers and the workforce, including a strategy for aligning the WIOA core programs and other resources in the region.

A charge for Region 8 is to provide a staff that has the knowledge and experience to carry out the requirements of the Workforce Innovation and Opportunity Act of 2014. Region 8's staff has the experience in case management, assessment, and counseling of clients to provide residents of this workforce area with an integrated service delivery for job seekers and employers. Region 8, acting under WIOA, brings together in strategic coordination, the core programs in skill development of employment and training services for adults, dislocated workers, youth and Wagner-Peyser employment services administered by LWC. Region 8 also coordinates with adult education and literacy programs and Vocational Rehabilitation state grant programs that assist individuals with disabilities in obtaining employment.

WIOA requires that workforce development programs be strategically aligned. WIOA ensures that employment and training services provided by the core programs are coordinated and complementary so that job seekers acquire skills and credentials that meet employers of Region 8 needs. As partners transition to WIOA, they will utilize a customer-centered design – where the needs of businesses and workers drive workforce solutions; where AJCs provide excellent customer service to all job seekers and businesses; and where the workforce system supports strong regional economies (including across state lines) - to understand the customer's needs

and desires, and have implemented policies and procedures for integrated services based on the needs of their clients and within context of the local communities. Region 8 has altered its focus, from an organizational perspective, certifying we have the infrastructure and are aligning our priorities so that we have a strategic relationship with our employer customers

A. STRATEGIC VISION TO SUPPORT ECONOMIC GROWTH

The development of this WIOA Combined Regional Plan is an ongoing effort by Region 8 to transcend the fragmentation of workforce programs. Overcoming silos and promoting program integration are easy goals to talk about but very difficult to achieve. Region 8 partners will work together to leverage resources, both federal and other, to achieve Governor Edward's Strategic Vision.

To ensure the workforce development activities/services of Region 8 meet the needs of employers and support economic growth in the region WDBs 81 and 83 will enhance communication, coordination, and collaboration among employers, economic development entities and service providers.

Region 8 will develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth. Region 8 anticipates the ongoing need for creating contingency plans to support economic growth in targeted industry sectors and developing improved relationships with local and state economic development entities with the goal to prevent shortfalls in a skilled workforce.

Region 8 shares the Governor's vision of serving job seekers and businesses by "Putting More Louisianans to Work" to create an environment in which our businesses can grow and our people can flourish. Region 8's strategic vision to create and expand the skilled workforce places priorities in the following areas:

1. Provide enriched and cohesive services to job seekers.
2. Enhance regional collaboration, coordination and partnerships.
3. Expand employer engagement strategies to be more responsive to the needs of business and industry.

B. GOALS FOR PREPARING AN EDUCATED AND SKILLED WORKFORCE

The Region 8 partners have considered the overall needs of Region 8, the challenges of businesses and job seekers and the existing capacity of the workforce development system to respond to these needs. We have adopted the following goals to guide our work together during the next few years:

- Collaboration
 - Build a talent development delivery system through systematic change, integration of resources, and continuous improvement.
 - Align workforce development resources to anchor the following industry sectors
 - Health care and Social Assistance
 - Accommodation and Food Services

- Manufacturing
 - Ensure the employment and training services provided by core programs identified in WIOA are coordinated so that job seekers acquire skills and credentials that meet employers' needs.
 - Evaluate performance.
- Job Seekers
 - Educate and inform, disseminate organization, workforce, and career pathway information regularly to foster interest and collaboration.
 - Foster and advance universal access to workforce services in all parishes with a focus on populations with barriers.
 - Engage and connect youth with career pathways and employment training opportunities.
 - Promote quality employment and training services for Adult and Dislocated Workers.
 - Provide access to high quality training to help job seekers acquire industry recognized credentials for in demand jobs.
- Employers
 - Build relationships that promote success, engage business, industry, and the education community to ensure universal contribution and commitment to workforce initiatives and strategies that support regional economies.
 - Foster regional sector partnerships and alignment between the region's workforce development programs.
 - Reinforce connections with registered apprenticeship and pre-apprenticeship programs as these are proven models that provide workers with career pathways and opportunities to earn while they learn.
 - Ensure the workforce and education systems meets the needs of economic development and employers.

Region 8's seven (7) broad goals for the workforce development system are:

- Establish career pathways as the primary model for skill, credential, and degree attainment
- Expand public-private investment in the region's pipeline of workers.
- Increase opportunities for all youth to participate in work-based learning through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences.
- Engage employers through sector partnerships to improve the connection and responsiveness of workforce programs to the demand side of the labor market.
- Strengthen data sharing across state agencies and workforce development partners to better understand education and employment outcomes and rely more effectively on data to improve and target our efforts.
- To be recognized by the business and industry community as a valuable resource for the provision of workforce information, data, assistance, and guidance.
- To make everyone aware of "who does what" in the community and "where to go" when specific services are needed.

WIOA provides a historic opportunity to align performance-related definitions, streamline performance indicators, integrate reporting, and ensure comparable data collection and reporting across all six of the core programs, while also implementing program-specific requirements related to data collection and reporting. Region 8 will make investments in employment, education, and training programs that ensure evidence-based, data-driven, and programmatic service delivery that is accountable to customers and taxpayers. Performance accountability and data reporting will be aligned to promote the workforce development system that creates a best-in-class regional system, responsive to business and industry.

With respect to the performance accountability measures required in WIOA and the implementing rule, the LWDAs in Region 8 individually negotiated and reached agreement with the State on local levels of performance for performance accountability measures. Negotiations will occur every other year for a two-year period and measures are in place. In addition, partners will actively engage in whatever process is implemented by the respective state agencies for negotiating and setting targets for these measures. The goals for the Title I programs are set through the use of a statistical adjustment model. These procedures are in place and the partners consult with their respective state agency contacts and meet to discuss the implications of the performance measures and required targets for service delivery and integration. The Core Partners work cooperatively to report performance outcomes across all programs to advance the goals of improving access and success for all customers. However, currently there is no universal or shared system for partners to communicate performance to customers.

C. REGIONAL AND LOCAL STRATEGIES

In order to –

1) Facilitate Engagement of Employers

We will use our Workforce Boards to create strategies for employer engagement and to lead engagement efforts for specific industries, particularly for the primary targeted sectors. We will work with the existing community college advisory committees to leverage the work of these committees to inform our planning and policies for career pathway development, and to help ensure that these advisory committees benefit from the perspectives of the workforce system.

Region 8 focuses on working with corporations that can offer multi-dimensional support, such as work experiences, internships, job shadowing, tutors, mentors, and provide consultation about the Youth program. WIOA contributes to economic growth and business expansion by ensuring the workforce system is job-driven and matches business customers with skilled individuals.

2) Support a System that Meets the Needs of Business

The Integrated Business Service Team is designed to be a group of individuals who work with businesses to form a single point of contact that represents all of the participating partners. Business customers say there is a need for AJC services that include candidate screening,

validation of the job-seeker information, assessment, less paperwork, and applicants from the centers who are equal to or better than walk-in applicants. Business customers also need employee commitment and loyalty, a single point of contact, and knowledge about AJCs' products and services.

Region 8's business service plan clearly identifies products and services and their attributes and features that appeal to potential customers. The flow of business services follows these steps: a) assist in the forecasting of skills and knowledge needed by businesses in Region 8, b) identify eligible training providers, c) work with educational entities to provide customized training based on business customer needs and expectations, d) prepare a pool of job ready applicants and begin training them, and e) conduct targeted recruitment.

3) Coordinate with Economic Development Strategies

Region 8 has several economic development agencies. Region 8 works closely with each one. NELEA works with employers in Caldwell, East Carroll, Franklin, Madison, Ouachita, Richland, Tensas and West Carroll Parishes in Region 8. NLEP provides professional economic development services to the other parishes of northeast Louisiana, including Jackson, Morehouse, Ouachita, and Union. The organization also represents the interests of north Louisiana with a unified voice and as a single point of contact. It acts as a catalyst, a convener, and a connector in the region to ensure that north Louisiana's economic development potential is realized.

Region 8 is also closely tied to other regional economic development agencies providing them with workforce intelligence when asked to do so to attract potential employers to the region.

4) Strengthen Linkages with Unemployment Insurance Programs

A service strategy designed by LWC is already in place for providing career services to Unemployment Insurance (UI) claimants. The staff working in the centers are trained and knowledgeable in the provision of information regarding filing claims for unemployment compensation. The two words "and assistance" imply a more affirmative responsibility to assist claimants in the claims filing process. Staff will need to be fully trained on customer-centered service delivery practices. These services will be expanded so all customers experience a "common front door" for all partner programs and a triage/assessment process to measure academic and occupations skills that leads to seamless customer flow and access to the services needed.

Region 8 has developed, convened, and implemented sector partnerships; one in the health care sector and a second in manufacturing. Region 8 knows how fast the health care industry is changing. Every day there are pressing questions and issues related to patient care quality, costs of care, a qualified workforce, technology innovations, public awareness and wellness, among a myriad of other topics. Aware that no single organization could do this work well alone, the LWDBs of Region 8 worked across health care organizations and with community partners to navigate the new demands. That's why the Northeast Louisiana Health care Alliance was launched.

5) Promote Entrepreneurial Skills Training and Microenterprise Services

WDBs-81 and 83 will establish relationships with entities that provide guidance, support, and resources to encourage microenterprises, defined as a small business employing nine (9) people or fewer and having a fairly small balance sheet, and entrepreneurial opportunities, including the Louisiana Small Business Development Center at University of Louisiana at Monroe. If a WIOA participant is interested in their own business start-up, they are connected with the appropriate partner.

6) *Implement Initiatives Designed to Meet Employers' Needs*

A top priority for Region 8 is to ensure that the entire customer spectrum has accurate and available knowledge in order to make informed choices about career pathways for job seekers, and real-time, relevant access to labor market data for employers. Armed with quality data and sound interpretation, the WDBs and staffs of Region 8 are able to better navigate the workforce and economic environment in our region.

WIOA highlights sector partnerships as a key strategy for meeting the needs of employers, workers, and job seekers. Sector Partnerships are industry-driven and community supported by education, workforce development, economic development and community organization which are required to truly support a regional industry and to connect job seekers to jobs.

The WDBs of Region 8 were well positioned to serve as the convener for this work through a contract provided to the region by Louisiana Workforce Commission and funded by a National Dislocated Worker Grant. The development and implementation of Sector Partnership strategies began in March 2016 with the launch of our first industry partnership, Health Care, planned on August 3, 2016. The following is a brief overview of Region 8's Sector Partnership scope of work:

- Identify and engage key leadership within Region 8 – Board Members, Directors and Business service Team members (March – June 2016)
- Review and analysis of labor market data to determine valid demand industry sectors
- Full sector partnership and industry engagement for WDB staff (March – August 2016)
- Facilitation of Regional Meeting with key leadership from workforce development, education, economic development, and community organizations
- Identify Industry Champions for targeted sectors
- Health care Industry Sector launch (August 03, 2016)

Develop replicable process for Sector Partnership development in region to be implemented in additional sectors.

Region 8 will continue to focus on convening and collaborating with various organizations and workforce stakeholders. Region 8's Integrated Services Team is a key player in the combined employer engagement process. A strength of Region 8 is the implementation of work-based learning programs, including Youth Work Experiences and On-the-job Training programs.

Although these programs have their own unique rules, regulations, and targeted populations, they share a unity of helping local businesses access a viable talent pool through work-based learning, which in turn supports Region 8's participants in obtaining meaningful employment.

Region 8 actively uses On-the-Job Training opportunities as one of the cornerstones of its practical learning components. With a high rate of retention, the OJT program is one that both employers and job seekers actively inquire about.

Region 8 provides other business services and implements strategies that meet the workforce development needs of our local area employers. For example, Incumbent Worker Training provides both workers and employers with the opportunity to build and maintain a quality workforce and increase both participants' and companies' competitiveness. This type of work-based training and upskilling is designed to ensure that employees of a company can acquire the skills necessary to retain employment and advance within the company, or to acquire the skills necessary to avert a layoff. Incumbent worker training is designed to be responsive to the special requirements of an employer or a group of employers in partnership with other entities for the purpose of delivering training.

Transitional jobs are a type of work-experience considered an individualized career service. Transitional jobs are time-limited and wage-paid work experiences that are subsidized up to hundred (100) percent. These jobs are in the public, private, or nonprofit sectors and are only available for individuals with barriers to employment who are chronically unemployed or have an inconsistent work history, as determined by the regional AJC staff. Transitional jobs provide an individual with work experience that takes place within the context of an employee-employer relationship. Region 8 will use transitional jobs to establish a work history for the individual, demonstrate success in the workplace, and develop the skills that lead to entry and retention in unsubsidized employment.

D. REGIONAL STRATEGIES TO INCREASE APPRENTICESHIP AND WORK-BASED LEARNING

Closely tied to the solutions sought by businesses in Region 8 is the expanded use of work-based learning (Registered Apprenticeships, Youth Apprenticeships, Pre-Apprenticeships, Customized Training, On-the-Job Training, Incumbent Worker Training and others). This emphasis recognizes work-based learning as often the most effective mechanism for delivering Training and Education solutions in an environment that is directly shaped to and for the needs of the employer. This is beneficial because it's an earn-while-you-learn environment. Employers like this process because it is a plus for their business.

Work-based training models will utilize work-based learning to fill Region 8's business needs for skilled employees, thereby increasing employee earning potential and the business's bottom line. To ensure quality in work-based training, Region 8 will demonstrate evidence of the following criteria:

- Occupation training for in-demand jobs as defined by Occupational Forecasting Conference and approved by the State Board (Workforce Investment Council) accessible through (Star Jobs)
- Clear program goals

- Outreach implementation to program participants and employers regarding OJT opportunities; including leveraging various partners' relationships with employers
- Standardizing and streamlining forms, including contracts and training plan templates in Region 8
- Clear roles and responsibilities for trainers, worksite supervisors and support personnel
- Assessments to identify existing skills of individual learners
- Reasonable training length reflecting both the complexity of the job and skills of the trainee
- Specified methods of instruction
- Assurance that participants are job-ready prior to work-based training opportunities
- Established evaluation processes
- Clear expectations and feedback to assess progress toward achieving learning/skills acquisition goals.

Incorporating Registered Apprenticeship into service design and delivery is one way Region 8 will address the middle skill jobs that account for over half of Louisiana's labor market. One way to accomplish this is by having American Job Center staff involved and engaged in screening and assessment for current registered programs.

Region 8's BSTs are working throughout Region 8 to improve the capacity of the workforce system relative to incorporating Registered Apprenticeship in service design and delivery, as well as to support the emphasis on career pathways. The engagement of BST staff with the State apprenticeship staff has also been robust, and we expect that partnership to continue. LWC believes, as does Region 8, Registered Apprenticeship is a model that strikes "...the critical balance between serving individuals and employers in a manner that will produce strategies that in the long run are good for both."

The WIOA grant provides funds for employer incentives to assist with OJT and Related Technical Instruction (RTI) training costs. The Integrated Business Service Team will promote this benefit braiding funds with OJT contracts and Individual Training Accounts (ITAs) to increase the amount of WIOA funds utilized by employers with a Registered Apprenticeship model and encourage Registered Apprenticeship expansion across Region 8.

During National Apprenticeship Week in 2019, Region 8 held an event in Richland Parish, the two local workforce boards coordinated together. This event focused on informing employers of the benefits of Registered Apprenticeship and how WIOA funding can amplify programs. A key strategy in Region 8 is the expansion of the use of Registered Apprenticeship programs where employer and employee are equally committed to the program's success. Registered Apprenticeship programs have demonstrated that employers benefit from lower employee turnover, increased employee productivity, improve employee problem-solving skills and enhance employee relations.

Region 8 continues working to develop new non-traditional programs in industries such as health care and advanced manufacturing. Region 8 continues to encourage new and currently existing programs to take advantage of registered apprenticeship under the new WIOA regulations. Provisions in WIOA clearly support the expansion and incorporation of registered apprenticeship as an evidence-based approach to workforce development.

E. INITIATIVES TO SHORTEN TIME FROM CREDENTIAL TO EMPLOYMENT

Region 8 partners realize the value and significance of shortening the time from credential to employment. A range of activities are in place region-wide. All work-based learning activities (OJT, pre-apprenticeship, apprenticeship, and transitional jobs) are geared toward moving workers into employment more quickly and effectively. Region 8's integrated and the local Business Service Teams listen to employers' needs and work to better understand their training needs.

LDCC has partnered with high schools to offer dual credit programs, which help students quickly complete their degree and enter the workforce, while saving money along the way. LDCC is also working with four-year universities to ensure credits are recognized and accepted. Louisiana Delta Community College is exploring a range of non-credit programs in conjunction with businesses, which often facilitate industry-recognized credentials more quickly than traditional course timelines, especially when these are interim credentials that would normally be part of a longer college course or program. Workers retain the value from these interim steps in themselves and should more easily be able to later take additional credentials that can be stacked toward college degrees.

F. STEPS TO ALIGN AND INTEGRATE EDUCATION, WORKFORCE AND ECONOMIC DEVELOPMENT

The Louisiana Workforce Commission (LWC), in partnership with DCFS, shares job seeker registration data to promote efficient use of public assistance resources. DCFS clients, who may benefit from WIOA staff services, are referred to Region 8's AJC offices for additional assistance.

Region 8's relationships with Adult Education promotes training opportunities for Title I WIOA participants. The integration of Title II Adult Education into the workforce system promotes the flow of communication of labor market needs and education and training opportunities between Adult Education and Workforce Development. These stakeholders use WIOA programs and internal data to maximize the efficiency of its shared programmatic efforts.

North Louisiana Economic Partnership, an Accredited Economic Development Organization, provides professional economic development services to North Louisiana. The organization also represents the interests of North Louisiana with a unified voice and as a single point of contact. It acts as a catalyst, a convener, and a connector in the region to ensure that North Louisiana's economic development potential is realized. Its vision is for North Louisiana to be a thriving region-a destination for high quality talent, innovative companies, and global investment.

Region 8 will foster the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors through the following efforts:

1. Work with our economic development partners within Region 8 to identify existing partnerships and initiatives with employers in our key sectors.
2. Identify local employers willing to provide expertise to our sector initiatives.
3. Work with community partners to organize and or expand work within existing partnerships or create new partnerships.

And, as outlined in the State Plan:

4. Increase the use of labor market and educational data and technology, in coordination with local data, to inform and guide strategic workforce development decisions.
5. Develop focused, regional workforce initiatives that blend partner resources (co-investment) to educate and train workers for jobs within the workforce region.
6. Increase the alignment and efficacy of formula, discretionary and competitive workforce funding in efforts to support regional and local workforce initiatives.
7. Promote meaningful, portable industry credentials supported throughout the workforce delivery system.
8. Fortify a system of accountability for the workforce development system that supports and promotes the evaluation of the effectiveness of state and local workforce development boards in meeting the workforce demands of business and workforce.

Region 8 will expand career pathway opportunities through more accelerated and work-based training and align and integrate programs of study leading to industry-recognized credentials and improve employment and earnings by:

1. Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors
2. Expanding information for employers and jobseekers to access services by improving the alignment and integration of economic development, workforce development, and education initiatives for supporting sector partnerships and career pathways.

Region 8 will expand career services and opportunities for populations facing multiple barriers to close the gap in educational attainment and economic advancement through career pathways and improved career services and expansion of bridge programs by taking the following steps:

1. Expand and incentivize the utilization of evidenced-based workforce strategies that support targeted populations (e.g., the long-term unemployed, individual with disabilities, veterans, out-of-school youth) into sector-based career pathways leading to gainful employment.
2. Enhance and expand the delivery of integrated reentry and employment strategies to reduce recidivism among Region 8's returning citizens and meet the skill and workforce needs of business and industry.

Region 8 will expand information for employers and job seekers to access services to support the alignment and integration of economic development, workforce development and education initiatives for supporting sector partnerships and career pathways by:

1. Make Labor Market Information more accessible and easier to use. Training will be made available to all job center staff and core partners via webinars and in person trainings.
2. Partners and employers in LWDA-83 receive a local workforce report on labor market information monthly, which includes data on jobs data, labor force statistics and real time labor market information.
3. Workforce and economic development professionals, as well as our education partners, will continue to work together to coordinate mutually beneficial activities. It is also vital that we continue to work together to attract employers from the targeted industries where current and future workforce development opportunities, such as On-the-Job Training, Incumbent Worker Training and Customized Training opportunities, are available.





**WDB-83
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A. COORDINATION OF PLANNING REQUIREMENTS

- *The Local Workforce Development Area 83 **Memorandum of Understanding** provides a description of the one-stop delivery system, and other information that is essential to the establishment and operation of effective local workforce development systems as required by the WIOA Rule (20 CFR Part 678.705). The Memorandum of Understanding and any subsequent modifications is incorporated by reference in this plan.*
- *The Local Workforce Development Area 83 **Service Integration Action Plan** provides a description of how local workforce partners will align and coordinate services as required by the State of Louisiana Integrated Service delivery Policy (OWD 2-23.1). The Service Integration Action Plan and any subsequent modifications is incorporated by reference into this plan.*

LWDA-83 has established a one-stop delivery system through which core employment-related services are provided and through which access is provided to other employment and training services. Services are accessed through a physical one-stop center (American Job Center) in each parish in the area. One comprehensive center exists within this workforce development area, Morehouse Parish American Job Center.

The comprehensive AJC, is physically located at 250 Holt Street, Bastrop, LA. It is where job seekers and employer customers can access the programs, services, and activities of all required one-stop partners, as well as with the additional partner of HPOG 2.0 PHOCAS Project and any other partners as determined by the Local WDB. WDB-83 feels the comprehensive Center exemplifies the characteristics of a high-quality AJC as described in DOL's TEGL No. 4-15. The comprehensive one-stop center reflects a welcoming environment to all customer groups including persons with disabilities. The integrated staff of both local and state-merit employees are courteous and helpful to all job seekers, businesses, and others who interact with the Center, in person, by telephone, or online. The comprehensive Center has:

- 1) three (3) WIOA Title I and four (4) state-merit staff persons physically present, and the Center provides the career services listed in 20 CFR 678.430, 34 CFR 361.430, and 34 CFR 463.430;
- 2) access to training services;
- 3) access to employment and training activities carried out under section 134(d) of WIOA;
- 4) access to programs and activities carried out by one-stop partners; and
- 5) workforce and labor market information.

Customers have access to partner programs, services, and activities during regular business days at the comprehensive one-stop center – Monday thru Wednesday and Friday: 8:00 a.m.

– 4:30 p.m., and on Thursday: 8:00 a.m. to 12:30 p.m. The WDB-83 program director may establish flexible service hours at other times to accommodate schedules of individuals who work on regular business days or who, because of life circumstances, are not able to access the Center during regular business hours. LWDB-83 staff is providing career services in the comprehensive Center. Career services are also provided through access to one-stop partner programs and activities, which are delivered in two (2) ways:

Option 1. Having a program staff member physically present at the Center at assigned days and times; or

Option 2. Making available a direct linkage through technology to a program staff member who can provide meaningful information or services.

All WIOA career services are available in the comprehensive Center. Most of the career services are also available at any of LWDA-83's nine (9) affiliated sites.

LWDB-83, with the agreement of the local elected official, has developed and entered into a memorandum of understanding with one-stop partners, the designated one-stop service center operator, and conducts oversight of the partners and centers.

The six core WIOA one-stop partners are:

- WIOA Title I (Adult, Dislocated Worker and Youth formula programs) administered by LWC,
- Title II-Adult Education and literacy programs administered by the Department of Education (DOE),
- Title III - Wagner-Peyser employment services administered by LWC,
- Title IV – Rehabilitation Act of 1973 programs administered by LWC.

WIOA Title I	Adult Employment & Training	WIOA Adult program services include career services, training services and job placement assistance. Priority is given to recipients of public assistance, other low-income individuals, veterans, and individuals who are basic skills-deficient.
	Youth Employment & Training	WIOA Youth program services include the attainment of a high school diploma or its recognized equivalent, entry into postsecondary education, and individualized delivery of 14 types of career readiness opportunities.
	Dislocated Worker Employment Training	WIOA dislocated worker program services target individuals who lost jobs due to plant closures, company down-sizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible (or have exhausted) unemployment compensation.
WIOA Title II	Basic Education For Adults	Adult Education and Literacy services and opportunities include high school equivalency instruction and testing (HiSET/GED), resources for migrant and seasonal farmworkers, family literacy including childcare services, prep for college enrollment, integrated teaching

		in career pathways of Health care, Manufacturing, and Business/Retail, career guidance and decision-making, workplace skills preparation and credentialing, coaching and support, and student leadership organizations.
WIOA Title III	Wagner- Peyser Employment Services	Wagner-Peyser Employment Services, often referred to as basic labor exchange services, provide access to employment services to all job seekers including job search preparation and placement assistance services. Employers may receive general or specialized recruitment services through self-service or staff assisted job orders.
WIOA Title IV	Vocational Rehabilitation Services	Vocational Rehabilitation programs provide training services to help eligible individuals with disabilities become employed. The priority is competitive, fulltime employment. Depending on the individual's disability and functional limitations other outcomes such as part-time employment, self-employment, or supported employment are also appropriate. Services focus both on helping high school students plan as they prepare for transition to work, as well as delivery of a range of individualized adult services.

In addition to the core partners, the following partner programs provide access through the one-stops:

- Career and Technical Education (Carl D. Perkins Vocational and Technical Education Act)
- Local Jobs for Veterans
- MET
- Title V of the Older Americans Act (National Association for Hispanic Elderly-Ayuda)
- Temporary Assistance for Needy Families Programs
- Unemployment Compensation Programs.

Additional programs also may be partners in the AJCs in LWDA-83 with the approval of LWDB-83 and the local elected official. All partners and LWDB-83 have entered into a written memorandum of understanding describing the services to be provided, how the costs of the services and operating costs of the system will be funded, methods for referral of individuals between the one-stop operators and partners for appropriate services and activities, and other matters deemed appropriate.

The Infrastructure Funding Agreement (IFA) used by WDB-83 and its mandatory partners contains the infrastructure costs budget, which is an integral component of LWDA-83's overall one-stop operating budget. The operating budget consists of additional costs, which include applicable career services, and shared operating costs and shared services. WDB-83 feels that an operating budget would be incomplete if any of these cost categories were omitted, as all components are necessary to maintain a fully functioning and successful local service delivery system. Local WDB-83, one-stop partners, and the CEO negotiated the use of the currently used IFA design, along with which additional costs to include while developing the operating budget for the local system. The overall one-stop operating budget is included

in the MOU. WDB-83 continues to evaluate the process for the development and modification of MOUs with core and required partners.

The IFA includes the following elements:

- a) The period of time in which the IFA is effective; July 01, 2020 – June 30, 2023;
- b) Identification of the infrastructure costs budget, which is a component of the one-stop operating budget;
- c) Identification of all one-stop partners and the CEO
- d) A description of the periodic modification and review process to ensure equitable benefit among one-stop partners;
- e) Information on the process the Local WDB, CEO(s), and one-stop partners used to reach consensus or the assurance that the local area followed the SFM process;
- f) A description of the process to be used among partners to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached.

The IFA also includes the signatures of individuals with authority to bind the signatories to the IFA, including all one-stop partners, CEO, and WDB-83 Chairperson.

WDB-83 and its partners were able to use the Local Funding Mechanism in order to afford the WDB and its partner programs the flexibility to design and fund a one-stop delivery system through consensus, to meet the needs of our local area. By leveraging the funds and resources available to partners, and WDB-83 to optimally provide program services to our mutual customers.

WDB-83, CEO, and all required partners negotiated and agreed to the comprehensive center budget amounts for one-stop infrastructure funding, as well as the methods of calculating these amounts. The infrastructure funding terms are included in the MOU as an IFA, and both the IFA and MOU have been signed by the appropriate parties.

The one-stop partner programs' proportionate share of funding was calculated in accordance with WIOA, its implementing regulations, and the Uniform Guidance. It was based upon a reasonable cost allocation methodology, whereby infrastructure costs are charged to each partner based on the partner's proportionate use of the dedicated comprehensive center and the relative benefits received, and is considered to be allowable, reasonable, necessary, and allocable. Partners' contributions are reviewed quarterly and reconciled against actual costs incurred, and adjusted to ensure that actual costs charged to any one partner are based on proportionate use and relative benefit received by the partner and its respective program or activities. WDB-83 believes each partners' program contribution is consistent with the program's authorizing statute and regulations, as well as with the Uniform Guidance.

Individuals who meet the respective partner's program eligibility requirements will be encouraged by WDB-83 Career Services Team members to not only participate in Adult/Dislocated Worker and Youth programs, but other partner program services as needed,

concurrently. Co-enrollment offers the opportunity to access additional program services and funds to help address a participant's specific barriers to employment and/or education. Career Service Team members will determine the appropriate level and balance of services for each individual under each Title I program. WDB-83 partners will identify and track the funding streams that pay the costs of services and ensure there are no duplication of services.

B. TECHNOLOGY IN THE ONE-STOP DELIVERY SYSTEM

Workforce Development Board-83 clearly understands the concept of providing an experienced staff to the ten (10) American Job Centers. These centers will continue to provide excellent services to the residents and employers of Local Workforce Development Area-83. WDB-83 policies are in place that support a customer-centered, fully integrated, service delivery system that ensures customers have maximum access to the full range of education, employment, training, and supportive services available through the partner programs. Workforce Development Board-83's transition into WIOA included the updating of these policies to guarantee all partner services are made available to customers that may need them.

WDB-83 will conduct outreach to our more rural, impoverished communities where unemployment rates can be notably higher than the State average. WDB-83 will continue to explore the value and need for additional services for these remote areas.

Workforce Development Board-83's workforce system promotes accessibility for all job-seekers to the centers and in program services, and is fully compliant with accessibility requirements for individuals with disabilities. AJC staff will be trained to assist job-seekers with disabilities in all partner programs. Assistive technology is in place, and front-line staff members are trained in the use of this technology.

All Louisiana local American Job Centers use HiRE (Helping Individuals Reach Employment), which is the case management, data collection and reporting system for the State. LWC ensures that LWDB-83 develops and utilizes an integrated job seeker customer flow between WIOA Core Program Partners, which will build statewide integrated, technology-based intake and case management information system as the main entry portal into the expanded Louisiana Workforce Development System for all staff and common customers (both job seekers and employers). WDB-83 hopes all workforce partners may make use of this system in the near future through data sharing agreements with the State.

The local workforce development boards of Region 8 carry out workforce activities by partnering locally through memoranda of understanding to implement core, non-core and other partner programs.

LWDA-83 will also work to evaluate and identify opportunities to implement additional streamlined systems, when applicable. For example, the two local workforce development

boards within Region 8 use the same On-the-Job training contract with employers to further reduce redundancies and inefficiencies.

WDB-83 strategizes to increase the use of local labor market and educational data and technology to inform and guide strategic workforce development decisions. The Louisiana Workforce Commission has a duty to develop data collection and management strategies that will meet the needs of data sharing between core partners. These plans hopefully will develop as system requirement updates are realized and cybersecurity measures are enhanced to protect personally identifiable information.

The need for technology to facilitate remote access to services provided through the one-stop delivery system was quickly realized with the onset of the coronavirus pandemic in the spring of 2020. WDB-83 provided means for multiple entry methods into the WIOA-system, flexible scheduling of staff, and other innovative use of technology customized for the job readiness needs of its customers. The extent to which the eligible training providers in LWDA-83 also demonstrated the effective use of technology for their instruction to include distance education. Providers were able to expand instructional content and delivery techniques to leverage technology to enhance educational opportunities. WDB-83 effectively found uses of technology, such as DocuSign and Zoom, to improve system efficiencies, not just during the pandemic, but as a new way of conducting WDB-83 business. Recently, due mainly to the coronavirus pandemic, WDB-83 authorized the purchase, by a WIOA staff member, of prepaid data/minute card(s) to ensure participants have connectivity to the new software platforms.

C. WDB-83 SUPPORT FOR STRATEGIES IN THE COMBINED STATE PLAN

A few years ago, the State launched an initiative to balance the emphasis on services between employers and job seekers. This initiative is operated in LWDA-83 out of ten (10) AJCs. The initiative's purpose is to increase the "value" of services that are provided to both employers and job seekers throughout the region. Integral to this system is an understanding of and allowance for needed services to individuals with "significant barriers to employment" and the requirement for "priority of service" under WIOA.

To comply with Workforce Innovation and Opportunity Act, the American Job Centers in LWDA-83 follow the priority of service provisions for veterans in accordance with the requirements of section 4215 of Title 38, United States Code.

WDB-83 Policy #200-10: Priority of Services to Veterans guarantees that Career Services Team members will ensure all veteran (and qualifying spouses) customers have a complete HiRE record. It is important to emphasize that homeless veterans meet the criterion of having a "significant barrier to employment" and are immediately referred to the regional Disabled Veteran Outreach Program (DVOP) specialist for enrollment into the appropriate AJC workforce programs.

After a customer is identified as a veteran, it is required the following are completed:

- HiRE WIOA Pre-Application, update customer information, and/or WIOA Application;
- For those identified in need of career development, Background Wizard which includes all of the following: educational history, work/employment history, and skills information; and
- Updated resume with copies given to the Veteran customer.

All services offered and provided to veteran customers are recorded in HiRE. The veteran is provided with or referred to any other needed supportive service. Documentation of these referrals via case notes are kept in the customer's HiRE account.

In order to provide information on veterans approved for, as well as denied, Workforce Innovation and Opportunity Act services, Career Services Team members will print a copy of the application completed in HiRE on all veterans and qualifying spouses. These applications will be kept in a designated folder at each parish center.

After a decision has been made on the path of service – WIOA funded, referred to other agencies, or denied services – documentation should be attached to the application and returned to the veteran's folder.

Individuals who are underemployed and meet the definition of a low-income individual may receive career and training services under the Adult program on a priority basis. Individuals who meet the definition of an individual with a barrier to employment who are underemployed may also be served in the Adult program; however, unless they are a recipient of public assistance, a low-income individual, or are basic skills deficient, they are not eligible for service on a priority basis.

LWDB-83 continues to develop and refine innovative and effective models for obtaining industry recognized credentials, including integrated education and training approaches, such as, career pathways, industry or sector partnerships, including those pertaining to Registered Apprenticeship programs and opportunities. Integrated Education and Training (IET) is a service approach that provides three components simultaneously, concurrently, and contextually: (1) adult education and literacy (2) workforce preparation activities, and (3) workforce training.

Youth with special challenges and issues that make it difficult for them to succeed at school often have limited workforce opportunities as adults. Youth with the most serious challenges, referred to as "disconnected", are those between the ages of 14 and 24, are low income and either unemployed, not enrolled in or at risk of dropping out of school, involved in the justice system, homeless, or in foster care. These youth will benefit from comprehensive, integrated programs, including programs that combine education, job training and preparation, counseling, health and mental health interventions, and social services.

LWDA-83 has clearly defined its Youth program design and service strategies to ensure services provided to youth offer the individual a career pathway. Such a pathway provides a combination of education (pathway may start with adult literacy), training, and other services in a manner that accelerates the educational and career advancement of the individual. WIOA outlines a broader youth vision that supports an integrated service delivery system. WDB-83 has established an integrated vision for servicing youth that supports a service delivery system that leverages other federal, state, local and philanthropic resources to support in-school and mainly out-of-school youth. With the help of LWC Outreach Director, Region 8 has changed over to WIOA regulation with “partners” not ever worked with, i.e., sorority/fraternity groups, housing authorities, school boards.

The number or proportion of Limited English Proficiency (LEP) individuals eligible to be served or encountered in LWDA-83 and the frequency of these encounters is very low. With this number being so low, it will not be required for each American Job Center in the area to post notices in commonly encountered languages notifying LEP persons of language assistance. Instead, LWDA-83 staff will be instructed to contact the Foreign Language Department of the University of Louisiana at Monroe (318-342-1525) for assistance in identifying the language spoken by the customer and to attain interpreter services as per WDB Policy 200-14: Language Assistance Plan.

In view of the fact that it is essential for the American Job Center staff to be knowledgeable about the organization’s obligation to provide meaningful access to information and services for LEP persons, this Language Assistance Plan includes training to ensure staff knows the LEP policy. Language Assistance Plan training will be included as part of the orientation. (Reference: WIOA SEC. 3. Definitions. (21) English Language Learner) Workforce Development Board-83 will ensure that the AJC staff are informed about the importance of providing services to individuals who are English Language Learners and individuals who face substantial cultural barriers, including immigrants, refugees, and new Americans under WIOA.

An attempt will be made to notify LEP persons that language services are available and that they are free of charge. LWDA-83 will work with community-based organizations, including our WIOA Partner agencies, to inform LEP persons of the language assistance available. Notices in local papers in languages other than English may be used if a LEP population is identified in an area. During presentations at schools, civic, and religious organizations, our communities will be notified that the LEP Plan has been implemented.

The Language Assistance Plan will be re-evaluated for potential plan modification based on LEP populations in the service area or population encountered or affected in the area. If the frequency of encounters with LEP language groups or availability of resources increases, the plan may be modified. If the existing assistance does not seem to be meeting the needs of

LEP persons or identified sources for assistance are no longer available or viable this plan may be revisited to reflect current resources. (WDB Policy #200-14: Language Assistance Plan)

WDB-83 will scale up the use of Integrated Education and Training models to help adults receive high school equivalency diplomas, work on other basic skills and English language acquisition while earning industry-recognized credentials that lead to in-demand occupations. WDB-83 utilizes eligible training providers, in collaboration with other WIOA partners and employers, to provide adult education and literacy activities, concurrently and contextually with both workforce preparation activities and workforce training for a specific occupation or occupational cluster. The IET must be a part of a career pathway with a single set of learning objectives for a specific occupation or occupational cluster for the purpose of educational and career advancement which may be any one of the approved WIOA training services defined in section 134(c)(3)(D) of the Act.

The Louisiana Career Pathway model provides a combination of rigorous and high-quality education, training, and other services that align with the skill needs of industries in Region 8. The model prepares adults for success by organizing education, training and other services to support their particular needs including:

- counseling to accomplish goals,
- educational training and workforce preparation that is offered simultaneously, concurrently, and contextually within a specific occupation or occupational cluster;
- allowance for attaining a recognized high school equivalency credential; and
- entrance or advancement within a specific occupation or occupational cluster.

WDB-83 will work with core programs, such as Adult Education, and one-stop partners to facilitate new methods of service delivery, increase secondary credential attainment opportunities, leverage technology to enhance educational opportunities and transition to Integrated Education and Training (IET) opportunities through Louisiana Career Pathways.

Integrated education and training services of sufficient quality and intensity will be designed based on the most rigorous research available. Workforce preparation activities may include activities, programs or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into postsecondary education, training, and/or employment. Performance benchmarks and performance standards are established with the expectation that LWDA-83 will maintain or exceed performance standards through effective service delivery and innovation.

Efforts will be increased by WDB-83 to apply knowledge gained from dual credit partnerships within the general education program to increase career and technical education (CTE) dual credit programming and diversify courses that are offered. Louisiana Delta Community College, with five (5) campuses in LWDA-83, partners with local high schools and home-

schooled students to offer successful dual credit programs. Both LWDA-83 and LDCC work closely with employers to ensure skills and credentials attained meet the needs of business and industry. LDCC is working diligently with four-year universities to ensure credits are recognized and accepted. Working side-by-side with the local school systems, LWDB-83 and business/industry, LDCC is attempting to expand the dual credit program in all regional demand sectors such as healthcare, manufacturing, IT and craft trades. However, this is challenging because many area secondary schools do not have the necessary facilities or qualified instructors to provide instruction within such programs. Because of the rural demography of our local area, LDCC's virtual services are being expanded to address this challenge.

WDB-83 agrees with the idea that a person's skills and learning should be valued by higher education, regardless of how those skills and learning were acquired. Prior Learning Assessments (PLA) are one way those skills can be evaluated. A person's college-level extra-institutional learning for the purposes of awarding college credit or advanced standards should be recognized. PLA policies should not discriminate against students who may have acquired their skills and knowledge through specific types of life experiences, including family background and upbringing. Native and heritage speakers of non-English languages, for example, should have the same opportunities as non-heritage speakers to demonstrate their learning and earn college credit. This is an issue not only about equity and fairness, but also about impact. WDB-83 will work with LDCC and local universities to help determine the most effective marketing methods and messages to inform their students of these assessments.

LWDA-83's mature workers provide a powerful resource for knowledge sharing and direct transmission of workplace skills, knowledge and institutional cultures to new workers. WDB-83 will work closely with its integrated Business Services Team to develop knowledge-sharing practices that can be adopted and implemented by employers in the local workforce area. The BST will work to recruit new or recent retirees and senior workers from partner agencies to serve as mentors for adult students in training for the same or similar occupations as well as support these firms in developing mentoring efforts for newly hired workers. Although mentoring is not a major aspect of WIOA programming at WDB-83 at this time, effective models can be explored over the term of this plan and incorporated into initiatives that would be best served by the addition, such as mentoring for women who are breaking into traditionally male fields.

Louisiana has a large population of underemployed individuals working less than thirty (30) hours per week. WDB-83 will engage in a planning process that explores identifying unemployed and underemployed individuals that lack a high school diploma, basic skills, and post-secondary credentials. WDB-83 will develop additional strategies on how identified individuals will have access to the services and employment and training activities including providing access through the local American Job Centers, job readiness training provided through Success Training Institute, career coaching, and working with training and service providers around stackable credentials.

Implementing regional process improvement strategies to create shared access to data between partner agencies should reduce duplicate efforts and streamline customer interactions. This will be significant, making co-enrollment in multiple programs commonplace. Co-enrollment provides the customer with the ideal service plan while allowing the workforce system to utilize its resources in an efficient manner.

Basic career services offered in LWDA-83 include the determination of whether an individual is eligible to receive assistance from the adult, dislocated worker, or youth programs, including co-enrollment among these programs. In addition to the Adult and Dislocated Worker formula grants, the Workforce Development Board-83 (WDB) of Region 8 also administers training grants intended to serve Dislocated Workers when applicable. These grants include the National Dislocated Worker Grant (NDWG)-Louisiana Severe Storms and Flooding, and, most recently, the COVID-19 Disaster Recovery NDWG. Utilizing appropriate co-enrollment service strategies, Region 8 is able to expand the capacity to serve Dislocated Workers through increased OJT and supportive services access.

LWDA-83 will encourage co-enrollment, as we have with HPOG 2.0 PHOCAS Project participants, of job-seekers in one or more core programs delivering services through the centers. WIOA provides for youth through 24 years of age, which will likely create more co-enrollments across Youth and Adult programs.

LWDA-83 will work with both secondary and post-secondary education partners to facilitate the development of career pathways, especially within targeted industry sectors, as a strategy to help individuals of all skill levels complete the education and training they need to attain industry recognized credentials and occupations. In order to achieve these goals, our relationship with educational providers in the region/local area is paramount.

AJCs in LWDA-83 offer training services such as ITAs and work-based learning that lead to industry-recognized credentials in in-demand career fields as shown through LWC's LMI. Having labor market information improves workers' ability to make informed decisions about training and employment.

LWDB-83 has been commissioned by WIOA to establish procedures to identify priority occupational skills training in programs that lead to recognized post-secondary credentials that are aligned with in-demand industry sectors or occupations identified by the State. Post-secondary training that takes less than two years has been shown to have valuable returns. Post-secondary training programs that result in credentials related to technology, state licensure, and in-demand occupations are associated with particularly positive outcomes. WDB-83 will abide by these procedures in order to train a workforce highly skilled in the occupations deemed to be in-demand.

Another approach is to align sector strategies with secondary career technical education initiatives to advance career pathways for high school graduates. Louisiana Department of Education (LDE) has adopted a framework (JumpStart) to enhance its career technical education programs to prepare high school graduates for post-secondary credentialing and, ultimately, for high-skill, high-demand jobs in the state. The focus of this framework is to line up workforce needs with secondary and post-secondary student preparation. As a result, a seamless system of career education and labor market opportunities for high school students can be developed in line with sector strategy goals of the area.

D. WDB-83 COORDINATION STRATEGIES TO ENHANCE SERVICES AND AVOID DUPLICATION OF ACTIVITIES

Drawing on the improved alignment and coordination with partner programs during the past few years, WDB-83 has sought to improve the quality and accessibility of services that job seekers and employers receive at their local American Jobs Center, especially the comprehensive AJC located in Morehouse Parish. WIOA directed federal agencies to take certain actions to better align and integrate service delivery across multiple programs. WDB-83 will continue to improve the fragmentation, overlap, and potential for duplication among the core and mandated programs and identify the areas of inefficiencies. Determining whether fragmentation and overlap exist among programs is a key step in WDB-83 identifying opportunities to improve efficiency and effectiveness of programs.

A key mechanism utilized by WDB-83 to ascertain that clear and effective service delivery occurs is the development and implementation of MOUs with the core and required partners. This process reduces duplication of services for employment and training activities. The MOU:

1. describes the manner in which the WIOA program partners are legally authorized to participate in the delivery of services, under the provision WIOA, through LWDB-83, the American Job Centers and WIOA Core Program partners;
2. establishes a definition and set of shared infrastructure costs to support the partnerships and service delivery between the core program partners, AJCs, and WDB-83, in our local area as authorized by WIOA; and
3. guides the establishment on how services can be connected, integrated or enhanced by sharing staffing, resources or jointly designed services in ways that improve outcomes for “shared” customers – job seekers and businesses.

It is important to use the performance results of core and mandated programs to assess options to reduce or better manage negative effects of fragmentation, overlap, and duplication, such as inefficient use of program funds. Evaluation and other periodic reviews during the bi-monthly LWDA-83 Partner Meetings could help identify ways to address gaps in information on how partner programs are serving the employment and training needs of specific populations, such as youth and dislocated workers, or the extent to which they have implemented practices to manage unwanted effects of fragmentation and overlap and improve coordination and efficiency. However, there are still numerous efforts state level administrators could undertake to improve coordination among the programs, including exchanging more information on strategies and methods used by each program to address obstacles that impede coordination. WDB-83 is learning whether its actions to improve partner program coordination and integration is working, but must continue undertaking activities that will lead to desired results – alignment and coordination of partner agency programs in LWDA-83.

WIOA provides significant flexibility to local areas when providing services with adult and dislocated worker funds. In addition to the required career and training services, LWDA-83 may use these funds to provide additional job seeker services, business services, as well as to

facilitate enhanced coordination between other partner programs and entities. These funds may be to develop new types of technical assistance, develop new intake procedures, test new procurement methods which may lead to better outcomes for job seekers, and ensure provision of robust services for businesses throughout the workforce system. Permissible activities provided by WDB-83 include:

- Customer support to enable individuals with barriers to employment (including individuals with disabilities and veterans) to navigate among multiple services and activities (e.g., WDB-83 has a dedicated staff member specializing in disability services);
- Training programs for displaced homemakers and for individuals training for nontraditional occupations (see WIOA sec. 3(37));
- Work support activities for low-wage workers, in coordination with American Job Center partners, which will provide opportunities for these workers to retain or enhance employment. Work support activities are a strategy that can be used to ensure quality services to individuals who are underemployed. This may include any activities available under the WIOA Adult and Dislocated Worker programs in coordination with the appropriate activities and resources available through partner programs. For example, an apprentice who has not yet reached the full wage-rate could be provided these services to help him/her to continue to advance in the RA;
- Employment and training activities in coordination with activities to facilitate remote access to services provided through the American Job Center network, including facilitating access through the use of technology; and
- Strengthening linkages between the American Job Center network and the unemployment insurance programs.

LWDB-83's Morehouse Parish AJC designated as a Comprehensive One-Stop Centers offer an all-embracing array of services for job seekers as required by WIOA. For employers, all required WIOA services are available in the comprehensive centers.

WDBs in Region 8 also administer the Reemployment Services and Eligibility Assessment (RESEA) initiative, connected to recipients of Unemployment Insurance. Customers connected to this initiative are more likely to be eligible for Dislocated Worker services. Through this initiative, we have developed workshops that introduce the full array of services, including an overview and suggested action steps for this population to consider the additional services provided through the WIOA Dislocated Worker program. We expect this initiative to expand our footprint to eligible workers.

One change perceived to be helpful in program eligibility for Adult and Dislocated Worker participants, is the ability to transfer funds between Adult and Dislocated Worker programs. The WDB may transfer, if approved by the Governor, up to 100 percent of funds between Adult and Dislocated Worker activities.

WIOA continues to focus on job search and placement assistance, as well as career counselling. What is new to WIOA is the emphasis on the provision of information on in-

demand industry sectors and occupations as well as provision of information on non-traditional employment.

WIOA has no sequence of service. Customers may access training immediately. LWDA-83 will meet the job-seeker where they are and move them through a series of planned courses of study while working with them to reach self-sufficiency. WIOA career services may be self-service, informational, group, staff-assisted, and/or one-on-one. Career services are not required for initiation of training services. To be considered appropriate for training, eligibility for WIOA training services requires an interview, evaluation, or assessment, and career planning, before being determined by AJC staff or a partner agency as unlikely or unable to obtain or retain employment. The training must lead to economic self-sufficiency or wages comparable to or higher than wages from previous employment.

- Outreach, intake (including identification through the RESEA program), and orientation to information and other services available through the service delivery system;
- LWDA-83 provides individuals with the opportunity to initiate an application for Temporary Assistance for Needy Families (TANF) assistance, Supplemental Nutrition Assistance Program (SNAP) benefits, Child Care Assistance Program (CCAP) benefits, via the DCFS Community Partner initiative. These services have been implemented through the provision of paper application forms and links to the application web site;
- Initial assessment of skill levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including—job search and placement assistance and career counseling
- Referrals to, and coordination of activities with, other programs and services
- Workforce and labor market employment information, including accurate information relating to local, regional, and national labor market areas, including-job vacancy listings in labor market areas; information on job skills necessary to obtain the vacant jobs listed; information relating to local occupations in-demand; and the earnings, skill requirements, and opportunities for advancement for occupations in demand;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers and workforce services by program and type of providers;
- Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance;
- Assistance in establishing eligibility for financial aid assistance for training and education programs; and
- Provision of information and assistance regarding filing claims under UI programs.

LWDA-83 uses a comprehensive assessment created locally to be accessed via Survey Monkey to assess customers on their first visit. We also use CASAS (Comprehensive Adult Student

Assessment System), although we are looking into other options for grade-level assessing. WDB-83 has the WorkKeys assessment installed in all centers, but have not used them to their fullest potential. With the creation of the North Louisiana Work Ready Community, we look for that to change. WDB-83 utilizes previous assessments when possible, to reduce duplicate assessments and develop enhanced alignment across partner programs.

WIOA staff when using WIOA Adult funds to provide individualized career services, training services, or both give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Under WIOA, priority is implemented regardless of the amount of funds available to provide services in the area.

The priority established in the previous paragraph does not necessarily mean that these services may only be provided to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. However, WDB-83 has not identified any additional priority populations. For the purpose of determining eligibility of adult under WIOA, individualized career or training services will constitute a minimum of 51% of adults served meeting the priority target groups. This minimum threshold will ensure that LWDA-83 AJCs are targeting adults in most need of services beyond basic career services while developing talent pools that meet the short-term as well as long-term workforce needs of local businesses.

The local WDB has developed a policy on supportive services (WDB-83 Policy 200-28-06: Standard Operating Procedures for Provision of Supportive Services or Assistance [revised 04/01/2020]) that ensures resource and service coordination in the local area. WDB-83 Policy 200-23-01: Standard Operating Procedures for Provision of Referrals to/from Partners address procedures for referral to such services. These policies establish limits on the provision of supportive services, including a maximum amount of funding to be available to a participant. The supportive service policy ensures that supportive services are WIOA-funded only when these services are not available through other agencies and that the services are necessary for the individual to participate in Title I activities.

LWDA-83's supportive services include:

- Assistance with transportation;
- Assistance with child care and dependent care;
- Emergency expenses such as car registration, first month's insurance fees, or vehicle repairs;
- Temporary assistance with housing;
- Needs-related payments;
- Utilities assistance;
- Referrals to health care;
- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eye glasses and protective eye gear;

- Payments and fees for employment and training-related applications, tests, and certifications;
- Provision of prepaid data/minute card(s) to ensure the participant has connectivity to the job ready platform; and
- Fees associated with registering for classroom training.

Needs-related payments are designed to provide a participant with financial assistance for the purpose of enabling them to participate in training services. Needs-related payments can help individuals meet their non-training expenses and help them to complete training successfully. The maximum level of needs-related payments established by the WDB-83 is \$20.00 per day, not to exceed \$400.00 in one month.

While basic career services are available to all participants, individualized career services are available to participants after staff have determined that such services are required to retain or obtain employment. Generally, these services involve significant staff time and customization to each individual's needs. Individualized career services offered locally include services such as: specialized assessments, developing an individual employment plan, counseling, and work experiences (including transitional jobs), to name a few.

Follow-up services are provided, as appropriate, for Adult and Dislocated Worker program participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. WDB-83 has established a policy (WDB-83 Policy 300-02: Guidance on Follow-up Services) that defines what are considered to be appropriate follow-up services for the Adult and Dislocated Worker programs.

Despite numerous studies indicating a robust return on investment, reported data indicate low utilization of Registered Apprenticeship (RA) as a workforce development strategy; this stands true for WDB-83. Based on the new statutory provisions supporting Registered Apprenticeship, WDB-83 has set goals to increase training provided by Registered Apprenticeships. WDB-83 is working to create new RA opportunities as well as increase participation in established apprenticeship programs.

WDB-83 has partnered with the RA system in Region 8 and uses RA opportunities as a career pathway for job seekers and as a job-driven strategy for employers. RA programs are automatically eligible for inclusion on the Eligible Training Programs List (ETPL), if they choose to be, allowing ITAs to support participants in RA programs. WDB-83 is committed to fully integrating RA programs as an employment and training solution for its local job seekers and employers.

OJT contracts are entered into with RA program sponsors/participating employers in registered apprenticeship programs for the OJT portion of the program. With the length of the registered apprenticeship traditionally depleting the \$7,000 cap on OJT (WDB Policy 400-

04-03 [revised 10/08/2019]), these funds only cover some of the duration of the registered apprenticeship.

It is not only educational barriers that can hinder success. There are other obstacles; these may include child care, transportation issues, and/or relationship problems. Career Service Team (CST) members will help participants identify and find solutions for pitfalls or roadblocks that might hinder them from reaching their goals.

The initial assessment of customers will calculate the participant's skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs. LWDA-83 expects WIOA initial assessment will go far beyond the "How may I help you?" of WIA. Using WorkKeys system of assessments, LWDA-83 will determine participant's specific skill levels to know which skills are particular strengths and where there are skill gaps. These assessments are assumed to be conducted in a one-on-one, staff-assisted setting.

Part of being able to accelerate learning and progress of the participants will be the ability to provide individual and flexible program elements. LWDA-83 will develop a system of case management support by taking advantage of the system partners. Every participant will be assigned to an interdisciplinary case management team. This team will consist of a Career Services Team member, a teacher from the academic program (likely LDCC's Center of Adult Development), a member of NELA NOVA's Career Coaching staff and either a vocational instructor if the participant's goals require classroom training or an employer from the industry of the participant's career path.

Participants of LWDA-83 will meet with the case management team on a regularly scheduled basis to review their progress and plan for their future. Every decision made about the participant's career path will be made by the case management team and the participant.

A process presently exists for staff to assess customers' educational barriers and refer them to the appropriate services that address their specific educational needs. This is true of the service strategy for Youth participants who have been determined to be basic skills deficient. The process in place provides them with access to educational activities, through LDCC's Center of Adult Development program. Now that LWDA-83 has wholly transitioned into WIOA and identified the partners participating in the new workforce development system, Youth are able to access programs, activities, and supportive services to assist them in obtaining high school and postsecondary credentials and succeeding in careers.

WDB-83 will aid community partners in identifying the five (5) new program elements and ensure eligible Youth have access to them: financial literacy, entrepreneurial skills training, services that provide labor market and employment information about in-demand industry sectors or occupations available in the region (such as career awareness, career counseling, and career exploration services), education offered concurrently with workforce preparation

activities and training for specific occupations or occupational clusters and activities that help youth prepare for and transition to post-secondary education and training. Management from LWDA-83 has identified and is providing the required Youth elements of WIOA in the rural parishes with the assistance of Success Training Institute.

In LWDA-83, leadership and community service opportunities are integrated throughout the Youth program. Participants are asked to complete at least four hours of community service each quarter. The young people LWDA-83 serves have not experienced tremendous success in most aspects of their lives. For them to engage in serving their community and see themselves as leaders and as role models for other young people will change how they envision their future and build confidence.

Participants hold each other accountable and encourage one another to stay with the plan developed for them, by them, in their Individual Service Strategy (ISS).

LWDA-83 will create a pipeline of youth services providers who work with young people, employers, and the community colleges, to ensure young adults are career ready and can have long-term success in market-driving sectors. WDB-83 has taken a sector-specific approach to ensure the alignment of skilled workers with the needs of employers. It will be the needs of business and workers that will drive workforce solutions. WDB-83 works to make sure career pathways are leading to actual vacant jobs in Region 8, including at this time, the targeted industries of Health Care and Social Assistance, Accommodation and Food Services, and Retail Trade. WDB-83 works to ensure alignment between training, the needs of the employers, and the community college system. With the right messaging and tools, employers can be great partners of WDB-83 in providing the kinds of training opportunities that young adults need to make the transition to being highly motivated, highly productive employees in the workforce of Region 8.

WDB-83 will continue to formulate partnerships to advance LWDA-83's Youth services. One of the responsibilities of the system's key partners and stakeholders is to take a concentrated look at the eligible youth population in LWDA-83 and identify the principal service needs of out-of-school youth.

LWDB-83 has arranged for each partner providing a program of youth workforce activities, to ensure that any eligible applicants who do not meet the enrollment requirements of their particular program or who cannot be served will be referred for further assessment, as necessary, and referred to the appropriate programs. WDB-83 ensures that those eligible youth that are not enrolled in the program are appropriately referred to alternative programs, if available.

LWDA-83 and these key partners and stakeholders will develop an on-going, collaborative approach for recruiting, referring, and providing holistic Youth services. LWDA-83 has conducted an assessment of available organizations and programs within the area that

provide services to eligible populations to determine areas of strengths, weaknesses, and opportunities that are being addressed in the WIOA Youth services program design and ensuring maximum leveraging and alignment. Program activities assessed were those that may be provided with a partner program for Youth, such as tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies; alternative secondary school offerings or dropout recovery services; paid and unpaid work experiences with an academic and occupational education component; occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations; leadership development activities (e.g., community service, peer-centered activities); supportive services; adult mentoring; follow-up services for at least twelve months after program completion; comprehensive guidance and counseling, including drug and alcohol abuse counseling; integrated education and training for a specific occupation or cluster; financial literacy education; entrepreneurial skills training; services that provide labor market information about in-demand industry sectors and occupations.

Follow-up services are critical services provided following a Youth's exit from the program to help ensure the Youth is successful in employment and/or postsecondary education and training. Follow-up services include monthly contact with the Youth's employer to offer assistance in addressing work-related problems that arise. Follow-up services begin immediately following the last expected date of service in the Youth program. Follow-up services for LWDA-83 Youth may include: (1) supportive services; (2) adult mentoring; (3) financial literacy education; (4) services that provide labor market and employment information; and (5) activities that help the Youth prepare for and transition to postsecondary education and training. All youth participants are offered an opportunity to receive follow-up services. Furthermore, follow-up services are provided to all participants for a minimum of twelve (12) months unless the participant declines to receive the services or the participant cannot be located or contacted. Some youth may not be responsive to attempted contacts for follow-up, and other youth may be difficult to locate making it impossible to provide follow-up services for such individuals. LWDB-83 has policies in place to establish how to document and record when a participant cannot be located or contacted (WDB-83 Policy 300-02: Guidance on Follow-up Services). A request to opt out or discontinue follow-up services made by the Youth is documented in the case file.

LWDA-83 has been advancing its strategies to identify and recruit out-of-school youth with the addition of a Youth Career Services Team member to its staff membership. Dropout recovery efforts have been fortified by the creation of a corporate endeavor agreement between the WDBs of Region 8 and the six (6) participating public school systems in the region to soften the hand-off of students at risk of dropping out or expulsion to ensure the students are "out-of-school" at the time of enrollment into the WIOA Youth program and are referred to Youth staff for inclusion in the Youth program.

WIOA also authorizes the following changes that have been addressed in policy changes:

- Out-of-school youth must be aged 16 – 24, not attending any school, and meet one or more additional conditions, which could include:
 - school dropout; within age of compulsory attendance but has not attended for at least the most recent complete school year calendar quarter; hold a secondary school diploma or recognized equivalent and is low-income and is basic skills deficient or an English language learner; subject to the juvenile or adult justice system; homeless, runaway, in foster care or aged out of the foster care system, eligible for assistance under Section 477, Social Security Act, or in out-of-home placement; pregnant or parenting; an individual with a disability; low income person who requires additional assistance to enter or complete an educational program or to secure and hold employment
- In-school youth must be aged 14 - 21, attending school, low income, and meet one or more additional conditions, which could include:
 - basic skills deficient; English language learner; an offender; homeless, runaway, in foster care or aged out of the foster care system; pregnant or parenting; an individual with a disability; person who requires additional assistance to enter or complete an educational program or to secure and hold employment.

In WDB-83 Policy 100-14-02 (revised 07/01/2020), “Needs additional assistance” is defined as:

1. Has a family history of chronic unemployment (during the two years prior to application, immediate family members living in the household were unemployed longer than employed);
2. Has been referred to or is being treated by an agency for depression or a substance abuse-related problem;
3. Is a youth 16 years of age or older who has not held a job for longer than three months, has sporadic employment (has held three or more jobs within the last 12 months and is no longer employed), or is currently unemployed and was fired from a job within six months of WIOA application;
4. Child of currently incarcerated parent(s);
5. Resides in a non-traditional household setting (single parent, lives with unofficial guardian, grandparent(s), domestic partner);
6. Lives with only one or neither of his/her natural parents; or
7. Lives in public housing.

Not all the benefits of participating in a WIOA activity are quantifiable; many are intangible, such as improved participant self-esteem and morale. Moreover, trying to set a monetary value on the value of training is complex. For LWDA-83, it will be simpler to do cost-to-benefit ratio calculations when the program is serving many participants, when the program represents a sizable investment of financial resources, and when the "before" and "after" performance factors are tangible, can be quantified in some manner (i.e., with measurable indicators), and can be assigned monetary values. There are many different ways to calculate return on investment. Region 8 awaits guidance from the State on which method to use.

Incentive payments to Youth participants are used for recognition and achievement directly tied to training activities and work experiences. WDB-83 has policies and procedures in place governing the award of incentives and ensure that the incentive payments are tied to the goals of the program (600-03-03: Helping Individuals Progress (HIP) Project for Out-of-School Youth).

Financial literacy services are novel to WIOA services. Financial literacy services include the ability of participants to create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals. Financial literacy also comprises the ability to manage spending, credit, and debt, including credit card debt, effectively. Awareness of the availability and significance of credit reports and credit scores in obtaining credit, including determining their accuracy (and how to correct inaccuracies in the reports and scores), and their effect on credit terms are also contained in financial literacy services. LWDA-83 participants will learn the ability to understand, evaluate, and compare financial products, services, and opportunities.

Region 8 establishes relationships with employers to provide Youth with work experience activities. LWDA-83 will improve its work experience activities to include a component of academic and occupational education, which may include summer employment, internships that are linked to careers, service learning, and OJT.

WDB-83 website will be used to engage employers in partnering to create programs for out-of-school youth, a partner directory will be available as a platform to focus on involved employers' commitment to young people and their employment potentials. There would be a prominent place on the website to elevate commitments that employers are making to youth in the workforce. Most of the commitments would be from companies whose names are recognizable, but since we represent rural northeast Louisiana, we would like to have commitments by smaller employers as well. In our area it's critical to get young people involved with these small and medium-sized employers. Internships and mentoring are two ways for employers to help young adults begin to develop their skills, networks, and experiences they need in order to be prepared for work.

It is essential that Youth participants are experiencing the standards and expectations within the program that they will need to comply with outside of the program. LWDA-83 brings into its Youth programs the ethics one should perform in an apprenticeship program, in college, and/or in employment. LWDA-83's Youth programs will be rigorous and challenge participants to meet very high expectations, but this will be done with support from all partners whose goal is to see the participant successful.

Adult literacy services in Region 8 are delivered through Louisiana Delta Community College's Center for Adult Development. CAD funds and administers services intended to improve the basic academic skills and English language proficiency of adults.

CAD's instructional services are intended to improve the reading, writing, listening, and math skills of individuals who are not enrolled in secondary or postsecondary education, as well as the English language proficiency of adult speakers of other languages. For the most part, adult literacy programs are aimed at bringing the learner's academic and English language skills to the level represented by completion of a secondary school education program.

In some cases, individuals have high school completion credentials but still lack the reading and math skills necessary to be successful in post-secondary education or career training programs. To address this problem, CAD offers developmental education courses that provide remedial instruction to raise the literacy skills of enrolled students to at least a beginning post-secondary level. The term developmental education is also used to describe programs of academic instruction made available for incumbent workers who may have a high school credential but need to upgrade basic literacy skills in order to improve their job performance and/or advance their careers.

The purpose of the workforce development system is to improve the quality of jobs and workers and support economic development by ensuring the availability of a skilled, competitive workforce. While adult literacy activities are not the system's main focus, they are a key priority according to WDB-83's strategies to creating a sustainable workforce system.

The relationship established with LDCC's Center for Adult Development (CAD) has included a formalized MOU and infrastructure agreement to ensure that duplication of services is eliminated and the value of services between the two partners is quantified. In addition, a

creation of a clear referral process is agreed upon and documented with biweekly reports between WDB-83 and CAD. In addition, CAD is represented on the LWDB.

The Title II Adult Education and Family Literacy Act (AEFLA) program competition is run by Louisiana Department of Education, and all funding decisions are made by LDE. The local board will review applications submitted to LDE for WIOA Title II funds for alignment with the goals and strategies of this local area plan, and then provide recommendations to LDE on ways to improve alignment, if applicable. **The Executive Director and WIOA Program Director of WDB-83 will review the WIOA Title II applications for alignment with the local area plan. The application will be presented with any recommendations to the Board. The application with the consented recommendations and Board signatures will then be resubmitted to LDE for improvement of alignment.**

Wagner-Peyser provides employment services and career counseling to job seekers, as well as labor exchange services to job seekers and employers. LWDA-83, as does the entire State, already meets a major requirement of WIOA to co-locate Wagner-Peyser employment services and staff in the AJCs. Unemployment Insurance claimants receive the same services as all other job seekers, including job training, labor exchange, career counseling, and labor

market information. The UI claimant/job seeker also receives eligibility assessments and referrals to an array of education resources and training providers.

The Employment Service focuses on providing a variety of employment related labor exchange services including, but not limited to, job search assistance, job referral, and placement assistance for job seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings. Services are delivered in one of three modes including self-service, facilitated self-help services and staff assisted service delivery approaches. Depending on the needs of the labor market, other services may be available such as: job seeker assessment of skill levels, abilities and aptitudes; career guidance, when appropriate; job search workshops; and referral to training.

In LWDA-83, as in the State, the agricultural industry is characterized by a large workforce with numerous job openings, chronic unemployment and underemployment due to the cyclical nature of the work, and below average pay. Migrants and seasonal farmworkers, whose livelihood is primarily derived from agricultural employment, not only experience the chronic unemployment or underemployment inherent in the industry, but also face additional, significant barriers to employment. These include low levels of education, limited English proficiency, inferior housing, and few assets to sustain them through a period of retraining. In addition, farmworkers also experience geographical isolation and many lack transportation. Public transportation is rarely available to where they live.

Migrant seasonal farmworkers are given information on services they may be eligible to receive. They are given partner contact information. Partners may schedule an appointment to come into the AJC to meet with migrant seasonal farmworkers.

The services offered to the employers in LWDA-83, in addition to the referral of job seekers to available job openings, include assistance in development of job order requirements, matching job seeker experience with job requirements, skills, and other attributes, assisting employers with special recruitment needs, arranging for job fairs, assisting employers to analyze hard-to-fill job orders, assisting with job restructuring, and helping employers deal with layoffs. Offering WOTC and other tax credit information to employers, assisting with labor market information for workforce wages, and prescreening applicants to ensure they meet employer qualifications, are all additional services available through Wagner-Peyser funding.

Job seekers who are veterans receive priority referral to jobs and training as well as special employment services and assistance. In addition, the system provides specialized attention and service to individuals with disabilities, ex-offenders, youth, minorities, and older workers. Unemployed workers are provided information on how to file for unemployment compensation in Louisiana. Also, a phone number to call for assistance with UI claims is toll free. Computers are available in the resource area of the AJCs in LWDA-83 for the applicants'

convenience. UI claimants are asked to register in the HiRE system and can create a resume. They have the ability to conduct work searches and generate job alerts.

WDB-83 supports extensive collaboration across multiple workforce and disability service systems including Louisiana Rehabilitation Services, business leadership networks, and other community and nonprofit organizations. WDB-83 supports the workforce development system's participation in the Social Security Administration's (SSA) Ticket to Work (TTW) Program as WDB-83 is an employment network. Many Supplemental Security Income and Social Security Disability Insurance beneficiaries use the AJC system to seek employment opportunities. As an employment network, WDB-83 has expanded the capacity of the AJCs to better serve Social Security beneficiaries with disabilities.

In order to align the core programs and create additional flexibility, LWDB-83 will use funds allocated for adult and dislocated worker activities to improve coordination between employment and training programs for individuals with disabilities. This will ensure a highly coordinated service delivery in coordination with Title IV activities to ensure that individuals with disabilities receive the services they need for their career needs.

WDB-83 is committed to promoting the employment opportunities of people with disabilities. Through WIOA programs, AJC staff provide assistance so job seekers with disabilities can work. Having a Ticket-to-Work Employer Network in Region 8 enables the AJC system to provide benefits planning and job search to Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) beneficiaries. Staff of LWDA-83 works closely with program partners, with the major of these being Louisiana Rehabilitation Services, made up of government agencies, community organizations, and private sector employers, to reach our area's job seekers with disabilities.

While the workforce system's core function remains focused on employment, WIOA legislative intent was to significantly impact policies and ultimately provide more access to post-secondary credentials than occurs when workforce and post-secondary systems work independently.

LWDA-83 has an extensive history of effective alignment between workforce programs and public secondary and post-secondary institutions and agencies, particularly the community college-Louisiana Delta Community College (LDCC). Recently, a concentrated effort has begun to strengthen our partnership with the University of Louisiana at Monroe, a four-year university. LWDA-83 continues to work collaboratively with the local secondary and post-secondary education programs in the community to fully implement the strategic intent of WIOA.

LWDA-83 has placed special emphasis on the development, implementation, and expansion of three initiatives. The first is with six (6) of our school districts within the workforce development area. These Cooperative Endeavor Agreements transition students leaving the

secondary education system (dropouts) to career services at the American Job Centers. The goal with this partnership is to more fully engage out-of-school youth and to place them on a career path as soon as possible.

The second initiative for LWDA-83 is the implementation of its initial sector partnership (Health Care) that began in April 2016. WDB-83 embraces strategies for meeting the needs of local employers, workers, and job seekers through sector partnerships related to in-demand industry sectors and occupations.

A third initiative is the Jump Start initiative with secondary education. Jump Start is Louisiana's innovative career and technical education (CTE) program. Jump Start prepares students to lead productive adult lives, capable of continuing their education after high school while earning certifications in high-wage career sectors. Students are required to attain industry-promulgated, industry-valued credentials in order to graduate with a Career Diploma. (Jump Start is an elective path for students pursuing a university-preparatory diploma.)

Regional teams – partnerships among K-12 and post-secondary educators, industry leaders and experts in workforce development and economic development – lead the local implementation of Jump Start 2.0, creating graduation pathways and collaborating to provide workplace experiences for students and teachers. WDB-83 sits on both the regional Jump Start and Super Regional Jump Start teams.

Examples of coordinated efforts include but are not limited to;

- LWDA-83 has established a referral process with secondary and post-secondary educational providers that will allow us to leverage our WIOA funds for students that are just entering training or those who are already enrolled. Through our coordination of services, we can evaluate and assess the customers' needs for financial assistance through an ITA and often times provide wrap-around supportive services and employment assistance to candidates who have already completed their training experience. WDB-83 Policy 200-23-01: Standard Operating Procedures for Provision of Referrals to/from Partners (revised October 18, 2016), addresses procedures for referral to such services. This policy ensures that services are WIOA-funded only when these services are not available through other agencies and that there is no supplantation of services among partner agencies.
- LWDA-83 program staff reviews customers' financial analysis and financial aid, and will supplement Pell grants with WIOA funds for training that leads to certification or credentialing.
- LWDA-83 staff routinely meets with educational partners to discuss WIOA programmatic eligibility/suitability requirements, application processes, and availability of funds.
- LWDA-83 program staff coordinates onsite pre-screening and recruitment events to speak directly to new or active students to discuss available services and promote the benefits of participating in WIOA.

- LWDA-83 program staff discusses career pathway options with customers and encourages utilization of online assessments to help determine this process. In addition, onsite assessment, eligibility determination, case management, ITAs, and supportive services are provided to the customers throughout the duration of training.

Louisiana Delta Community College agrees to contribute to the delivery of the following shared services:

- Program Alignment: To be assured of an adequate supply of skilled workers, the college will strive for alignment between training programs and the needs of employers.
- Outreach/Informational Services: Literature concerning occupational and academic education programs will be provided for dissemination at the local workforce centers. College staff will coordinate campus visits by WDB-83 staff to facilitate counseling and processing of potential customers.
- Professional Development and Cross Training: Cross training of staff will occur between LDCC and WDB-83 during periodic professional development activities. Programs and news from each partner will be highlighted while staff are advised of related processes and procedures.
- Process for Referral and Communication: College staff will utilize technology to engage in the referral process developed by WDB-83 to assist with identifying, connecting, and tracking participants. A partner directory of key staff will make contact information readily available.
- Coordinating: Participants will benefit from an interdisciplinary case management team providing career services, academic interventions--where needed, and overall support of the career path that the participant has chosen.

WIOA offers new opportunities for the workforce system and TANF programs to work together. Serving TANF recipients is already being done in the centers of LWDA-83 as they are coming in to register for work as a requirement of the Department of Children and Family Services. A key partner and services will be available at the AICs through the addition of the TANF program as a mandatory partner.

Louisiana has fourteen contracted partners which provide Expanded E&T services to SNAP recipients. Those services are provided in Region 8 by New Opportunities Vision Achievement which offers services for residents in Ouachita, Richland, Morehouse, Madison, East Carroll, and West Carroll parishes. While Louisiana Delta Community College offers services for residents in Union, Jackson, Caldwell, Ouachita, Morehouse, West Carroll, Richland, Franklin, Tensas, Madison, and East Carroll parishes. The following components will be offered through the E&T Program: job search training, supervised job search, WIOA participation, work experience, job retention, and education - vocational training.

The State Grants (JVSG) program, carried out under Chapter 41 of Title 38 of the U.S. Code provides services to veterans and eligible persons according to need, and significant barriers to employment. LWC Jobs for Veterans State Grant-funded activities are co-located within Ouachita Parish American Job Center and serve the entire Region 8 area. JVSG staff referred

to as Local Veteran Employment Representative (LVER) and Disabled Veteran Outreach Program (DVOP) Specialist are essential parts of and fully integrated into the workforce development network of Region 8.

Community Service Block Grants (CSBG) have been in existence since 1965, always with the same mission: to improve the causes and conditions of poverty. Initiatives have included, but are not limited to: neighborhood linkages, leverage of community resources, conduction of Volunteer Income Tax Assistance sites, building housing capacity, provision of family self-sufficiency and case management, early childhood intervention and Head Start; facilitation of Results-Oriented Management and Accountability. CAAs collaborate and coordinate employment and training activities, as well as supportive services, with WDB-83. This program funds programs that provide opportunities for participants to attain basic employability skills, occupation-specific skills, and work experience necessary to meet employer talent needs. CAAs are well-positioned to serve as lead partners in the development of “supportive service pathways” or service flow charts for vulnerable populations (low-skilled, low income, individuals with disabilities, re-entering citizens) focusing on reduction of the barriers to employment. However, no CSBG agency in our service delivery area offer employment and training grant activities which require them to share in the IFA process.

The Trade Adjustment Assistance (TAA) program is available to workers who lose their jobs or experience reduced hours or income as a result of increased foreign trade activity. Local Board 83, if TAA petitions were to happen, will actively reach out to affected workers to provide TAA-funded training with the same goals as provided under the dislocated worker program. Trade services are considered an integral part of the American Job Center’s service delivery and may involve any and all partners based on the particular needs of individual clients. As such, trade affected workers may be eligible for:

- Training services
- Job-search allowances
- Relocation allowances
- Re-employment services
- Funded training
- On-the-job training.

Like the dislocated worker program, TAA-funded training helps trade-impacted workers obtain the skills necessary to gain suitable employment. TAA will pay tuition, course fees, books and required supplies and equipment, transportation and other items or services deemed necessary for completion of an approved occupational skills training program, including Registered Apprenticeship programs.

To ensure timeliness, the State’s Rapid Response team, begins intervention efforts within forty-eight (48) hours of a layoff notification. To better meet the needs of Region 8, there is a Rapid Response coordinator located in the region to lead and manage activities, and to provide customized responses to businesses and workers within the region. LWC’s Rapid

Response unit provides the initial contact with employers when a lay-off of employees is to occur. This TAA unit organizes an orientation session to present information about the TAA program. WIOA staff initiate enrollment of eligible laid-off employees for case management at the local AJC. Enrollment involves the participant registering in HiRE and staff entering the WIOA application into the system.

Once trade impacted employees are certified, state merit-staff will approve and enter the TAA program information in HiRE for services. LWC has a policy requiring co-enrollment into WIOA services for Trade affected workers receiving services under the TAA. Co-enrolling TAA participants aligns resources and supports the development of clear plans for integrated service strategies necessary to effectively and efficiently assist the trade-affected workers in transition. As TAA participants are co-enrolled in the WIOA program, they are eligible to apply for assistance for expenses not covered under TAA or that they are not eligible for from the TAA program (for instance, when the participant lives inside the commuting area of their chosen training facility - 50 miles round trip - they are not eligible to receive TAA travel payments).

Certification of a dislocated worker for TAA includes determining eligibility by matching the laid-off employee to the USDOL certified petition and the employer's lay-off list. To be placed in training, the affected person must also meet the approval of the six (6) TAA criteria for eligibility. The TAA criterion requires assessing the emotional, spiritual, financial, and intellectual abilities of the trade impacted worker. The applicant must be able to demonstrate an ability to undertake, complete, and benefit from the planned training. In LWDA-83 an online test administered at the local AJC is used. If the assessment identifies a TAA certified participant's need for adult education or remedial services, these programs can be offered by local staff. The assessment tool also can be used to identify educational gaps and to pinpoint work-related aptitudes and interests.

Approval for TAA training services and selection of a training method or program is based on matching these factors to the participant for appropriate training in a demand occupation. When a TAA training activity is entered into HiRE, the program budget obligation and expenditure record is also entered.

The Combined Plan partner programs the State is electing to include in the plan did not include Career and Technical Education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006, as amended by the Strengthening Career and Technical Education for the 21st Century Act (20 U.S.C. 2301 et seq.).

LWDA-83 has developed and maintains operational policies and procedures to direct issuance and coordination of transportation and other supportive services. A participant budget (Obligated Cost Agreement) is created and maintained as per allowable levels of services and availability of funds. Part of the developed procedure is monthly or quarterly review of

program issuances, participant budgets, and program resources to manage overall delivery of services and maintain coordination.

Workforce Development Board-83, has adopted a Supportive Services policy (200-28-06: Standard Operating Procedures for Provision of Supportive Services or Assistance [revised 04/01/2020]) that addresses transportation needs for WIOA enrolled participants. A participant may be reimbursed, based on the individual need of the participant, travel expenses incurred during their daily commute to a classroom training site at a rate based on the actual distance travelled for educational purposes. The current mileage rate paid by the State of Louisiana will be paid by WDB-83 to a participant who incurred such travel during their daily commute to and from a classroom training site. [When the training site is temporarily outside of the classroom (e.g. clinical site, another campus) the reimbursement remains the same as the distance to the original classroom training site.] Each case will have an upper limit of \$5,000 per program year.

In addition, the LWDA-83 staff attends quarterly Northeast Louisiana Human Services Coordination meetings for Federal Transit Administration or area transportation planning.

A copy of the WDB-83 supportive services policy is attached as Attachment #1. The local Board used the bi-monthly partners' meeting to coordinate the provision of transportation and other appropriate supportive services in the LWDA-83.

E. ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

The WIOA Adult program for LWDA-83 is designed to help adults receive training in demand occupations and find employment with speed and flexibility.

Career services are offered to all adults in LWDA-83 at the ten (10) AJCs. Job seekers who receive staff-assisted services will be co-enrolled in both Wagner-Peyser (WP) and WIOA Title 1. This is so regardless of the presence of WP-funded staff at the enrolling service location, which is the majority of AJCs in LWDA-83.

Career services may include:

- Job search and placement assistance, including career counseling,
- Labor market information identifying job vacancies, skills necessary for occupations in demand, and relevant employment trends in the local, regional, and national economies,
- Initial assessment of skills and needs,
- Information on available services and programs, and
- Follow-up services to assist in job retention.

Individuals who qualify can also receive training services that provide industry recognized credentials in demand occupations. Following training, individuals are assisted with finding employment. Training services include:

- Occupational skills training
- Skills upgrading

- On the job training
- Pre-apprenticeship and apprenticeship training
- Academic and career preparation for training
- In limited cases, help with transportation and child care to attend training

There are three (3) tracks that any job seeker may take; these are “Workforce Ready, in a Demand Occupation”, “Workforce Ready, Not in a Demand Occupation” and “Case Management”. During the course of service assessments and re-evaluation the job seeker may move from one track to another.

If an initial assessment indicates that the job seeker has no significant barriers to employment and is determined to be workforce ready in a demand occupation, the job seeker will be introduced to a member of the Business Services Team for job referral. The BST member will review the job seeker’s skills comparing them to specific demand occupation job vacancies, match those skills to the job vacancies and make a staff referral.

When the initial assessment indicates the job seeker is workforce ready, but not in a demand occupation, the job seeker will be referred to self-service and offered assistance as needed with informational services. These services will include guiding the job seeker to labor market information including jobs in demand, wage rates, education requirements, work search tools, skills and interest matching assessments.

Career Services Team members will follow up with and reassess job seekers as necessary. Continued failure to achieve employment may indicate the existence of a barrier to employment that was not identified earlier in the assessment process. If the job seeker is continually unemployed, more individualized services may be needed. The job seeker will be moved to the Case Management Track if this is the situation.

Job seekers who are not ready for the workforce because of poor work history, limited skills, limited education, lack of credentials, lack of soft skills, or have any other barriers to employment will be provided Individualized Career Services, including a Comprehensive Assessment and development of an Individual Employment Plan (IEP) with the job seeker.

In addition to providing career and training services to individuals who are unemployed, a significant number of job seekers in LWDA-83 are underemployed. WDB-83 has developed local policy WDB-83 Policy 100-02-01: Definitions for serving individuals that are underemployed. WDB-83 will consider individuals to be underemployed that include:

- Individuals employed less than full-time who are seeking full-time employment;
- Individuals who are employed in a position that is inadequate with respect to their skills and training;
- Individuals who are employed who meet the definition of a low-income individual in WIOA sec. 3(36); and
- Individuals who are employed, but whose current job’s earnings are not sufficient compared to their previous job’s earnings from their previous employment.

In order to further clarify, the definitions of a dislocated worker, terms such as a “general announcement” of a plant closing, “unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters,” and “unlikely to return to a previous industry or occupation” are defined by the local Board. WDB-83 has a policy on standard operating procedures including determining eligibility of Dislocated Workers (WDB Policy 500-03-01), which provides the definition for “unlikely to return . . . “WDB will amend said policy to further describe “general announcement” and “. . . general economic conditions”.

Individuals who were determined eligible for the Dislocated Worker program and who are determined to be underemployed, may still be considered eligible to receive services under the Dislocated Worker program. WDB-83 will develop a policy and procedures for determining underemployment for the dislocated worker program.

Available services for Dislocated Workers include:

- Assistance in job search and job placement
- Assessment of skills and barriers to employment
- Labor market and career information
- Skill enhancing workshops
- Referrals to community resources/partners
- HiSET training.

In LWDA-83, these services are provided through the American Job Centers or one-on-one with a WIOA Career Services Team member.

Training services may be available to individuals who are determined eligible and do not secure employment. Financial assistance may be provided for tuition, books and other support services depending on eligibility and need. Participation in a training program must lead to a profession determined to be a high-demand occupation.

BST members will review and coordinate with employers to produce complete and thorough job orders in HiRE. BSTs will also actively recruit, screen and refer job seekers to job orders, with the priority being on jobs in a demand occupation. BSTs will alert the CSTs about new job orders in demand occupations and assist with referral of job seekers who are workforce ready. BSTs daily review job orders to provide veterans’ priority searches.

The BST who made the referral to a demand occupation job, will follow up with the job seeker to determine the outcome of the referral.

Rapid Response works closely with Region 8 to ensure that dislocated workers receive program information and services. Rapid Response provides core and intensive Rapid Response services at times and locations determined by LWC, the employer, and the needs of the affected workers. The Rapid Response Unit quickly and efficiently gathers the

appropriate state and local resources and works with the employer/management to provide a package of services and activities that will help the affected workers get and keep subsequent jobs.

LWDA-83 works closely with the Rapid Response Unit to provide various services and activities which will enable dislocated workers to transition to new employment as quickly as possible following either a permanent closure or mass layoff, a natural or other disaster resulting in mass job dislocation, WARN, and/or other non-WARN events. Services are typically delivered on-site in partnership with LWDA-83 and according to the needs and schedules of the workers. These services may include Worker Orientation sessions which provide workers with a comprehensive overview of dislocated worker services including assessment, job search, training, unemployment insurance, and labor market information to name a few. Other customized on-site services may include job search workshops, Worker Transition Centers, and Job Fairs. These services can range from assessment to career exploration to resume preparation to job search to educational opportunities.

F. WDB-83 YOUTH ACTIVITIES

WDB-83 understands and recognizes Governor Jon Bel Edwards' vision for serving youth under WIOA. WDB-83 has continually served youth by initiating them to a demand-driven workforce system. WDB-83 makes key investments in serving disconnected youth, as well as other vulnerable populations. WIOA prepares youth for successful employment through increasing the use of proven service models. In accordance with WIOA, LWDA-83 has increased the percentage of youth formula funds used to serve out-of-school youth to 80 percent from 30 percent as was required under the Workforce Investment Act. WDB-83 will spend at least 20 percent of youth formula funds on work experience activities such as summer jobs, pre-apprenticeship, on-the-job training, and internships so that youth are prepared for employment. Allowable expenditures that WDB-83 will count toward the work experience expenditure requirement include the following:

- Wages/stipends paid for participation in a work experience;
 - Staff time working to identify and develop a work experience opportunity, including staff time spent working with employers to identify and develop the work experience;
 - Staff time working with employers to ensure a successful work experience, including staff time spent managing the work experience;
 - Staff time spent evaluating the work experience;
 - Participant work experience orientation sessions;
 - Employer work experience orientation sessions;
 - Classroom training or the required academic education component directly related to the work experience;
 - Incentive payments directly tied to the completion of work experience; and
 - Employability skills/job readiness training to prepare youth for a work experience.
- Policies supporting and methods of including these efforts are being established.

LWDB-83 has decided to directly provide youth services.

In order to measure Educational Functioning Level (EFL) gains after program enrollment, WDB-83 will use an NRS approved assessment for both the EFL pre- and post-test. With the introduction of TABE 11/12, LWDB-83 selected to use another assessment to measure EFL, CASAS.

LWDA-83's American Job Centers actively participate in a wide variety of youth career development endeavors. When addressing the youth population considered, or categorized as "Out-of-School Youth" (OSY), we focus on the age group between 16-24 years old, and who are not participating in secondary or post-secondary education at the time of enrollment.

The focus of Youth services under WIOA supports the attainment of a secondary school diploma or HiSET which provides out-of-school youth and adults with the best opportunity to demonstrate their high school-level proficiency and their readiness for higher education or the workplace. Attention in the Youth program will provide for entry into post-secondary education and career readiness.

In the spirit of WIOA, Workforce Development Board-83 has shifted focus and resources to OSY, to ensure that this cohort of participants is engaged, despite the difficulties in doing so. The main focus for this age group is the offering of adult education and literacy activities through programs such as LDCC CAD, an education program for these specific participants as a mechanism to introduce, or re-introduce them to basic skills advances.

As recently as the month of September 2020, WDB-83 began the planning stage to co-enroll students attending Jobs for America's Graduates (JAG) programs in LWDA-83 sponsored by LDCC CAD. JAG is dedicated to supporting young people of great promise. JAG is currently delivering the best results in its 40-year history, while serving youth who face significant challenges, to help them reach economic and academic success. WDB-83 plans to offer work experience activities, incentives and stipends to eligible Youth who are enrolled in the adult education classroom, JAG program and the local Youth project called HIP (Helping Individuals Progress). This will allow WDB-83 to offer pieces from the required fourteen (14) Youth elements that are not traditionally available in our rural areas, while also serving Youth to the fullest of ability of three (3) programs.

The process of recruiting youth to any of the partner programs will involve "casting a very wide net". LWDA-83 will work within a system of cohorts where there will be a lot of cross-referral. LWDA-83 will identify organizations that work with the targeted youth population and actively communicate with them and make sure they know about the Youth program eligibility, admission dates, etc. and understand how to refer young people to the WIOA Youth program. If it is determined that WIOA is not the best provider for an individual young person, AJC staff will make all effort to be sure the customer receives a "soft landing" to the partner agency.

Reengaging out-of-school youth can take many forms, including information sharing from school systems. LWDB-83 partners with the six (6) school districts in order to access youth who are currently not attending school or who have dropped out. The regional effort that focuses on directing youth that are dropping out of high school is the Cooperative Endeavor Agreement (CEA) to Engage Out-of-School Youth. The CEA's purpose is to create a pathway towards a high school equivalency while incorporating work-based learning that re-engages youth who have already left high school.

LWDA-83 has varied its Youth recruitment strategies. Utilizing multiple methods to reach out-of-school youth ensures that as many OSY as possible are contacted. One strategy is street recruitment which should demonstrate the highest percentage of enrollments. A Youth staff person will go into neighborhoods where the out-of-school youths can be found. LWDA-83 Youth staff have demonstrated dedication to the success of young people serving as mentors, and the young people see, and feel, that staff are genuine to their success.

In addition, many TANF participants may be eligible for the WIOA youth program given the OSY age increased under WIOA. American Job Centers in LWDA-83 partner with TANF in order to reach the TANF population.

Another strategy is friend and family referrals. This is generated by participants and family members of participants, past and present, who have seen the success of the program.

Prescreened and “vouched-for” referrals are yet another strategy. These come from system partners as well as other community agencies with whom an MOU has been negotiated. The MOU includes the process for an electronic referral (WDB-83 Policy # 200-23-01 [revised 10/18/2016]). The referral comes directly to a staff member and that person follows up through phone or outreach to the young person. There is an agreement between agencies to provide feedback on whether or not the individual enrolled into a program or decided not to participate at that time.

The last strategy for recruitment is the use of social media. Eventually a Youth advisory group, along with a staff member, will monitor the media outlets to promote activities, events and services. With the use of social networking sites, such as Skype, Twitter, Facebook, etc., youth will be able keep abreast of services and events offered in the local areas.

LWDA-83 will continue to grow its social media community as a way of communicating with young people, attend events specific to young people, as well as promote Youth programs in a variety of venues. However, the “experts” on out-of-school youth are the youth themselves. LWDA-83 will make the Youth participants actively involved in designing outreach and recruitment strategies and implementing program design. For example, the Youth will assist in the designing of what they deem appropriate language for prospective enrollees, assist with the way LWDA-83 frames the Youth program making sure it is effective in communicating to out-of-school youth, and they will tell LWDA-83 staff where to find out-of-school youths in our communities.

LWDA-83’s Youth programs are designed to provide disconnected youth access to career pathways and sector strategies to increase credential attainment and long-term career success.

WIOA affirms LWDA-83’s commitment to providing high quality services for youth and young adults beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with a good job along a career pathway or enrollment in post-secondary education. LWDA-83 will make sure everything the participants do in the program is relevant to them and that they understand the connection between the activity they are in and how it will impact their future.

LWDA-83 sees three categories key to the engagement and retention of out-of-school youth. First is immediate immersion in career planning to reinforce the chosen career pathway.

Secondly, supportive services. A large percentage of youth that LWDA-83 serves is economically disadvantaged and depends highly on the supportive services payments. Finally, employment opportunities that will go beyond what the Youth would normally have. The concept is not to just get the young person a job, but to identify a career pathway in a demand occupation that the young person will be able to continue on to earn a livable wage. All of LWDA-83's employment development efforts will be tied to career pathways.

LWDA-83's Youth program design will continue to incorporate assessment tools, such as *the* objective assessments of academic levels (CASAS), skill levels (WorkKeys), and service needs of each participant in order to link their service strategy to career pathways, leading to recognized post-secondary credentials. Career Service Team members who work with employers use the assessment results to develop work experiences. WDB-83 Policy 600-02-04: Youth Workforce Investment Activities Standard Operating Procedures (revised 07/01/2020) assures assessment instruments are valid and appropriate for the Youth population, and provide reasonable accommodations in the assessment process, if necessary, for individuals with disabilities.

LWDA-83 has a strong history of meeting the minimum expenditure rate (75% of program expenditures) for out-of-school youth and is committed to continuing to do so. Local areas are required to track youth formula-fund expenditures on the Monthly Expenditure Report. These reports are reviewed and evaluated each month by the Executive Director, WIOA Program Director and the Accounting Supervisor to ensure adequate expenditure levels. Service strategies are developed with the WIOA Program Director, the Youth Coordinator and the One-Stop Operator to ensure adequate program participation is achieved to reach or exceed the minimum expenditure rate. Corrective action is taken when necessary, to increase expenditure levels by evaluating worksites and attendance.

Assessment, guidance and counseling, and work-based learning activities are at the forefront of LWDA-83's high-impact program priorities for Youth, who may also access ITAs for occupational training in accordance with State and local policies. LWDA-83 recognizes that Out-of-School youth represents a large talent pipeline and an opportunity to invest in the future workforce generation. The Board will continue to advocate for programming that promotes workforce development of youth with barriers to employment which will incorporate the following:

- Occupational skills training, with a focus on career pathways and stackable credentials to facilitate achievable goals for youth
- Support services
- Remedial/prevocational training
- Work experience/Internships/On-the-Job training
- Assisting youth in achieving a Hi-SET

G. INDIVIDUALS WITH BARRIERS TO EMPLOYMENT

WIOA emphasizes serving those individuals with barriers to employment and individuals more at-risk of not connecting to the labor market. LWDB-83 serves individuals with barriers to employment who often need higher levels of service to achieve a positive outcome. WDB-83's purpose is to provide individuals, including Youth participants with barriers to employment, with workforce investment activities, education, and support services to enter or retain employment. WIOA's definition of barriers to employment include: a) displaced homemakers, b) low-income individuals, c) Indians, Alaska Natives, and Native Hawaiians, d) individuals with disabilities, including youth who are individuals with disabilities, e) older individuals, f) ex-offenders, g) homeless individuals or homeless children and youths, h) youth who are in or have aged out of the foster care system, i) individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers, j) eligible migrant and seasonal farm workers, k) individuals within two years of exhausting lifetime eligibility for TANF, l) single parents including single pregnant women, m) long-term unemployed individuals, and n) such other groups as the Governor determines to have barriers to employment.

Individuals with disabilities are identified as individuals with barriers to employment under WIOA, and receive any and all American Job Center services that would normally be provided to any other job seeker. Staff of LWDA-83 AJCs will advise and inform clients and other individuals with disabilities of all the available services and benefits under the Rehabilitation Act of 1973, as amended by WIOA. WIOA provides new opportunities for coordination and referrals for the Title I Adult and Dislocated Worker programs to partner and enhance service delivery to individuals with disabilities, including those served under Title IV of WIOA.

WDB-83 will provide quality services to all customers including priority populations listed below that are outlined in the State Combined plan. Policy 100-15-01: Priority of Services for Adults and Dislocated Workers has been approved by the Board, with amendments on October 08, 2019. One-Stop Partners will work cooperatively to serve these and all priority populations. WDB-83 will run reports in HiRE to examine the data related to these special populations recurrently. Priority Populations include:

- Low Income Individuals
- Basic Skills Deficient
- Veterans (WDB-83 Policy 200-10: Priority of Services to Veterans)
- Persons with Disabilities

LWDA-83 will continue to ensure that policies and programs in the local workforce system are accessible, regardless of racial, gender, or socioeconomic background. The One-Stop Operator and or the WIOA Program Director will publish quarterly reports to partners of the local area which will provide a detailed breakdown of clients by residential parish, race/ethnicity, education level, age, gender, basic needs, and job search needs in order to identify gaps in access to workforce and educational services. Where gaps are identified, partners will work to strategize solutions.

WDB-83 will review any existing equity goals from the area's community college (Louisiana Delta Community College) and identify alignment between the institution's equity goals. WDB-83 will incorporate those aligned goals as its own and develop strategies that will achieve its proposed outcomes.

Continual improvement and monitoring will be the responsibility of the Board. LWDB-83 will, in particular, focus on improving technology skills for all workers, but especially for minorities who consistently lag behind the general population in IT skills acquisition and needed workplace skills such as coding and basic computer literacy.

WDB-83 will work to explore mentoring programs by convening participants, staff, local board, and employers' input and come up with a plan on how we can expand mentoring programs to adults. Identifying mentors from those who have successfully completed the program while living with some of these barriers to employment would be an avenue to explore. Utilizing the Board members as mentors or developing a program with the service providers would be another way to ensure success with our adult participants. These are areas to examine and look to expand upon.

As part of LMI training that is provided to new staff and as refresher training to existing staff, trainings on the labor equity gaps, customer demographics and program placement outcomes and how efforts can work to bridge those gaps will be included. Quarterly reports from LA Performs will provide insight into which populations are being served and their outcomes which will be beneficial to identifying gaps in equity, if applicable. The plan will include providing technical assistance opportunities from LWC to train staff on data-driven approaches to address equity gaps.

WDB-83 has an American Job Center located in the parish seat of each of the ten (10) parishes it serves. Most are located near prominent landmarks, such as the parish court house, Walmart, community college campus, hospital, police jury office, etc., that are easily acceptable to customers and participants.

H. WDB-83 TRAINING POLICIES AND ACTIVITIES

Workforce Development Board-83 is following current guidance from WIOA Title 1 for all Adult, Youth and Dislocated Worker funds. LWDA-83 is working to deploy new strategies including enhancing collaboration with the local community college, apprenticeship programs and other initiatives to ensure that we meet the training expenditure requirements. The Executive Director reports to the Strategic Planning Committee of the Board quarterly expenditure benchmarks for budget to actual expenditure to ensure adequate training levels are met.

Fiscal staff report to the Board with expenditure benchmarks data, and program staff is notified monthly if adjustments or modifications are required to meet annual benchmark goals. Local emphasis on collaborating more closely with employers and working with other business groups to access the smaller employers that are predominant in our rural area will

support informed customer choice in the selection of Individual Training Account-funded occupational training. (Attachment #2 - WDB-83 Policy 200-37: Individual Training Account (ITA) Directive) These activities may also result in the identification of training gaps, which may be addressed through customized training available to LWDA-83 employers. LWDA-83 also looks to increase its investment in On-the-Job Training programs, which reimburses employers for wages during a new employee's training period and skill upgrades for underemployed workers.

Policies, practices and processes that define WDB-83 and the way it conducts business include, the procedure of routinely and periodically evaluating its budget, resource allocations, and expenditures. LWC requires local boards to specifically report on expenditures for career and training services and on the number of participants who received career and training services. This requirement is specifically designed to make planning and funding decisions more transparent, and to provide better opportunities for public oversight. WDB-83 adheres to the uniform administrative requirements set forth in Title 2 CFR Part 200 and Title 29 CFR Parts 95 and 97. WDB-83 consistently meets the federally-mandated responsibilities for more than the required two previous program years, including timely reporting of participant and expenditure data, timely completion and submission of the required annual single audit and not having been placed on cash hold for longer than 30 days. (WIOA Section 106(e)(2)).

WDB-83 will maximize work-based training program models as part of its training strategy. Closely tied to the solutions sought by businesses is the expanded use of work-based learning (Registered Apprenticeships, Pre-Apprenticeships, Work Experience, Transitional Jobs, On-the-Job Training, and Incumbent Worker Training). The work-based training model has as its goal to meet job seekers as well as employer needs. Work-based training is beneficial because it's an "earn while you learn" environment. Employers like this process because it is a plus for their business.

WDB-83 will use structured work-based learning, such as paid and unpaid work experiences and career exploration that lead to gainful employment, as a strategy in serving Youth. Work-based learning strategies are essential for young people to acquire work experience. WDB-83, as the local area Youth provider, is required to spend at least twenty (20) percent of its contract funding on work-based learning. Youth customers are being linked to work-based learning opportunities based on employer need and commitment, and interest among job seekers.

Work-based training allows employers to train their employees while continuing to be productive members of the workforce. WIOA provides for a workforce system that is job driven.

Registered Apprenticeship (RA): RA is an important component of potential training and employment services that WDB-83 provides to its customers. WIOA provides an overall emphasis on registered apprenticeship programs throughout the one-stop delivery system.

WDB-83 has partnered with the RA system and uses RA opportunities as a career pathway for job seekers and as a job-driven strategy for employers.

Pre-Apprenticeship: Pre-apprenticeship is a program designed to prepare individuals to enter and succeed in a registered apprenticeship program, which includes:

- training and curriculum that aligns with the skill needs of employers in the economy of the State or region,
- access to educational and career counseling and other supportive services,
- hands-on, meaningful learning activities that are connected to education and training activities, such as exploring career options, understanding how skills acquired through coursework can be applied to a future career,
- opportunities to attain at least one industry-recognized credential, and
- a partnership with one or more registered apprenticeship programs that assists in placing individuals who complete the pre-apprenticeship into a registered apprenticeship program.

The target populations for pre-apprenticeship are youth and adults with barriers to employment who are identified to need certain skills or credentials in order to successfully enter into a registered apprenticeship program, dislocated workers transitioning to new industries or occupations in need of new skills, other eligible individuals identified by CST members as likely to succeed and have an interest in registered apprenticeship programs.

Work Experience (WE): A work experience is a planned, structured learning experience that takes place in a workplace for a limited period of time. WDB-83 limits WE activities to ninety (90)-day intervals and for no more than thirty (30) hours per week. A WE activity can only be extended beyond the original ninety (90) days if justification for such an extension exists and is recorded in the participant's case notes.

Transitional Jobs (TJ): Transitional jobs are a type of work-experience and are considered an individualized career service. Transitional jobs are time-limited and wage-paid work experiences that will be subsidized at 100 percent. WDB-83 may not use more than 10 percent of its allocated funds to provide transitional jobs. Transitional jobs are limited to ninety (90)-days and require not more than 30 hours of work per week. These jobs are in the public, private, or nonprofit sectors. Transitional jobs are designed to help participants establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry into and retention in unsubsidized employment. There is no expectation that the employer providing the transitional job placement will hire the participant permanently. Transitional jobs must be combined with comprehensive career services and/or supportive services.

On-the-Job Training (OJT): OJT opportunities provide structured training for participants to gain the knowledge and skills to be competent in the job for which they are hired and lead to stable employment. It is also designed to assist employers with a wage subsidy during the training period, as an incentive to the employer to hire individuals who lack marketable skills for the current job market.

Incumbent Worker Training: (WDB-83 Policy 400-05-01) Incumbent Worker training is designed to meet the needs of an employer or group of employers to retain a skilled workforce or avert layoffs. Incumbent Worker training can be used to either:

- Help avert potential layoffs of employees; or
- Obtain the skills necessary to retain employment, such as increasing the skill levels of employees so they can be promoted within the company and create backfill opportunities for new or less-skilled employees.

Workforce Development Board-83 will continue to support WIOA customer training through Individual Training Accounts in accordance with the law and applicable local policies. Eligible program participants who seek training services may, in consultation with AJC staff, select a training vendor from the list of eligible training providers. (Attachment #3 – WDB-83 Policy #200-26: Standard Operating Procedures for Provision of Performance and Program Cost Information on Eligible Training Provider Services)

For the Title I Adult and Dislocated Worker Programs, ITAs are the primary method for funding participants' training services. The Title I Youth Program also uses ITAs to fund training services for out-of-school youth. Training funded through an ITA must be selected from Louisiana's Eligible Training Programs List (ETPL). Louisiana's ETPL is published online and provides detailed information about programs eligible for ITAs, including cost information and aggregated performance metrics related to students' program completion and their employment and earnings outcomes.

The approved ETPL serves as an important tool for participants seeking training to identify appropriate providers, and relevant information such as cost and program outcomes. Using the ETPL, career coordinators in LWDA-83's AJCs can assist participants in identifying training and training providers in high demand industries that result in positive outcomes and recognized credentials. The local Board works with LWC to ensure that there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice and leads to competitive integrated employment for individuals with disabilities.

Upon selection, in accordance with local policies and available funding, the AJC staff will refer the participant to the eligible provider and arrange for payment through an ITA.

WDB-83 believes ITAs, which allow workers to choose their training and training provider, result in more positive outcomes when workers received structured guidance and information compared to workers who received the ITA and selected training options on their own. This belief will be reflected in the process of services offered to AJC customers.

WDB-83 considers the full cost of participating in training services, including expenses related to dependent care, transportation and other essential needs for individuals who need additional assistance. WDB-83 uses a broad range of training programs as part of its workforce development strategy. These programs collaborate with the local workforce development board, companies and education/training providers to improve training.

Providers of on-the-job training, customized training, incumbent worker training, internships, paid or unpaid work experience, or transitional employment are not subject to the ETP requirements of WIOA. WDB-83 has established a procedure for training providers to petition a denial of training funds which explains the appeals process for denial or termination of their training services.

Workforce Development Board-83 is committed to continuous improvement of service delivery. WDB-83 considers continuous improvement to be a critical factor in the negotiations process for annual performance levels. Continuous improvement may reflect an increase in the level of performance, a change in service strategy and delivery, or a change in the customers served. The customers served by Local Workforce Development Area-83 (LWDA-83) has a significant impact on the outcomes depending on factors unique to the population.

I. WDB-83 TRANSFER OF WIOA TITLE 1B WORKFORCE FUNDS

WIOA sec.133(b)(4) provides the authority for Workforce Development Board-83 to expend up to 100 percent of the Adult activities funds on DW activities, and up to 100 percent of DW activities funds on Adult activities. LWC's State Combined Plan outlines the policy to evaluate transfer requests from local workforce areas. Expenditures of monies transferred between local DW and Adult programs are reported on the ETA-9130 reports. ETA notes when considering such transfers that career and training services must continue to be made available to both Adult and DW participants in the AJCs. However, State policy will limit the maximum allowable transfer to 75 percent. WDB-83 may send written notice requesting a transfer of funds between adult and dislocated worker funds up to a maximum amount of 50 percent in the first year in which funds are made available. In the second year, the Board may send written notification requesting up to an additional 25 percent.

One service strategy newly implemented by WDB-83 is that of Incumbent Worker Training (IWT). Sessions with local employers are planned to introduce this training concept. WDB-83 has adopted an upskill/backfill strategy which involves filling jobs vacated by workers who are moving into more advanced positions in a company with other WIOA participants. WDB-83 will develop its IWT contract such that once incumbent workers advance with the employer; the employer then provides an opportunity to fill this now vacant position with a local WIOA participant.

Individuals receiving incumbent worker training are not considered to be participants for the purpose of inclusion in WIOA performance indicator calculations. The required participant

and performance data elements reported for incumbent worker individuals are limited to basic information and the elements needed to calculate incumbent worker training performance indicators for employment in the 2nd and 4th quarters after exit, Median earnings in the 2nd quarter after exit, Measurable Skill Gains, and Credential Attainment. For the purposes of calculating these metrics, the exit date for an individual who only has received incumbent worker training will be the last date of training, as indicated in the training contract. Unlike other types of training, incumbent worker eligibility is determined at the employer level.

WDB-83 may use up to twenty (20) percent of its adult and dislocated worker allocations to provide for the cost of IW training. WDB-83 has identified Louisiana Delta Community College and Training Logic Inc. as potential training providers for procurement by employers.

WDB-83 Policy 400-05-01: Guidance on Incumbent Worker Training Program is used to determine an employer's eligibility for participating in IWT based on:

- The relationship of the training to the competitiveness of the individual and employer;
- The number of employees participating in the training;
- The employee's advancement opportunities along with wages and benefits;
- Skills gained as a result of the training;
- Layoffs averted as result of the training;
- Utilization as part of a larger sector and/or career pathway strategy; and
- Employer size.

For an employer to receive WDB-83's IWT funds, individuals receiving the training must be:

- Employed;
- Meet the FLS Act requirements;
- Have an established history with the employer for six (6) months or longer; and
- If the majority of employees being trained meets these requirements, a cohort of employees may participate.

WDB has established a policy regarding the non-federal share of the cost of IWT. The employers will pay for a significant cost of the training through either, or both, cash payments and/or in-kind contributions, with the wages paid to the employees while in training used as matching funds.

WDB-83 will consider the number of employees participating in the training, the wage and benefit levels of the employees, the relationship of the training to the competitiveness of the employer and employees. Using the chart below, WDB-83 will base the minimum amount of employer share on the size of the company.

EMPLOYER SHARE	SIZE OF EMPLOYER
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At least 10% of the cost	50 or fewer employees
At least 25% of the cost	51 – 100 employees
At least 50% of the cost	More than 100 employees

WDB-83 may use up to 10 percent of its combined total of adult and dislocated worker funds to provide transitional jobs to local individuals. WDB-83, to this point in time, has no plans to use funds to pay for performance contracts.

LWDA-83 will continue those practices and processes that have resulted in a high-performing board that is business led, market responsive, results-oriented and integrated with other workforce development system partners. The current Board seeks to foster customer service excellence, seeks continuous improvement and demonstrates value by enhancing employment opportunities for all individuals.

Policies, practices and processes that define this board and the way it conducts business include, but are not limited to the following:

- The LWDA-83 Board monitors the implementation of strategies established and performance achieved.
- The LWDA-83 Board routinely and periodically evaluates its budget, resource allocations, and expenditures.
- The LWDA Board's agenda includes financial, strategic, governance, operational and other key workforce issues that provides the structural framework for the Board's oversight.
- The LWDA-83 Board solicits and considers input from the community and customers.
- The LWDA-83 Board maintains a governance structure/framework that is responsive to its stakeholders.
- The LWDA-83 Board, although it operates in a very rural environment, strives to practice proactive governance, especially related to board member recruitment and reappointment.
- The LWDA-83 Board oversees the quality of leadership and management.
- The LWDA-83 Board maintains a constant communication with key stakeholders on the organization's achievements and plans.
- The LWDA-83 Board has an extensive history of effectively securing discretionary grants to strengthen financial resources to reinvest in the devastatingly high poverty area that we serve.

A. WDB-83's LEVELS OF NEGOTIATED PERFORMANCE

For this plan, WDB-83's Title I programs (Adult, Dislocated Worker, and Youth) will have two full years of data available to make reasonable determinations of expected levels of performance for the following indicators for PY 2020 and PY 2021:

- Employment (Second Quarter after Exit);
- Employment (Fourth Quarter after Exit);
- Median Earnings (Second Quarter after Exit);
- Credential Attainment Rate; and
- Measurable Skill Gains

Workforce Development Board SDA-83, Inc. and LWC negotiated and reached agreement on local levels of performance based on the State negotiated levels of performance for PY20 on September 23, 2020. In negotiating the local levels of performance, especially those due to the coronavirus pandemic, WDB-83 made adjustments for the expected economic conditions and expected characteristics of participants whom we serve in our area.

PERFORMANCE INDICATORS	LWDA-83 Negotiated Local Performance	PERFORMANCE INDICATORS	LWDA-83 Negotiated Local Performance
<u>ADULT</u>		<u>DISLOCATED WORKER</u>	
Entered Employment Rate, 2 nd Quarter After Exit	76.1%	Entered Employment Rate, 2 nd Quarter After Exit	75.0%
Entered Employment Rate, 4 th Quarter After Exit	70.0%	Entered Employment Rate, 4 th Quarter After Exit	67.2%
Median Earnings	\$5,777	Median Earnings	\$6,750
Credential Attainment	75.0%	Credential Attainment	73.0%
Measurable Skills Gains	73.8%	Measurable Skills Gains	78.8%
<u>YOUTH</u>			
Entered Employment Rate, 2 nd Quarter After Exit	68.4%		
Entered Employment Rate, 4 th Quarter After Exit	68.2%		
Median Earnings	\$3,319		
Credential Attainment	48.0%		
Measurable Skills Gains	67.8%		

In addition to the common performance measures described in Section 116(b)(2)(A), WDB-83 asks that LWC track business-focused metrics as USDOL identifies standardized indicators for measuring Effectiveness in Serving Employers (EISE). LWC reports annual count data, housed in the HiRE MIS system, of employer services. Further, LWC chose two EISE pilot performance measures to report to USDOL annually—Employer Penetration and Repeat Business Customers Rate.

- Employer Penetration Rate (Percentage of employers using services out of all employers in the State) - This approach tracks the percentage of employers with twenty (20) or more employees who are using the core program services out of all employers represented in LWDA-83.
- Repeat Business Customers (Percentage of repeat employers using services within the previous three (3) years) - This approach tracks the percentage of employers who receive services that use core program services more than once. This approach is useful in determining whether employers who receive services from the core programs are satisfied with those services and become repeat customers. This approach also assesses the LWDA-83's workforce system's ability to develop and maintain strong relationships with employers over extended periods of time.

WDB-83 opted not to participate in the negotiation of the state-level Wagner-Peyser measures. Measures assigned to the ten (10) parish area that is LWDA-83 are:

WAGNER-PEYSER	
Entered Employment Rate, 2 nd Quarter After Exit	60.0%
Entered Employment Rate, 4 th Quarter After Exit	61.0%
Median Earnings	\$4,650

B. WDB-83's CURRENT AND PLANNED EVALUATION ACTIVITIES

Currently, reports on successful strategies occurring within LWDA-83 are reported at each quarterly Board meeting. The primary service delivery strategy for LWDA-83 continues to be the use of ITAs to assist WIOA participants in returning to work, boosting their earning potential, and/or beginning or continuing on an in-demand career pathway. The success and return on investment of this strategy can be seen in WDB-83's Adult and Dislocated Worker performance outcomes, where all measures were met or exceeded in PY19.

All of WDB-83's investments must generate an acceptable return on investment. These returns will be measured in terms of outcomes most meaningful to LWDA-83 residents – such as jobs, earnings, and long-term career prospects – not just in dollars spent or number of participants. WDB-83 feels we must be accountable for how we invest our scarce public resources and the initiatives in which we ask our partners to co-invest.

LWDA-83 will continue to align new service strategies to address educational and training needs locally by addressing these common barriers:

1. Transportation and child care issues
2. Basic skills deficiencies

3. Identification of the proper agency to isolate the barriers the participants are facing - food, shelter, health care and other basic needs.

The One-Stop partners in LWDA-83 have always collectively helped customers with the above barriers, but additional training for front line staff and partner agency staff, will help to develop more knowledge about these services.

At this time our local area will not eliminate any programs based on no or minimum return on investment. However, we will focus on taking a more data-driven approach in starting new programs. During meetings with staff and partners, discussion will take place on a plan for tracking programs using data. This will in turn allow our local area to ensure we are receiving the best return on our investment.

The area will work to collect more extensive data on the industries and occupations that are seeing greatest success in job placement, wages at placement, and the specific occupational training programs that are resulting in placement into well-paying jobs. The Board's Strategic Planning Committee and Business Services Team will leverage improved employer and industry information to target particular trainings as well as insights on major barriers to employment and retention and work to build new solutions.

Some key strategies that have shown promise, many with low investment and high ROI, which will be pursued include:

- Expanding contextualized basic skills education such as bridge programs delivered in conjunction with industry.
- Educating employers on the benefits of apprenticeship programs (whether formally registered or other apprenticeship-like training options that can be implemented).
- Promoting to employers a range of work-based learning and training methods in conjunction with education/training, which can incentivize workers and build career pathways.
- Expanding technology and basic computer skills training for all customers, given the presence of information technology activities.

Other strategies for which the area does not have ready solutions, but recognizes a need and will work to advocate with other local and regional institutions include:

- A need for improved access to technology including the presence of major gaps in high-bandwidth internet access within the region and lack of computer skills for many workers. This presents barriers to workers in terms of applying for jobs (almost all job applications are now online) as well as for succeeding workplaces in which technology and computer skills are ever more required.

Chapter 6: TECHNICAL REQUIREMENTS AND ASSURANCES – WDB-83

A. FISCAL MANAGEMENT

By mutual agreement of the duly-elected legislative bodies of the ten (10) parishes of LWDA-83, the Union Parish Police Jury is designated as the local grant recipient and held liable for the grant funds allocated to the local area for Youth, Adult, and Dislocated Worker activities. Chief Elected Official for Workforce Development Board 83 has appointed the Workforce Development Board SDA-83, Inc. Administrative staff as the fiscal agent for LWDB-83 grant funds.

All subgrants and contracts will be procured through WDB-83's formal procurement policy processes (Attachment #4 - WDB-83 Policy 100-06-02: Procurement [Revised 01/19/2021]), such as Request for Proposal (RFP). WDB-83 has established procurement policies and procedures in compliance with Federal and State laws and regulations and they meet the procurement standards specified in Uniform Guidance and the DOL Exceptions. These policies and procedures are audited by independent CPAs in the conduct of our annual single audit and are monitored by state staff during the conduct of their administrative monitoring process.

The competitive process used by LWDA-83 to award subgrants and contracts for WIOA funded activities adheres to the RFP. The competitive process begins with a public notification of interested parties and a legal public notification in order to ensure as many proposals as possible are received. Proposals are received and reviewed by the LWDB staff and the Executive Committee of the Board. Submissions are reviewed, procedure is taken to ensure any responding companies are not on the excluded list or that any conflicts of interest exist. A rating matrix is used to evaluate proposals for responsiveness to the RFP. The committee then makes a recommendation to the full board for discussion and final approval. The contract is drafted between the LWDA-83 and the winning bidder; that includes requirements of federal and state regulations.

WIOA does not allow for the "designation" or "certification" of any entity as an Operator without a competitive process. The one-stop operator that coordinates the service delivery of the required one-stop partners and service providers in LWDA-83 was selected by WDB-83 through a competitive process. The selected provider is Louisiana Delta Community College. As the Joint WIOA Final Rule requires that a competitive process be conducted at least once every four years, the local Board has decided to follow this timeline pending satisfactory performance review completed annually to ensure accountability and compliance.

B. PHYSICAL AND PROGRAMMATIC ACCESSIBILITY

Recognizing the high unemployment rate among individuals with disabilities and the qualified-employee shortage businesses are facing, LWDA-83, as is LWC, is committed to providing reasonable accommodations and access to all programs, services and facilities.

With support of the Disability Employment Initiative (DEI) grant (2012 -2015), LWC worked to ensure the physical, communication, and programmatic accessibility of all American Job Centers by conducting specialized training for all center staff on topics including accessibility for all, disability etiquette and awareness, and identifying and assisting job seekers with hidden disabilities.

WDB-83's one-stop certification process assures effective services for individuals with disabilities are present in the comprehensive one-stop center and in its affiliate locations through skills training which enhances the ability to obtain, in particular, "high demand jobs". LWDA-83 is committed to complying with Section 188 and the American Disabilities Act (ADA) regarding physical and programmatic accessibility. As part of compliance, LWDA-83 will conduct an annual review of all One-Stop centers throughout the local area, to ensure compliance.

LWDA-83 operates WIOA programs and activities in a manner that makes services readily accessible to qualified individuals with disabilities. These efforts include, when appropriate:

- Advertising so various target populations become aware of programs and/or activities:
 - Marketing materials state WDB-83 is an equal opportunity employer/program operator, Universal Access, and auxiliary aids and services are available upon request to individuals with disabilities. Materials also include contact phone number, TRS #711, and email (wib83@bayou.com).
- WDB-83 is committed to complying with Section 508 of the National Rehabilitation Act.
- WDB-83 is an Employment Networks in Social Security's Ticket to Work Program.

WDB-83 uses evidenced-based workforce strategies that places individuals with disabilities into sector-based career pathways leading to gainful employment.

WDB-83 continues to be committed to the development and continued growth of professional staff members. In an effort to meet the current and projected needs for qualified personnel, WDB-83 encourages the hiring of staff members from minority backgrounds and individuals with disabilities.

WDB-83 will continue to collaborate with other key workforce partners serving individuals with disabilities to determine improvements that can be achieved through collaboration and partnerships.

Title IV of WIOA makes a number of significant changes to the Rehabilitation Act of 1973 in order to improve and align core programs towards the goal of empowering individuals with disabilities to maximize employment, economic self-sufficiency, independence, and inclusion in and integration into society.

Effective partnering with the core and mandated programs is essential in order to ensure individuals with disabilities seeking employment and training services receive the services

they need for employment. In order to better align the core programs and create additional flexibility for the purposes of achieving WDB-83 goals, funds allocated to LWDA-83 for Adult and Dislocated Worker activities are used to improve coordination between employment and training programs carried out in the local area for individuals with disabilities through the American Job Center network. WDB-83 utilizes this flexibility to ensure a highly coordinated service delivery that ensures individuals with disabilities receive the services they need for their career needs, regardless which partner agency the services are provided by. Additionally, ETA encourages local areas to coordinate with programs carried out by State agencies relating to intellectual and developmental disabilities, as well as local agencies and organizations serving individuals with significant disabilities, including the local network of centers for independent living in each State.

C. PLAN DEVELOPMENT AND PUBLIC COMMENT

Local Boards must provide the opportunity for public comment and input, which allows interested stakeholders to participate actively, effectively, and transparently in the development of the plan. WDB-83 will submit a draft of its local plan to the Louisiana Workforce Commission on or before December 10, 2020. At that time an electronic copy of the draft plan will be sent to each member of the Workforce Development Board, as well as to all partner agencies for review and comment.

The full membership of LWDB-83 will have an opportunity for review and comments beginning October 02, 2020 and at the October 2020 annual meeting.

Additionally, a copy of the Draft plan will be posted on LWDB-83's website (www.wdb83.com) with directions for submission of public comments and e-mailed to its partners on October 02, 2020. These comments will be reviewed and recorded into the development of the final plan document before submission on or before December 04, 2020.

To ensure public access for those that may not be familiar with the Workforce Development Board website, LWDB-83 will place the following public notice in **the regional paper**, Monroe News Star, to run for a period of one week. The comment period to allow public and shareholder feedback will be open for a period of 30 days beginning October 02, 2020.

LEGAL NOTICE

LWDA-83 is submitting an amended Four-Year Plan for PY20-PY24

Workforce Innovation and Opportunity Act

Any comments concerning this Plan should be addressed to the Workforce Development Board SDA-83, Inc., P.O. Box 14269, Monroe, LA 71207. The complete plan is available for review at the Workforce Development Board SDA-83, Inc. office, located at 1504 Stubbs Avenue, Monroe, Louisiana, at www.wdb83.com, or your local American Job Center, between the hours of 8:00 A.M. and 4:30 P.M

The Workforce Development Board SDA-83, Inc. is an Equal Opportunity Employer/Program. "Auxiliary aids and services are available upon request to individuals with disabilities."

**Workforce Development Board SDA-83, Inc.
Regional/Local Plan PY20-PY24 Timeline**

Activity	Date
Requested Regional data from LWC Research and Statistics Division	July 28, 2020
Received Regional LMI data	August 17, 2020
Committee Work Group Zoom Planning Meeting 81 & 83	August 19, 2020
Regional and Local Planning Guide issued by LWC	August 21, 2020
Committee Work Group Zoom Planning Meeting 81 & 83	September 9, 2020
WDB-83 Partner Zoom Meeting to discuss and review plan	September 17, 2020
Committee Work Group Zoom Planning Meeting 81 & 83	September 30, 2020
Regional and Local DRAFT Plan posted to www.wdb83.com	October 2, 2020
Regional and Local DRAFT Plan emailed to WDB-83 Board Members for review	October 2, 2020
Regional and Local DRAFT Plan emailed to WDB-83 Partners for review	October 2, 2020
Regional/Local Plan presented and approved pending comment modifications	October 20, 2020
No public comments were received for the regional (Region 8) nor the local (WDB-83) plan	October 02 – November 02, 2020
Regional/Local Plan submitted to LWC/Governor	December 18, 2020

The local modification process mirrors the opportunity for public comment and input on the unreviewed draft of the plan. WDB-83 will submit a revised draft of its local plan to the Louisiana Workforce Commission on or before the date required by the State. At that time an electronic copy of the revised plan will be sent to each member of the Workforce Development Board, as well as to all partner agencies for review and comment.

The Executive Committee of LWDB-83 will have an opportunity for review and comments beginning on the first day that all modifications are completed and at the next scheduled board meeting.

Additionally, a copy of the revised draft plan will be posted on LWDB-83's website (www.wdb83.com) for a period of thirty (30) days with directions for submission of public comments and e-mailed to its partners on the same date. These comments will be reviewed and recorded into the development of the final plan document before submission on or before the date required by the State or at such time as modification is needed.

To ensure public access for those that may not be familiar with the Workforce Development Board website, LWDB-83 will place the following public notice in the regional paper, Monroe News Star, to run for a period of one week. The comment period to allow public and shareholder feedback will be open for a period of thirty (30) days.

LEGAL NOTICE

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The Workforce Development Board SDA-83, Inc. is an Equal Opportunity Employer/Program. "Auxiliary aids and services are available upon request to individuals with disabilities."

Any modifications needed or requested over the term of this Plan will be brought to the local Boards for consideration and approval.

STATEMENT OF ASSURANCES CERTIFICATION

BOARD ACTIVITIES

- ☒ Consistent with WIOA Section 108(d) the Local Board has submitted a local plan to the Governor, held at least one public comment period of no less than 30 days to obtain input into the development of the Local Plan; and, the final Local Plan is available and accessible to the general public. **20 CFR § 679.550**
- ☒ The Local Board has established policies/procedures to ensure public access (including persons with disabilities) to board activities, such as board membership, meetings and minutes. **20 CFR § 679.390**
- ☒ The Local Board complies with restrictions governing the use of federal funds for political activities (**29 CFR § 93.100**) and the applicable board certifications, conflict of interest and disclosure requirements. **§ 200.112**

SELECTION OF OPERATIONS AND PROVIDERS

- ☒ The Local Board has copies of Memoranda of Understanding (MOU) between the Local Board and each American Job Center partner and has provided the State with the latest versions of their MOU. **20 CFR § 678.715(a)**
- ☒ The Local Board ensures it completes quarterly reconciliations of the MOU with its partners. **OWD 1117-04**

INFRASTRUCTURE FUNDING AGREEMENTS

- ☒ The Local Board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth services under WIOA Title I in accordance with applicable state and local laws, statutes, rules, and regulations. **20 CFR § 678.605**
- ☒ The Local Board has established at least one comprehensive, full-service American Job Center and has a written process for the local Chief Elected Official and Local Board to determine that the center conforms to the definition therein. **20 CFR § 678.305**

PRIORITY OF SERVICE, EOC, ADA

- ☒ The Local Board has a written policy for priority of service at its American Job Centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services. **20 CFR § 680.650**

- ☒ The Local Board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA; and written policies or procedures for assisting customers who express interest in filing complaints at any point of service. **20 CFR § 683.600**
- ☒ The Local Board complies with the nondiscrimination provisions of Section 188, and assures that Supportive Methods of Administration are developed and implemented. **29 CFR Part 38**
- ☒ The Local Board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals. **29 CFR Subpart B**
- ☒ The Local Board ensures that American Job Center staff, along with the Migrant and Seasonal Farmworker (MSFW) program partner agency, will continue to provide services to agricultural employers and MSFWs. **20 CFR § 685.300**
- ☒ The Local Board follows confidentiality requirements for wage and education records and has policies and procedures in place for ensuring personally identifiable information is protected including, but not limited to, 20 CFR 603, the Family Educational Rights and Privacy Act of 1974, as amended, WIOA, and applicable State laws, Statutes and Departmental regulations and policies. **TEGL 39-11**

FISCAL ACCOUNTABILITY

- ☒ The Local Board has accounting systems that follow current Generally Accepted Accounting Principles and written fiscal-controls and fund-accounting procedures that ensures such procedures are followed to make certain funds received to carry out a core program will not be expended for any purpose other than for activities authorized with respect to such funds under that core program. **20 CFR § 683.220**
- ☒ The Local Board has a written policy and procedures for ensuring proper management and inventory of all equipment obtained using WIOA funds in accordance with WIOA law and state and local rules/regulations. **2 CFR § 200.313**

MONITORING

- ☒ The Local Board ensures compliance with WIOA uniform administrative requirements through local continuous monitoring of compliance with WIOA laws, regulation and Statutes, State policy, and local policies and procedures. **20 CFR § 667.400(c)(1)**

ELIGIBILITY AND SERVICES

- ☒ The Local Board conducts oversight of local youth workforce investment activities, local employment and training and the one-stop delivery system in the local area; and ensures the appropriate use, management and investment of funds in activities that maximize performance outcomes. **20 CFR Subpart A, 20 CFR § 679.370**

- ☒ Local Board have youth policies defining "attending school" and "not attending school"; including the 5% exception stating all other barriers must be met, and "requires additional assistance" barrier. 20 CFR § 681.230, 20 CFR § 681.250(c), 20 CFR § 681.300
- ☒ The Local Board ensures that all 14 elements for Youth are made available and provided. 20 CFR § 681.420
- ☒ The Local Board has written policy and procedures that ensure adequate and correct determinations of eligibility and funding of training and supportive services, with limits and in coordination with other community resources, for enrollment of Adults, Dislocated Workers, and Youth in WIOA-funded individualized career and training services, consistent with state policy on eligibility and priority of service. 20 CFR Part 681, 20 CFR Part 663, 20 CFR § 680.650, OWD 2-21.2, OWD 2-24.1

LEVERAGING WIOA

- ☒ The Local Board analyzes regional labor market information, partners with local workforce development system stakeholders to assist in the development of the local plan and engages employers to assist with the development and implementation of programs that meet their workforce needs. 20 CFR § 679.130

The Workforce Development Board SDA-83, Inc. (LWDA name) certifies that it has compiled all of the required components of the Workforce Innovation and Opportunity Act. The workforce development area also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act and its regulations, written U. S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.

Johnny Buckley
Chief Elected Official or CEO Chair

7-22-21
Date

St. Chh
Workforce Development Board Chair


7/20/21
Date

Jeri Mitchell
Workforce Development Board Director

7/20/21
Date

Statement of Concurrence

Pursuant to Section 106 of the Workforce Innovations and Opportunity Act, this is to certify that the Chief Elected Officials of the Local Workforce Development Areas (LWDA and the local Workforce Development Board Chairs for Region 8 Concur with the Regional/Local Plan as presented herein.



Johnny Buckley, President
Union Parish Policy Jury
Chief Elected Official LWDB-83

7-22-21

Date

 07/20/2021

Steve Henderson, Chair
Workforce Development Board 83

Date

WDB-83 POLICY 200-28-06: STANDARD OPERATING PROCEDURES FOR PROVISION OF SUPPORTIVE SERVICES OR ASSISTANCE

Purpose: President Barack Obama signed WIOA into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

The term “career planning” means the provision of a client-centered approach in the delivery of services, designed to prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services. The term “supportive services” means services such as transportation, child care, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under WIOA when such supportive services are unobtainable through other programs providing such services.

Reference: WIOA Chapter 3—Adult and Dislocated Worker Employment and Training Activities; SEC. 134. Use of Funds for Employment and Training Activities. (c) Required Local Employment and Training Activities. (2) Career Services. (A) Services Provided. (ix); CFR, Title 20, Chapter V, Part 680, Subpart G, Section 680.940: What are the eligibility requirements for adults to receive needs-related payments?; and, Section 680.950: What are the eligibility requirements for dislocated workers to receive needs-related payments?

Policy: All support services will be based on the individual need of the participant. Due to funding limitations, WIOA support service funding is to be used as the last resort. All other sources of funding must be sought first.

All participants desiring supportive services must complete an application using the matrix system. Participants, in spite of funding stream, must document all valid barriers on the matrix to be considered for supportive services. As funds dictate, the actual number of barriers needed to be eligible to receive supportive services will be determined bi-annually. Participants whose family income exceeds the Poverty Guidelines or 70 Percent LLSIL are not to receive supportive services unless two (2) or more barriers to employment can be documented using the *WIOA Supportive Service Priority Matrix*.

Supportive services may only be provided to individuals who are:

- actively participating in WIOA career and training services; and
- are unable to obtain supportive services through other programs who offer such services.

Additionally, supportive services may only be provided when they are proven necessary to enable individuals to participate in WIOA activities. All justification for provision of supportive services must be documented in case notes in the participant's file in HiRE.

To ensure successful participation in the appropriate career or training activity, Career Services Team members will determine the supportive service needs of each individual to be enrolled. Such determination will be based on a comprehensive assessment and is to include documentation of the participant's need to receive supportive services in order to participate in career and training services.

Through counseling and assessment, the determination of need and the level of assistance to be provided will be made on an individual basis. Basis for determining need:

1. must be actively participating in negotiated activities;
2. must be in compliance with negotiated activities;
3. necessary to alleviate barriers prohibiting job attainment/retention; and
4. resources not available from any other source.

All WIOA program applicants and participants will be informed of paid and unpaid supportive services available through the local American Job Center system. This is to include services provided by the American Job Center partners and any applicable community resources.

Approval of supportive services will be justified in the participant's Individual Employment Plan (IEP) or Individual Service Strategy (ISS). As a prerequisite for applying for supportive services under WIOA, other related resources in the area (including the American Job Center partners) must first be explored. To prevent the duplication of costs and efforts, participants first must exhaust all related available services before WIOA services will be authorized.

A plan of action regarding resolution of barrier(s) must be included in the Individual Employment Plan prior to participant enrollment in any WIOA activity (HiRE Code 185 or 485).

Career Service Team members will periodically review (no less than every three (3) months) the need for, and the receipt of, supportive services. Review of supportive service needs are to be reflected in the IEP/ISS and noted in the case notes as appropriate. Sound case management and timely participant follow-up are essential to ensuring completion of activities, and in meeting IEP/ISS goals and objectives.

Career Services Team members are responsible for tracking participant attendance, time keeping (90% attendance rate) and related duties. Educational/training institutions receiving ITAs must perform time keeping, participant activity tracking and related duties via the participants' time and attendance records.

The award of WIOA supportive services to participants is at the discretion of the Career Services Team member. Career Services Team members must ensure each individual supportive service cost:

- Is reasonable – both in cost and the item being purchased
- Is necessary to participate in WIOA, or to obtain or maintain employment
- Is the last resort when utilizing WIOA funds:
 - Participant cannot afford to pay for the expense
 - No other resources are available (family, community, other agencies)
- Is a required item when assisting with payment of tools, books, and supplies, etc.
- Is fully documented in the plan or case notes.

Provision of paid WIOA supportive services will be limited to the overall time participation limitation. Two (2) years is the time limit for the provision of services to Adult/DW participants. If additional time is required to complete the IEP/ISS, a request must be submitted to the Senior Career Coordinator or Program Director for participants that will exceed the 2-year time limitation. The request must be submitted in writing and approved thirty (30) days prior to the actual extension date. The waiver request must include:

- a description of the circumstances justifying the request;
- the certificate/degree/training plan pursued;
- the start date of the two (2) years; and
- the anticipated end date.

All documentation justifying supportive services extensions will be maintained in the participant's file.

In addition to services during the course of the WIOA Youth programs, supportive services should be provided for all Youth participants in the post exit period up to twelve (12) months after exit.

Each case will have an upper ***limit of \$5000 per program year. (Neither *Other Occupation Specific Equipment nor books,*** are included in the limit of \$5000 per program year.) The "Other costs including, tools, books, etc" under Program Costs on the education program's page on HiRE, is the maximum to be allowed for these costs.

This limit may be reached as a result of the participant selecting one or a combination of supportive services funding, including needs-related payments for Adults and/or Dislocated Workers, to be used for the following needs, to be disbursed on an individual-need basis:

Childcare Allowance

WDB-83 will provide copayments for any participant receiving assistance through Louisiana Childcare Assistance Program (CCAP); in most instances, childcare assistance is available through the Department of Human Services (DHS). This copayment is intended to offset the deficiency or remaining balance due to the provider following the application of the state CCAP payment. This is not a duplicative payment and is intended ONLY to cover a remaining balance not to exceed \$125.00 per week per qualifying child. The sum of the state of Louisiana CCAP payment, verified through www.louisianabelieves.com, and the difference assumed by WDB-83 cannot exceed the usual amount charged to the public. The rate of pay will be agreed upon and noted in the Individual Training Account (ITA), a copy of the child(ren)'s official birth certificate(s) must be

attached. All payments will be issued directly to the childcare provider on behalf of the participant.

A childcare allowance (copayment) may be provided to a participant for dependent(s) up to and including 12-years of age in instances where the lack of childcare would impose a severe barrier to the participant's need for training and is documented in the Individual Employment Plan (IEP). The participant is allowed to select the childcare service provider(s).

Situations do arise that do prohibit DHS from providing childcare, such as when the child is ill. WIOA funds may be used to pay for daycare needs when DHS is unable to provide the service. The WIOA participant must be engaged in an activity where supportive services are allowable (e.g., classroom training) in order to receive this benefit.

Emergency Expenses

Emergency expenses such as car registration, first month's insurance fees, or vehicle repairs may be provided if such expenses are in support of a WIOA activity, if other funding sources are not available. Total emergency assistance in a twelve (12)-month period for vehicle repair, car registration, first month's insurance, emergency or short-term housing assistance, etc. will not exceed \$400.00. Individuals enrolled in approved training as Dislocated Workers will be eligible for emergency assistance payments up to an annual amount of \$1,000.00.

Where applicable, documentation regarding the vehicle's title/ownership (WIOA participant must be named on the title); proof of insurance and three (3) vendor quotes when services or items exceed \$100.00 should be obtained prior to providing for the service. (Resource: Workforce Development Board 83: Policy 200-13-01)

WIOA funds are permissible for following expenditure within the Emergency Expense budget:

- Vehicle repairs and/or parts
- Vehicle maintenance

WIOA funds are permissible for the following expenditures *one time only* during the course of the program:

- Vehicle registration
- Driver's license fees (including those necessary to reinstate license)
- Vehicle liability insurance (not more than 6 months)
- Driver's education
- Defensive driving course
- DUI class
- Other classes necessary to attain/retain a driver's license

WIOA funds CANNOT be used to buy cars for participants, provide payments for car loans for participants, or pay legal fees or fines.

Emergency or Short-term Housing Assistance

WIOA funds may be used to assist participants with emergency or short-term housing needs when they do not have adequate housing, cannot pay current and/or back rent or house payment, or need to relocate. This type of payment should be limited to one time only unless extreme circumstance require emergency assistance. The need for this additional service must be documented in the IEP explaining the circumstance and justifying the need for assistance.

- WIOA may provide participants with short-term supportive services payment during emergency situations related to housing or rental assistance, one-time utility payments, repairs, moving expenses, etc. (participant must be named on lease or utility bill).
- WIOA will assist participants in contacting appropriate community agencies for assistance by providing phone numbers, contact names, and/or use of a telephone.
- WIOA will maintain adequate documentation to support emergency or short-term housing costs that may include copies of eviction notice, utility bills, repair, etc.
- WIOA will complete all supportive service documentation prior to paying for services to support emergency assistance costs.

Job Readiness Assistance

Job readiness assistance is intended to cover and may only be approved when the expenses associated with a participant's preparation for work, specifically the completion of a job ready curriculum provided digitally or through computer technology. Job readiness assistance is limited to \$250 per participant, per program year (July 1 through June 30).

Job readiness assistance includes the purchase by a WIOA staff member of prepaid data/minute card(s) to ensure the participant has connectivity to the job ready platform. Reimbursement for a card purchased by a participant is not allowed.

Medical

As with other supportive service costs, Career Services Team members should explore alternative funding sources such as Title XIX of Social Security Act (Medicaid), the Lion's Club or programs of other service organizations before authorizing a supportive service payment to cover minor medical expenses.

- Medical examinations and/or immunizations for areas of training that require such are reimbursable to service providers and/or participants. A document indicating the need/necessity must be provided by the provider of training or employer.
- WIOA funds cannot be used for treatment of medical problems or illnesses.
- Medical services such as eyeglasses or other minor services that are necessary to enable an individual to participate in WIOA activities are allowed.

Needs-Related Payments

Needs-related payments provide financial assistance to participants for the purpose of enabling them to participate in training and are a supportive service authorized by WIOA. Unlike other supportive services, in order *to qualify for needs-related payments a participant must be enrolled in training*. WDB-83 will pay a Needs-Related payment in the amount of \$20.00 per day for each day of attendance in the training activity, not to exceed \$400.00 in on month.

The eligibility requirements for Adults to receive needs-related payments are:

- (a) be unemployed;
- (b) not qualify for, or have ceased qualifying for, unemployment compensation; and
- (c) be enrolled in a program of training services under WIOA.

The eligibility requirements for dislocated workers to receive needs-related payments are:

- (a) be unemployed, and:
 - (1) have ceased to qualify for unemployment compensation or trade readjustment allowance under TAA; and
 - (2) be enrolled in a program of training services under WIOA by the end of the 13th week after the most recent layoff that resulted in a determination of the worker's eligibility as a dislocated worker, or, if later, by the end of the 8th week after the worker is informed that a short-term layoff will exceed 6 months; or
- (b) be unemployed and did not qualify for unemployment compensation or trade readjustment assistance under TAA and be enrolled in a program of training services under WIOA.

Needs-related payments may be paid while a participant is waiting to start training classes, if the participant has been accepted in a training program that will begin within 30 calendar days.

To receive needs-related payments, individuals must be unemployed and must not qualify for (or have ceased to qualify for) unemployment compensation. While *underemployed individuals are not eligible for needs-related payments* under WIOA, there is no prohibition on providing supportive services to the underemployed, other than needs-related payments.

***Other Occupation Specific Equipment**

- Uniforms, tools, shoes, and other occupation specific equipment may be provided to participants when such items are required for training (and have not been provided as part of the training cost) or as a condition of employment. Communication indicating the need/necessity must be made available by the provider of training or employer.
- The cost occupational specific items will be reimbursed or paid on an invoice basis. Reimbursement for supportive service payments and invoices will be made monthly to either the service providers or directly to the participants as per contract requirements.
- Three (3) written quotes must be provided on any items which cost \$100 or more and the lowest bid meeting the requirements will be accepted.
- Receipts for all purchases are required.

Travel Expense

In determining a Travel Expense allowance when the participant is co-enrolled with PHOCAS WIOA will defer to PHOCAS.

Reimbursed Travel Allowance: A reimbursed travel allowance is an allowance which is based on the actual distance travelled for educational purposes. The current mileage rate paid by the State

of Louisiana will be paid by WDB-83 to a participant who incurred such travel during their daily commute to and from a classroom training site. [When the training site is temporarily outside of the classroom (e.g. clinical site, another campus) the reimbursement remains the same as the distance to the original classroom training site.] **The travel allowance is *not to exceed \$400.00 a month regardless of the number of miles traveled by a student.***

Travel expense reimbursement for the participant aligns with the actual distance traveled to and from the participant's verified, primary residence to the training site by the most direct route. The distance travelled to the training site will be established and verified at the beginning of the training (for verification, a map printed from MapQuest, Yahoo! Maps, etc.) should be attached to the Individual Training Account form.

Documentation regarding the vehicle's proof of insurance should be obtained prior to providing the supportive service.

Travel Expense payments will follow the accurate and timely submission of *Monthly Time & Attendance Records*. *Monthly Time & Attendance Records* will be due to the Business and Career Solutions Center by the 3rd of each month (or the Monday following if the 3rd falls on the weekend). WDB-83 will dispense payment on the 15th of the same month.

Utilities Assistance

WIOA funds may be used to assist a participant with the payment of utilities and utility deposits (as a form of housing assistance). This assistance may be necessary to establish, reinstate, or retain services. The Career Services Team member should limit this to one time (per utility company) unless extreme circumstances require emergency assistance.

Supportive Services:

- WIOA funds may pay for services to cover other expenses associated with participating in WIOA-funded activities upon prior written approval.
- Additional supportive service payments may include, but are not limited to, assistance in obtaining a driver's license, work related licensure or testing, and supplies for work, etc.
- WIOA Career Service Team members will maintain adequate documentation to support other supportive service costs.
- All supportive service documentation will be completed prior to paying for such services.

WDB-83 POLICY 200-37: INDIVIDUAL TRAINING ACCOUNT (ITA) DIRECTIVE

Purpose: The purpose of this policy is to provide direction for establishing Individual Training Accounts (ITAs) for Workforce Innovation and Opportunity Act (WIOA) Adults, Dislocated Workers and Out-of-School Youth ages 17-24.

REFERENCES:

- WIOA Section 134 (c)(3)
- WIOA Section 129 (c)(2)(D)
- Title 20 CFR 680.230
- Title 20 CFR 680.300, 680.320, 680.330, 680.340
- Title 20 CFR 681.550

Background: Under WIOA Title I, training services may be provided to WIOA Adult, Dislocated Workers and Youth through ITAs. ITAs may be established on behalf of eligible individuals to fund occupational classroom training and approved web-based training from the State-approved Eligibility Training Provider List (ETPL). Participants are expected to utilize information such as skills assessments, labor market conditions/trends (LMI), and training provider's performance, and to take an active role in managing their employment future through the use of ITAs.

Policy: ITAs, referred to at times as scholarships, are a training option that may be made available to eligible and appropriate participants when it has been determined the individual will be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone.

ITAs are not an entitlement and shall be provided to eligible participants who have been assessed and determined to have specific skill-related barriers to employment.

Training programs selected shall be connected to occupations in demand, based on current labor market information with an emphasis on employment opportunities within the Workforce Development Board-83's (WDB) priority industry sectors (Health Care and Social Assistance, Accommodation and Food Services, and Retail Trade). Training shall lead to an industry recognized certificate, competency or skill recognized by employers.

A. Eligibility Criteria for Training

1. The participant is unemployed or employed at a wage that is below the level of self-sufficiency consistent with the WDB-83 Policy 500-03-02: Standard Operating Procedures for WIOA Determination of Eligibility of Adult and Dislocated Worker Employment and Training Activities.

2. A comprehensive assessment determined the participant was in need of training services to obtain or retain employment that leads to self-sufficiency or wages comparable to or higher than wages from previous employment.
3. The participant possesses the skills and qualifications needed to successfully complete the desired training program.
4. The participant has a 6th grade reading and math comprehension level.
5. The participant has demonstrated the following:
 - commitment to completing the identified training program,
 - knowledge of the targeted demand occupation in the local area or proposed area of employment (LMI),
 - knowledge of the job requirements and working conditions of the chosen career,
 - knowledge of training courses available and pertinent performance and cost information,
 - the ability to meet the training provider's entrance requirements,
 - the training program is consistent with the participant's Individual Employment Plan (IEP) or Individual Service Strategy (ISS), and
 - attendance at all required appointments was met or excused by a CST member.
6. The participant has been unable to secure other financial assistance to cover the total cost of training.

B. Selection of Training Providers

Career Services Team (CST) members will assist participants to make well-informed training decisions and provide guidance in selecting a training facility and specific program from vendors currently on the ETPL as required by WIOA. Exceptions to the ETPL requirements may occur where special grant funding allows for flexibility. WDB-83 has the authority to prohibit the referral of participants to training vendors and/or training programs that have demonstrated poor performance. ITAs may be used for registered apprenticeship programs that are listed on the State-approved ETPL. CSTs are responsible for verifying both the training provider and selected training program are listed on the ETPL and meet WDB-83 requirements.

C. Funding and Duration Limit

The maximum ITA amount is \$7,000 per program year. An Individual Training Account that is written for a training period that exceeds two years, must be approved by the Program Director. Also, as a flexibility clause, an additional amount of \$7,000.00 may be spent and/or the time limit of the ITA be extended one (1) additional term, at the discretion of the Program Director. Exceptions may occur where special grant funding allows for flexibility.

Prior to receipt of an ITA, the availability of other financing for training services shall be exhausted, including Pell Grants and other grant assistance (excluding loans). CSTs are responsible for documenting if the training provider and training program qualify for financial assistance and the eligibility/ineligibility for grant assistance.

Participants may use other sources of funds to cover training costs that exceed the ITA. The leveraging of funds for the participant covering either the full training or payment in excess of the ITA should be documented on the Individual Employment Plan/Individual Service Strategy (IEP/ISS).

Funds expended on a training program for any individual, whether that amount meets the maximum amount or not, shall be determined as fulfilling the training agreement. No participant is due the balance of an ITA.

ITA funds are used for tuition costs, required books, fees, specialized course-specific supplies or activities.

D. ITA Review and Approval Process

CSTs are responsible for verifying an ITA request demonstrates the participant's knowledge of the training program, knowledge of job requirements, knowledge of the targeted demand occupation in the local area or proposed area of employment, and commitment to complete the training program.

The Senior Career Coordinator or Youth Manager is responsible for verifying fiscal requirements have been met prior to submission to the WDB Fiscal Department. The Senior Career Coordinator or Youth Manager is responsible for ensuring the Fiscal Department has received a copy of the approved ITA in order that the ITA can be entered in the Access system and the appropriate training activity entered in HiRE.

Any changes to the ITA must be documented on an Obligated Cost Modification form and submitted to the Senior Career Coordinator or Youth Manager for approval and signature. The Senior Career Coordinator or Youth Manager is responsible for communicating such changes to the Fiscal Department.

E. ITA Invoicing

Training providers must submit all invoices, all supporting documents, for review and verification, prior to the issuance of payment.

F. Recovery of Unused WIOA Training Monies

To ensure prompt de-obligation of any unused training monies, CSTs will track the participant's monthly progress using the WIOA Monthly Spreadsheet. WIOA program staff are responsible for immediately notifying using the Obligated Cost Modification form the Information Specialist when there is an early termination of a participant's training. The Information Specialist will update the Access system to reflect the early termination of training.

G. Appeals Process

Participants have the right to appeal if they are denied training. If they believe they have been unfairly denied access to training through an ITA, they may file an appeal using the WDB-83 Grievance and Complaint Procedures.

ATTACHMENT #3

WDB-83 POLICY 200-26: STANDARD OPERATING PROCEDURES FOR PROVISION OF PERFORMANCE AND PROGRAM COST INFORMATION ON ELIGIBLE TRAINING PROVIDER SERVICES

Purpose: On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA) comprehensive legislation that reforms and modernizes the public workforce system. The state's Eligible Training Provider List (ETPL) and the related eligibility procedures ensure the accountability, quality, and labor-market relevance of programs of training services that receive funds through WIOA Title 1-B. The list and accompanying information should maximize informed consumer choice and serve all significant population groups. WIOA requires that each State must maintain a list of Eligible Training Providers.

The performance report for an eligible provider of training services includes:

- (A) information specifying the levels of performance achieved with respect to all individuals engaging in the program of study;
- (B) the total number of individuals exiting from the program of study;
- (C) the total number of participants who received training services through each of the adult and dislocated worker programs during the most recent program year and the three (3) preceding program years;
- (D) the total number of participants who exited from training services during the most recent program year and the three (3) preceding program years;
- (E) the average cost per participant for the participants who received training services during the most recent program year and the three (3) preceding program years; and
- (F) the number of individuals with barriers to employment served by each of the adult and dislocated worker programs.

Reference: WIOA Chapter 3—Adult and Dislocated Worker Employment and Training Activities; SEC. 134. Use of Funds for Employment and Training Activities. (c) Required Local Employment and Training Activities. (2) Career Services. (A) Services Provided. (vii)

Policy: Region 8's Workforce Development Boards, in partnership with Louisiana Workforce Commission (LWC), will identify and certify training providers whose performance qualifies them to receive Workforce Innovation and Opportunity Act (WIOA) funds to train Adults and Dislocated Workers. Training providers will be determined to be eligible, initially as well as subsequently, by the WDBs in partnership with LWC.

An application for each program must be submitted to the region in which the training provider desires its program to be certified. Each program of training services must be described, including appropriate performance and cost information. AJC staff will use the cost information provided on the ETPL to determine training costs issued through an Individual Training Account (ITA).

A complete, eligible application from a training provider who is qualified to receive Pell Grant funding, will be permitted by the WIOA Program Director for issuance of ITAs until the next meeting of a regional WDB to ratify the Program Director's approval. Training providers who are eligible to receive Individual Training Accounts (ITAs) through WIOA Title I-B funds are listed on the ETPL. Louisiana's statewide list of qualified training providers offers a wide range of educational programs, including classroom, correspondence, online and apprenticeship programs.

All Registered Apprenticeship programs that request to be included on the state's Eligible Training Provider List will be automatically eligible to receive federal workforce funding as pre-approved training providers. This is one of the most important changes in WIOA, as it expands opportunities for job seekers and for the workforce system to use WIOA funds for related instruction and other apprenticeship costs.

The American Job Center (AJC) can issue an Individual Training Account to an Adult or Dislocated Worker participant after determination is made that career services are insufficient to meet the customer's needs. The customer will then compare the offerings on the ETPL, and with the advice of AJC staff, select the most appropriate training program. In this way, the ETPL helps to provide consumer choice, while also supporting quality training programs. Training will be limited to those occupations that have been determined to be in-demand by LWC's Star Jobs system (3 – 5 star jobs).

Providers of OJT and/or customized training are not subject to the requirements of the submission and certification of an application to the state's ETPL.

WDB-83 POLICY 100-06-02: PROCUREMENT

Purpose: To set standards for procuring quality products and services by methods which ensure fiscal accountability and prevent waste, fraud, and abuse in programs administered under the Workforce Innovation and Opportunity Act (WIOA).

Policy:

Procurement Authority:

In accordance with Section 184 of the WIOA and of 20 Code of Federal Regulations (CFR) Parts 95 and 97, the procurement policies, procedures and requirements set forth herein are authorized by and in compliance with all applicable federal, state, and local laws, rules and regulations.

Union Parish Police Jury is the designated Grant Recipient for the Workforce Consortium of Louisiana Local Area #83 and the Workforce Development Board SDA-83, Inc. (WDB-83) serves as the fiscal agent for programs administered under the WIOA. The WDB-83 Executive Director is duly authorized to receive federal, state, and local funds on behalf of the WDB-83 in the administration of WIOA programs and other discretionary grant programs. The Executive Director is authorized to enter into and administer contracts. Delegation of authority by the Executive Director may be approved only if circumstances warrant the delegation.

Responsibility:

The WDB-83 assumes full responsibility for establishing and maintaining its own procurement, which shall be accomplished in accordance with the Louisiana Procurement Policies and Procedures, as applicable, all rules published in Title IV of the Louisiana Administrative Code, and with the policies and procedures set forth herein.,

Subrecipients including, but not limited to WIOA grant recipients, sub-state grantees and administrative entities shall assume full responsibilities for establishing and maintaining their own procurement under WIOA. All procurement shall be accomplished in accordance with LSA-R.S. 38, LSA-R.S. 39, and Title IV of the Louisiana Administrative Code, as applicable, the policies and procedures set forth herein, and any other applicable state and local laws and regulations. The more restrictive provisions of the aforementioned applicable statutes, rules, policies and procedures, as well as any more restrictive contract provisions, shall prevail.

Definitions

Acquisition cost - of an item of purchased equipment means the net invoice unit price of the property including the cost of modifications, attachments, accessories, or auxiliary apparatus necessary to make the property usable for the purpose for which it was acquired. Other

charges such as the cost of installation, transportation, taxes, duty or protective in-transit insurance, shall be included in the unit of acquisition cost.

Act - means the Workforce Innovation and Opportunity Act.

Awarding agency - (1) with respect to a grant, the U.S. Department of Labor; and (2) with respect to a subgrant or contract, the party that awarded the subgrant or contract.

Brand name or equal - means a commercial product described by a brand name and make or model number or other nomenclature by which the product is offered to the public by a particular supplier, or another product having all characteristics of the brand name product essential to meet the recipient's or subrecipient's needs.

Consulting service - means work, other than professional, personal or social service, rendered by either individuals or firms who possess specialized knowledge, experience, and expertise to investigate assigned problems or projects and to provide counsel, review, design, development, analysis, or advice in formulating or implementing programs or services including, but not limited to, such areas as management, personnel, finance, accounting, planning, data processing, and advertising contracts, except for printing associated therewith.

Contract - means every type of agreement, including orders and documents purporting to represent grants, which are for the purchase or disposal of supplies, services, construction, or any other item. It includes awards and notices of award; contracts of a fixed price, cost, cost-plus-a-fixed-fee, or incentive type; contracts providing for the issuance of job or task orders, and letter contracts. It also includes contract modifications with respect to any of the foregoing.

Contractor - means the organization, entity, or individual that is awarded a contract under the recipient's or subrecipient's procurement standards and procedures.

Cost - means accrued expenditure.

Cost analysis - means the review and analysis of a contractor's or prospective contractors submitted cost data to form an opinion as to whether the contractor's proposed costs represent what the contract should cost to perform. It includes the verification of cost data, the necessity for specific costs, the allow-ability of contingencies, the reasonableness of estimated amounts, and the basis used for allocation of and appropriateness of particular items of overhead costs.

Cost-reimbursement contract - means a contract which establishes an estimate of total costs for the purpose of obligating funds and a ceiling that the contractor may not exceed (except at contractor risk) unless the awarding party agrees in advance to amend the contract to provide additional funds. This kind of contract may also provide for a fixed dollar profit which may not be increased unless the contract is amended to increase the scope of work. The contract provides for payment of all allowable costs to the extent prescribed in the contract.

Debarment - an action taken by a debarring official in accordance with federal regulations to exclude a person from participating in covered transactions. A person so excluded is debarred.

Equipment - means tangible, nonexpendable, personal property having a useful life of more than one year and an acquisition cost per unit in an amount equivalent to that established by the WDB-83 purchasing policies. All purchases of equipment with a unit cost of \$5,000 or more must have prior approval of the Louisiana Workforce Commission, unless otherwise specified in a grant award.

Expenditures - are amounts payable or accrued for goods received, work performed, or services rendered, regardless of when paid.

Formal advertising - is a competitive procurement method which is normally used when the nature of the product or service permits development of a precise description or adequate specifications so that prospective suppliers will be enabled to have an identical understanding of the requirement. Bids/proposals are solicited publicly through advertising and by issuing "Invitations for Bids" or "Request for Proposals".

Governor - means, in addition to the chief executive of the state, the recipient of WIOA funds awarded to the state under Title I.

Grant - means an award of WIOA financial assistance by the U.S. Department of Labor to an eligible WIOA recipient.

Grant recipient- means the entity that receives WIOA funds for a local workforce investment area directly from the recipient.

Grantee - means the recipient.

Immediate family - as the term relates to a public servant means his children, the spouses of his children, brothers, sisters, parents, spouse, and the parents of his spouse.

Invitation for bids - (IFB) is a set of documents which includes a description of the product or service desired and all other information needed to enable a prospective contractor to submit a bid. The invitation for bids is the specific term applied to the solicitation used in Government contracts when the formal advertising procurement method is used.

LWDA- means local workforce development area as designated by the Governor pursuant to Section 116 of the Act.

Modification - with respect to contracts means any written alteration in the specifications, delivery point, rate of delivery, contract period, price, quantity, or other contract provisions of any existing contract, whether accomplished by unilateral action in accordance with a contract provision, or by mutual action of the parties to the contract. It includes bilateral actions, such as supplemental agreements, and unilateral actions, such as administrative changes, notices of termination, and notices of the exercise of a contract option.

Participant- means an individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under this title) under a program authorized by this title.

Personal property - means property of any kind, except real property. It may be tangible, having physical existence, or intangible, having no physical existence, such as copyrights, patents or securities. Each item of property having an acquisition cost or having an appraised value in an amount equivalent to that established by the WDB-83 purchasing policies must be placed on inventory. All purchases of property with a unit cost of \$5,000 or more must have prior approval of the Louisiana Workforce Commission, unless otherwise specified in a grant award.

Personal service - means work rendered by individuals which requires use of creative or artistic skills, such as, but not limited to, graphic artists, sculptors, musicians, photographers, and writers, or which requires use of highly technical or unique individual skills or talents, such as, but not limited to, paramedics, therapists, handwriting analysts, foreign representatives, and expert witnesses for adjudications or other court proceedings.

Price Analysis - the process of examining and evaluating a price without looking at the estimated cost elements and proposed profit of the offeror whose price is being evaluated.

Prior Approval - means documentation evidencing consent prior to incurring specific cost.

Procurement - means the process which leads to any award of WIOA funds.

Professional service - means work rendered by an independent contractor who has a professed knowledge of some department of learning or science used by its practical application to the affairs of others or in the practice of an art founded on it, which independent contractor shall include but not be limited to lawyers, doctors, dentists, veterinarians, architects, engineers, landscape architects, accountants, and claims adjusters. A profession is a vocation founded upon prolonged and specialized intellectual training which enables a particular service to be rendered. The word "professional" implies professed attainments in special knowledge as distinguished from mere skill. For contracts with a total amount of compensation of fifty thousand dollars (\$50,000) or more, the definition of "professional service" shall be limited to the above professions and any other profession that may be added by regulations adopted by the Office of Contractual Review of the Division of Administration.

Public employee - means anyone, whether compensated or not, who is (a) an administrative officer or official of a governmental entity who is not filling an elective office, (b) appointed by any elected official when acting in an official capacity, and the appointment is to a post or position wherein the appointee is to serve the governmental entity or an agency thereof, either as a member of an agency, or as an employee thereof, (c) engaged in the performance of a governmental function, (d) under the supervision or authority of an elected official or another employee of the governmental entity. A public employee shall be in such status on days on which he performs no services as well as days on which he performs services. The termination of any particular term of employment of a public employee shall take effect on the day the termination is clearly evidenced.

Public servant - means a public employee or a public official.

Quasi-public organization - means an organization which has many of the characteristics of a public organization, but which is not actually a public organization (e.g., community action agencies, educational associations).

Real property - means land, including land improvements, structures and appurtenances thereto, excluding movable machinery and equipment.

Reasonable costs - a cost is reasonable if, in its nature or amount, it does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs. The question of the reasonableness of specific costs must be scrutinized with particular care in connection with organizations or separate divisions thereof which receive the preponderance of their support from awards made by Federal agencies. In determining the reasonableness of a given cost, consideration shall be given to:

- a. Whether the cost is a type generally recognized as ordinary and necessary for the operation of the organization or the performance of the award.
- b. The restraints or requirements imposed by such factors as generally accepted sound business practices, arms-length bargaining, Federal and state laws and regulations, and terms and conditions of the award.

- c. Whether the individual concerned acted with prudence in the circumstances, considering their responsibilities to the organization, its members, employees, and clients, the public at large, and the Government.
- d. Significant deviations from the established practices of the organization which may unjustifiably increase the award costs.

Recipient - means the entity to which a WIOA grant is awarded directly from the U.S. Department of Labor to carry out the WIOA program. The recipient is the entire legal entity that received the award and is legally responsible for carrying out the WIOA program, even if only a particular component of the entity is designated in the grant award document. For WIOA grants under Title I the state is the recipient.

Records - are documents of actions taken with respect to the grant or agreement including financial records, statistical records, and supporting documents.

Request for proposal - (RFP) is a set of documents which includes a description of the product or service desired to enable a prospective contractor to submit a proposal which includes information that procurement and technical personnel need to evaluate proposals submitted. The request for proposals is the specific term applied to the solicitation used in Government contracts when negotiated procurement procedures are used.

Responsible contractor - (responsible bidder) means a contractor or prospective contractor who appears to possess the ability to perform successfully under the terms and conditions of a proposed procurement based on a review of such factors as a satisfactory record of past performance, integrity, and business ethics; and financial and technical resources or access to such resources.

Responsive - means that a bid or proposal complies, with respect to method and timeliness of submission and to substance of the bid or proposal, in all material respects, with the requirements of the invitation for bids or request for proposals. A minor irregularity in a bid or proposal, which is deemed to be a matter of form rather than substance, the correction of which would not be prejudicial to other bidders, does not render a bid or proposal non-responsive.

Secretary - means the Secretary of the U.S. Department of Labor.

Service provider - means a public agency, private non-profit organization, or private-for-profit entity that delivers educational, training, employment or supportive services to WIOA participants. Awards to service providers may be made by subgrant, contract, subcontract, or other legal agreement.

Social Services – means services in furtherance of the general welfare of the citizens of Louisiana. Examples of social services are rehabilitation and health support, habitation and socialization, protection for adults and children, and improvement of living conditions and health.

State - is defined at Section 101(42) of the Act.

Subgrant - means an award of WIOA financial assistance in the form of money, or property in lieu of money, made under a grant by a recipient to an eligible subrecipient. It also means a subgrant award of WIOA financial assistance by a subrecipient to a lower tier subrecipient. The term includes financial assistance when provided by any legal agreement, even if the

agreement is called a contract, but does not include procurement purchases from vendors nor does it include any form of assistance received by program participants.

Subrecipient - means the legal entity to which a subgrant is awarded and which is accountable to the recipient (or higher tier subrecipient) for the use of the funds provided. For WIOA purposes, distinguishing characteristics of a subrecipient include items such as determining eligibility of applicants, enrollment of participants, performance measured against meeting the objectives of the program, responsibility for programmatic decision making, responsibility for compliance with program requirements, and use of the funds awarded to carry out a WIOA program or project, as compared to providing goods or services for a WIOA program or project (vendor).

Substate grantee - means that agency or organization selected to administer programs pursuant to Section 312(b) of the Act. The substate grantee is the entity that receives WIOA Title funds for a substate area directly from the Governor.

Supplies - means all tangible personal property other than "equipment" as defined in this part.

Vendor - means an entity responsible for providing generally required goods or services to be used in the WIOA program. These goods or services may be for the recipient's or subrecipient's own use or for the use of participants in the program. Distinguishing characteristics of a vendor include items such as: Providing the goods and services within normal business operations; providing similar goods or services to many different purchasers, including purchasers outside the WIOA program; and operating in a competitive environment. A vendor is not a subrecipient and does not exhibit the distinguishing characteristics attributable to a subrecipient as defined above. Any entity directly involved in the delivery of program services not available to the general public, with the exception of an employer providing on-the-job training, shall be considered a subrecipient rather than a vendor.

General Policies:

Duplication

The WDB-83 and its subrecipients shall not use funds provided under WIOA or other federally awarded grants, to duplicate facilities or services available in the area (with or without reimbursement) from federal, state, or local sources, unless it is demonstrated that the WIOA-funded alternative services or facilities are more likely to achieve performance goals [Sections 136 and 212 of the Workforce Innovation and Opportunity Act and other relevant funding sources].

Competition

1. The WDB-83 and its subrecipients shall conduct procurement in a manner which provides full and open competition. Some of the situations considered to be restrictive of

competition include, but are not limited to:

- 1.1. Placing unreasonable requirements on firms or organizations in order for them to qualify to do business;
 - 1.2. Requiring unnecessary experience and excessive bonding;
 - 1.3. Noncompetitive pricing practices between firms or organizations or between affiliated companies or organizations;
 - 1.4. Noncompetitive awards to consultants that are on retainer contracts;
 - 1.5. Organizational conflicts of interest;
 - 1.6. Specifying only a "brand name" product instead of allowing "an equal" product to be offered and describing the performance of other relevant requirements of the procurement;
 - 1.7. Overly restrictive specifications; and
 - 1.8. Any arbitrary action in the procurement process.
2. The WDB-83, for all procurement transactions will ensure that all solicitations contain the following elements:
 - 2.1. a clear and accurate description of technical requirements for the material, product, or service to be procured (including quantities). Such description shall not, in competitive procurement, contain features which unduly restrict competition; and
 - 2.2. all requirements which the offerors must fulfill and all other factors to be used in evaluating bids or proposals.
 3. The WDB-83 and its subrecipients shall ensure that all prequalified lists of persons, firms, or other organizations which are used in acquiring goods and services are current and include sufficient numbers of qualified sources to ensure maximum open and free competition.
 4. Awards are to be made to responsible organizations possessing the demonstrated ability to perform successfully under the terms and conditions of a proposed subgrant or contract.

Conflict of Interest

1. The WDB-83 and its subrecipients shall adhere to the following written code of conduct governing the performance of persons engaged in the award and administration of WIOA contracts and subgrants:

To the extent permitted by state or local law or regulation, such standards of conduct will provide for penalties, sanctions, or other disciplinary actions for violations of such standards by the awarding agency's officers, employees, or agents, or by awardees or their agents.

2. Staff conflict of interest. No individual in a decision-making capacity shall engage in any activity, including participation in the selection, award, or administration of a subgrant or contract supported by WIOA funds if a conflict of interest, real or apparent, would be involved.
3. WDB Conflict of Interest
 - 3.1 WDB-83 member shall not cast a vote on, nor participate in any decision making capacity, on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member.
 - 3.2 Neither membership on the WDB nor the receipt of WIOA funds to provide training and related services shall be construed, by itself, to violate provisions of Section 117(g) of the Act or the Code of Federal Regulations.
4. A conflict of interest under subsection 1(A)(B) and 2 would arise when:
 - (1) The individual,
 - (2) Any member of the individual's immediate family,
 - (3) The individual's partner, or
 - (4) An organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization selected for award.
5. The officers, employees, or agents of the agency and WDB-83 members making the award will neither solicit nor accept gratuities, favors, or anything of monetary value from awardees, potential awardees or parties of sub-agreements.

Code of Conduct

The WDB-83, nor any subrecipient of the WDB, shall select, reject, or promote a participant based on that individual's political affiliation or beliefs.

No subrecipient shall be selected based on political patronage or affiliation.

No WIOA funds shall be used for the payment of a fee charged to an individual for the placement or referral of that individual in any WIOA program.

Neither, the recipient, grant recipient, subrecipient, nor individual shall pay funds under the Act to any institution or organization to conduct an evaluation of any program under the Act if such individual institution or organization is associated with that program as a consultant or technical advisor.

Methods of Procurement

The WDB-83 and its subrecipient shall use one of the following methods of procurement, as appropriate for each procurement action:

1. Small Purchases

Small purchase procedures are simple and informal procurement methods for securing services, supplies, or other property. Purchases shall not be broken down into several purchases merely to be able to use small purchase procedures.

Any procurement of \$25,000 or less shall be made in accordance with the following small purchase procedures:

- 1.1 **PURCHASES UP TO AND INCLUDING \$1,000.00.** No competitive bidding or quotes are required.
- 1.2 **PURCHASES OVER \$1,000.00 UP TO AND INCLUDING \$5,000.00** –Bids may be made by telephone, email, or facsimile quotations solicited from at least (3) bona fide, prospective bidders and purchases made on the basis of the lowest responsive quotation received. Files must be documented listing persons contacted, and the terms and delivery of each bidder solicited and any special comments. Written confirmation of Price should be obtained from successful bidder.
- 1.3 **PURCHASES OVER \$5,000.00 UP TO AND INCLUDING \$25,000.00** – Bids shall be made by sending facsimile, email, or written solicitation to at least five (5) bona fide, qualified bidders. Written solicitations for bids should be obtained in a timely fashion; however, if time does not allow for written solicitations, facsimile or email solicitations to at least five (5) bona fide, qualified bidders may be obtained by allowing bids to be accepted for a five (5) calendar day minimum period.

Written solicitations or facsimile solicitations are to contain complete, competitive specifications, the quantity required, terms and conditions, delivery point and other information sufficient for a supplier to make an acceptable bid. Necessary precaution is to be implemented to keep both written and facsimile solicitations confidential until the closing time for receipt of bids. Files must be documented listing persons contracted and the terms and delivery of each bidder solicited and any special comments.

- 1.4 Any moveable property having an acquisition cost or appraised value of \$1,000.00 or more will be placed on inventory in accordance with state rules and regulations.
- 1.5 Exceptions to minimum competitive requirements:
No competitive bidding required on the following:
 - 1.5.1. Parts for repairs to equipment from authorized dealer (not stocking of parts).
 - 1.5.2. Repairs to equipment from authorized dealer.
 - 1.5.3. Repairs to vehicles in the following order:
 - [1] Utilize fleet management statewide maintenance and repair contract if available, or if not available;
 - [2] Authorized dealer.
 - 1.5.4. Vehicle body repairs covered by insurance recovery and in accordance with insurance requirements.
 - 1.5.5. Purchasing or selling transactions between state budget units and other government agencies.
 - 1.5.6. Publications and copyrighted materials when purchased directly from the publisher; or state library and libraries at colleges and universities when using subscription services.
 - 1.5.7. All public utilities and services provided by local government.
 - 1.5.8. Educational and related resources (except equipment) and membership in professional organizations.
 - 1.5.9. Purchases for clients of Blind and Vocational Rehabilitation programs which are federally funded at a rate of at least eighty percent, regulated by Title 34 of the Federal Rules and Regulations, Code of Federal Regulations Part 361, 365, 370

and 395 and in accordance with OMB Circular A-102; not covered by competitive contract.

1.5.10. Wire, related equipment, time and material charges to accomplish adds, moves, and/or changes to telecommunications systems up to \$2,000.

1.5.11. Food, materials and supplies for home economic courses, other teaching and training where purchasing, preparing, and serving is part of the regularly prescribed course.

1.5.12. STATE CONTRACT – procurement from State Contract shall be deemed to have satisfied requirements of competitive bidding.

1.5.13. Gasoline and fuel purchases unless covered by a competitive contract. Gasoline and fuel purchases in excess of \$5,000 unless covered by a competitive contract, require prior approval of the WDB Executive Director.

2. Sealed Bids (Formal Advertising) - for purchases over \$25,000:

Bids are publicly solicited procurement for which a firm fixed-price contract (lump sum or unit price) or other fixed-price arrangement is awarded to the responsible bidder whose bid, conforming to all the material terms and conditions of the invitation for bids, is the lowest in price. Additional requirements follow:

2.1. Contracts for \$25,000 and over shall be awarded by competitive sealed bidding, except as otherwise provided in these policies and procedures.

2.2. Competitive sealed bidding shall be initiated by the issuance of an invitation for bids containing a description of the supplies, services, or major repairs to be procured and all contractual terms and conditions applicable to the procurement.

2.3. Adequate public notice of the invitation for bids shall be given at least ten (10) days prior to the date set forth therein for the opening of bids. Notice shall be in writing and to persons in a position to furnish the supplies, services, or major repairs required as shown by records and by advertising, if the amount of the purchase is more than twenty-five thousand dollars (\$25,000). An exception to public advertising will be made for the purchase of specialized equipment. In which case, formal bids will be solicited from five (5) vendors or a reasonable number to ensure an equitable and reasonable competitive price. Due to the specialized nature of the equipment, public advertising would not result in receipt of timely nor adequate bids. The same requirements will apply to these

bids as set forth in this policy.

- 2.4. The advertisements or written notices shall contain general descriptions of the supplies, services, or major repairs for which bids are wanted and shall state:
 - 2.4.1. Names and locations of the departments or institutions for which the purchases are to be made,
 - 2.4.2. Where and how specifications and quotation forms may be obtained, and
 - 2.4.3. Date and time no later than which bids must be received and will be opened.
- 2.5. Each advertisement shall be published in the official journal of the ten (10) parish newspapers as appropriate, or if there is no newspaper printed in the parish, in a newspaper printed in the nearest parish that has a general circulation in the parish in which the agency is situated.
- 2.6. Bid Opening - Bids shall be opened publicly in the presence of one or more witnesses at the time and place designated in the invitation for bids. Each bid, together with the name of the bidder, shall be recorded and open to public inspection.
- 2.7. Bid Evaluation - Bids shall be evaluated based on the requirements set forth in the invitation for bids, which may include criteria to determine acceptability such as inspection, testing, quality, workmanship, delivery, and suitability for a particular purpose, and criteria affecting price such as life cycle or total ownership costs. The invitation for bids shall set forth the evaluation criteria to be used. No criteria may be used in bid evaluations that are not set forth in the invitation for bids.
- 2.8. Correction or withdrawal of bids - patent errors in bids or errors in bids supported by clear and convincing evidence may be corrected, or bids may be withdrawn if such correction or withdrawal does not prejudice other bidders, and such actions may be taken only to the extent permitted under regulations.
- 2.9. Award - the contract shall be awarded with reasonable promptness by written notice to the lowest responsive and responsible bidder whose bid meets the requirements and criteria set forth in the invitation for bids. Award shall be made by unconditional acceptance of a bid without alteration or correction except as authorized in this part.

- 2.10. Resident business preference - in contracts awarded by competitive sealed bidding, resident businesses shall be preferred to nonresident businesses where there is a tie bid and where there will be no sacrifice or loss in quality.
- 2.11. Exemption - (1) purchases of goods manufactured by or services performed by handicapped individuals in state-operated and state-supported sheltered workshops as defined in R.S. 39:1595.4 shall be exempt from the provisions of this section. (2) Purchases of testing and/or assessment instruments for \$5,000 and over may be procured through the competitive proposal process.
- 2.12. State Contracts – Subrecipients may purchase from state contracts if they qualify and are approved by the Office of State Purchasing within the Division of Administration. Procurement from state contracts shall be deemed to have satisfied requirements of competitive bidding.

2.13. Acquisition of Space

Every lease for the use of 5,000 square feet or more of space shall be awarded pursuant to the sealed bid process of this section. No such lease shall extend beyond a period of ten years.

No competitive bidding or competitive proposals are required for the leasing of space under 5,000 square feet.

In the event alterations or modifications of space currently under lease are required to meet changed operating requirements, a lease may be amended. Such lease amendment may, with approval of the division of administration for state agencies, or other authorized individual, provide an adjustment in monthly lease payments not to exceed twenty-five percent of the original annual lease price per square foot, sufficient to reimburse the lessor for paying for the leasehold improvements.

3. **Competitive Proposals**

Competitive proposals are normally conducted with more than one source submitting an offer and either a fixed price or cost-reimbursement type award is made. A documented methodology for technical evaluation and award to responsible offeror whose proposals are most advantageous to the program with price, technical, and other factors considered is established below.

- 3.1 The WDB-83 will determine the need for training and/or intensive services and will advertise for Request- For- Proposals (RFP) to serve those needs.

3.2 competitive proposals to and placement programs. An RFP will be developed by WDB-83 for solicitation of procure services to provide training

The RFP process includes:

3.2.1 Development of Request for Proposal Document
Staff develops and finalizes the request for proposal for the procurement involved. The document provides a clear and accurate description of the services to be purchased and includes all the requirements the offeror must fulfill for the proposal to be evaluated.

3.2.2. Advertisement/solicitation
The WDB-83 shall advertise for proposals by placing an advertisement in local newspapers once a week for two (2) weeks in the geographic area where training is to be delivered, and announcements to all known potential contractors.

Proposal, package and Based upon receipt of expressions of interest in the Request for the document is sent to all potential Bidders requesting the to those on the Bidder's list.

3.2.3. Receipt of Offers
Approximately 30-45 days is provided potential offerors to respond to the Request for Proposal by submitting a completed proposal package. The proposal must be submitted according to the time frames stated in the Request for Proposal instructions. The proposals are stamp dated upon receipt in the WDB-83 office. All persons submitting proposals shall be notified, in writing, of the WDB's recommendation concerning funding.

3.2.4. Rating of Offerors/Evaluation
In rating an offer, competition is the first objective when one or more offerors have proposed services in the same training and geographic area. Proposals will be evaluated through an evaluation with a total of 100 possible points.

program interview may The Evaluation will be performed by staff by reviewing: (1) design, (2) demonstrated ability, and (3) budget. An oral also be completed if proposal has met first three requirements satisfactorily.

traditional Extra Credit. Agencies that propose to train women in non-employment and/or agencies that qualify as "community-based organizations" will receive 10 extra points.

Executive The score of the evaluation will be submitted to the WDB-83
entire Committee for consideration and final recommendation to the
for: 1) WDB. After evaluation, the proposals are either recommended
not meet approval based on negotiations or 2) rejection because they did
all criteria.

3.2.5. Approval of Proposals.
All proposals received on a timely basis shall be submitted to the
WDB for their consideration at either the first or second scheduled
meeting after the proposal deadline. The WDB votes to accept or reject those
recommendations of the WDB Executive Committee. After WDB
approval, staff may begin negotiations.

3.2.6. Negotiations.
Negotiation may be conducted to complete the procurement
process. Staff and the potential contractor enter into negotiations to
complete the contract requirements. If an agreement cannot be made during
negotiations then the proposal is sent back to the WDB Executive
Committee to be acted upon.

3.2.7. Contract Award/Finalization.
The WDB-83 notifies all offerors by mail of the outcome of their
proposals. Contract agreements are finalized and entered into
prior to the beginning of the program.

3.2.8. Basis for Award Selection
Awards shall be made only to responsible contractors who
possess the potential ability to perform
successfully under the terms and conditions of a
proposed procurement. Such determination 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; (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; and (7) the technical skills to perform the work.

3.2.9. Pre-Award Determination

The WDB-83 reserves the right to review and approve the accounting system, purchasing procedures, travel regulations, personnel policies, and property inventory procedures to verify their conformity with both state and federal regulations prior to contractual commitment. The contractor will also comply with all terms and conditions of procurement, maintain all required insurance, taxes, and comply with all other provisions of the WIOA, Public Law 105-220. Maintenance of documentation to support compliance is required.

3.2.10. Award, Protests, Disputes and Claims

The WDB-83 shall submit any protests, disputes or claims involving contract awards to arbitration. Protests, disputes or claims shall be submitted in writing within 14 days after such aggrieved person knows or should have known of the facts giving rise thereto. The Grant Officer shall have the authority to settle and resolve protests, disputes or claims. If the matter cannot be resolved, it will be submitted to the WDB Committee for recommendation and subsequent action of the WDB.

3.2.11. Profit

Private-for-profit Service providers will be allowed to earn a profit.

However, WDB-83 shall not permit excess profits. If profit is included in the price, the WDB-83 shall negotiate profit as a separate element of the price for each procurement in which there is no price competition and in all cases where cost analysis is performed.

3.2.12. Program Income

The WDB-83 shall adhere to 29CFR97.26 of July 1, 1998 CRT regarding program income. Program income generated under any program shall be identified and shall be made available to the WIOA's Administrative Entity at the end of the contract for continued WIOA program objectives. Proper accounting records will be maintained to determine amount of income received and the purposes for which such income is expended.

3.2.13. Anti-Lobbying

For any contract in excess of \$100,000, the Contractor shall execute the form entitled "Certification Regarding Lobbying" which states, that no Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

4. Noncompetitive Proposals (Sole Source)

Sole Source Procurement is through solicitation of a proposal from only one source, the funding of an unsolicited proposal, or after solicitation of a number of sources, when competition is determined inadequate. The WDB-83 shall minimize the use of sole source procurement to the extent practicable, but in every case, the use of sole source procurement shall be justified and documented in writing. Except for limited internship, tryout, customized training, work experience, on-the-job training and individual classroom training placements, procurement by non-competitive proposals may be used only when the award of a contract is infeasible under small purchase procedures, sealed bids, or competitive proposals and one of the following circumstances apply:

- 4.1. The item or service is available only from a single source;
- 4.2. The public exigency or emergency need for the item or service does not permit a delay resulting from competitive solicitation;
- 4.3. After solicitation of a number of sources, competition is determined inadequate;
- 4.4. On-the-job training (OJT) contracts; or
- 4.5. Enrollment of individual participants in classroom training.
- 4.6. Contracts for Consulting/Professional services which have a total maximum

amount of compensation of fifty thousand dollars (\$50,000) or less may be awarded without the necessity of competitive bidding or competitive proposals.

- 4.7. Contracts for social services may be awarded without competitive bidding or competitive proposal **only** if an authorized individual of the subrecipient, as applicable, determines that any one of the conditions listed below is present:
- 4.7.1. The services are available only from a single source (sole source). Sole source procurement shall be determined by the WDB 83 Executive Director or other authorized individual of the subrecipient, as applicable. A contract shall also be considered as sole source if a request for proposals is issued and only one or no proposals are received.
 - 4.7.2. The state legislature has made an appropriation for that particular contractor or contractors via the appropriation bill or other statutes.
 - 4.7.3. A quasi-public and/or nonprofit corporation, such as a parish voluntary council on aging, an area agency on aging, or an association of retarded children or equivalent, has been established in coordination with the state to provide the particular service involved in the contract.
 - 4.7.4. The nature of the services being provided necessitates that a continuity of contractors be maintained as in but not limited to therapeutic and crisis support to clients and employment and training programs.
 - 4.7.5. An emergency exists which will not permit the delay in procurement necessitated by the request for proposal procedure. Such emergency shall be determined by the authorized individual of the subrecipient, as applicable.
 - 4.7.6. The total amount is less than one hundred fifty thousand dollars per twelve-month period. Service requirements shall not be artificially divided so as to exempt contracts from the request for proposal process.
 - 4.7.7. The contract is with a governmental body.
 - 4.7.8. Funds are specifically designated by the federal government for a particular private or public contractor or political subdivision.

If none of the conditions above are determined to be present in a contract for social service, then the contract shall be awarded through a request for proposal process.

- 4.8. **Customized Training** - Customized training agreements which include a commitment to hire may be purchased without quotations from competing sources, but require a cost analysis and documentation that costs are reasonable. All customized training proposals will be reviewed by the WDB-83 Executive Director prior to staff negotiations. Contracts for this type of service will be on a cost reimbursement basis only. Actual cost will be reimbursed upon satisfactory documentation received by the WDB-83 Office.
- 4.9. **Work Experience Contracts** - means a short-term or part-time work assignment with a public, private, or nonprofit employing agency for a participant who needs assistance in becoming accustomed to basic work requirements.
- 4.10. **Internship** - Internship is designed to provide on-site private sector exposure to work and the requirements for successful job retention. Internships will be at private for-profit worksites, with the length of any assignment not to exceed 500 hours. Assignments shall be designed to enhance the long-term employability of the individual participant.

Contracts/Agreement

After contract documents for the purchase of job training and/or other required services has been developed, the WDB-83 shall ascertain that funds are available prior to the execution of the contract documents and forward contract documents to the proper authority for execution.

1. Consulting Service Contracts – Contracts for consulting services which have a total maximum amount of compensation of more than fifty thousand dollars (\$50,000) shall be awarded through a request for proposal process described in this policy (3) above.
 - 1.1 Contracts for consulting services which have a total maximum amount of Compensation of \$50,000.00 or less for a twelve-month period may be awarded without the necessity of competitive bidding or competitive negotiation and must have WDB-83 approval.
2. Professional Service Contracts – Contracts for professional services may be awarded without the necessity of competitive bidding or competitive negotiation, including legal counsel.

Cost or Price Analysis

1. The WDB-83 and its subrecipients shall perform a cost or price analysis in connection with procurement action, including modifications (except for modifications where a determination has been made that they do not have a monetary impact). The method and degree of analysis depends on the facts surrounding the particular procurement and pricing

situation. At a minimum, the awarding agency shall make independent estimates before receiving bids or proposals.

2. A cost analysis is necessary when the offeror is required to submit the elements of the estimated cost (e.g., as in the case of subrecipient relationships), when adequate price competition is lacking, and for sole source procurement, including modifications or change orders. A price analysis shall be used when reasonableness can be established on the basis of a catalog or market price of a commercial product sold in substantial quantities to the general public or based on prices set by law or regulation (including situations involving inadequate price competition and sole source procurement where a price analysis may be used in lieu of a cost analysis).

When a cost analysis is necessary and there is inadequate price competition, the offeror shall certify that to the best of its knowledge and belief, the cost data are accurate, complete, and current at the time of agreement on price. Awards or modifications negotiated in reliance on such data should provide the awarding agency a right to a price adjustment to exclude any significant sum by which the price was increased because the awardee had knowingly submitted data that was not accurate, complete, or current as certified.

3. WIOA procurement shall not permit excess program income (for nonprofit and governmental entities) or excess profit (for private-for-profit entities). If profit or program income is included in the price, the awarding agency shall negotiate profit or program income as a separate element of the price for each procurement in which there is no price competition and, in all cases, where cost analysis is performed.

To establish a fair and reasonable profit or program income, consideration shall be given to:

- (a) The complexity of the work to be performed;
 - (b) The risk borne by the awardee;
 - (c) The offeror's investment;
 - (d) The amount of subcontracting/subgranting;
 - (e) The quality of the offeror's record of past performance;
 - (f) Industry profit rates in the surrounding geographical area for similar work; and
 - (g) Market conditions in the surrounding geographical area.
4. The WDB-83 and its subrecipients may charge to the agreement only those costs which are consistent with the allowable cost provisions of 20CFR 667(B), including the guidelines issued by the Governor, as required at 20CFR 667(B).
5. The cost-plus-a-percentage-of-cost method shall not be used.

Oversight

1. The WDB-83 and its subrecipients shall conduct and document oversight to ensure compliance with the procurement standards, in accordance with the requirements of 20CFR667.410, oversight and monitoring.
2. The WDB-83 and its subrecipients shall maintain a contract administration system which ensures that vendors and subrecipients perform in accordance with the terms, conditions, and specifications of their awards.

Award Provisions - The WDB-83 and subrecipient agreement shall:

1. Clearly specify deliverables and the basis for payment; and
2. In the case of awards to subrecipients, contain clauses that provide for:
 - a. Compliance with the WIOA regulations;
 - b. Assurance of nondiscrimination and equal opportunity as found in 29 CFR Parts 31 and 32, Assurance required; duration of obligation; covenants.
 - c. Access by the recipient, the subrecipient, the U. S. Department of Labor, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers, and records (including computer records) of the contractor or subcontractor which are directly pertinent to charges to the program, in order to conduct audits and examinations and to make excerpts, transcripts, and photocopies; this right also includes timely and reasonable access to contractor's and subcontractor's personnel for the purpose of interviews and discussions related to such documents;
 - d. Administrative, contractual, or legal remedies in instances where contractors/subgrantees violate or breach agreement terms, which shall provide for such sanctions and penalties as may be appropriate;
 - e. Notice of 29 CFR 97.34 requirements pertaining to copyrights (agreements which involve the use of copyrighted materials or the development of copyrightable materials);
 - f. Notice of requirements pertaining to rights to data. Specifically, the awarding agency and the U. S. Department of Labor shall have unlimited rights to any data first produced or delivered under the agreement (agreements which involve the use/development of computer programs/applications, or the maintenance of databases or other computer data processing program, including the inputting of data);
 - g. Termination for cause and for convenience by the awarding agency, including the manner by which the termination will be affected and the basis for settlement;
 - h. Notice of awarding agency requirements and regulations pertaining to reporting;

- i. Audit rights and requirements;
 - j. Payment conditions and delivery terms;
 - k. Process and authority for agreement changes; and
 - l. Provision against assignment;
3. Additional clauses, as deemed appropriate, for state and subrecipient contracts include:
- a. Price reduction for defective cost or pricing data;
 - b. Prohibition against awards to debarred or suspended parties
 - c. Requirement of organizations to self-certify that they are neither debarred nor suspended.
4. Violations of law will be referred to the U.S. Department of Labor, Office of Inspector General, and other appropriate local and state authorities having proper jurisdiction.

Significant History of Procurement

The WDB-83 shall maintain records sufficient to detail the significant history of procurement. These records shall include, but are not necessarily limited to, the following: rationale for the method of procurement, the selection of agreement type, awardees selection or rejection, and the basis for the agreement price.

Selection of Service Providers

1. Service providers selected under Title I of the Act shall be selected in accordance with the provisions of Sections 122 and 123 of the Act.
2. Determinations of demonstrated performance shall be made in writing and completed prior to the award of all agreements under Title I.
3. The WDB-83 shall select service providers on a competitive basis, in accordance with the standards established in 20 CFR 663(E), Procurement. When the state, service delivery area, substate grantee, or administrative entity determines that services will be provided by its own staff, a determination shall be made of the demonstrated performance of the entity to provide the services. This determination shall be in writing and take into consideration the matters listed in paragraph 4 of this section.
4. 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. Where comparable proposals have been received from an offeror which has demonstrated performance and a high-risk recipient/subrecipient, and a determination has been made that both proposals are fundable, the award should be made to the offeror which has demonstrated performance, unless other factors dictate a contrary result. Determinations

of demonstrated performance shall be in writing, and take into consideration such matters as whether the organization has:

- a. Adequate financial resources or the ability to obtain them;
 - b. The ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals;
 - c. 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 Individual Service Strategy, including child care; retention in employment; and earning rates of participants; retention in training; training completion; job placement; and rates of licensure;
 - d. The ability to provide services that can lead to the achievement of competency standards for participants with identified deficiencies;
 - e. A satisfactory record of integrity, business ethics, and fiscal accountability;
 - f. The necessary organization, experience, accounting and operational controls; and
 - g. The technical skills to perform the work.
5. In selecting service providers to deliver services, proper consideration shall be given to community-based organizations (Section 121 of the Act). These community-based organizations, including women's organizations with knowledge about or experience in nontraditional training for women, shall be organizations which are recognized in the community in which they are to provide services. Where proposals are evenly rated, and one of these proposals has been submitted by a CBO, the tie breaker may go to the CBO.
 6. Appropriate education agencies shall be provided the opportunity to provide educational services, unless the administrative entity demonstrates that alternative agency(ies) or organization(s) would be more effective or would have greater potential to enhance the participant's continued educational and career growth. Where proposals are evenly rated, and one of these proposals has been submitted by an educational institution, the tie breaker shall go the educational institution.

Prohibition of Subawards to Debarred and Suspended Parties

Neither the WDB-83 nor its subrecipients shall make any awards or permit any awards at any tier to any party which is debarred or suspended or is otherwise excluded from or ineligible for

participation in Federal assistance programs in accordance with the U.S. Department of Labor regulations at 29 CFR part 98.

Maintenance of Effort

To ensure maintenance of effort under all programs the WDB-83 ensures that such programs:

1. Result in an increase in employment and training opportunities.
2. Do not result in the displacement of currently employed workers.
3. Do not impair existing contracts for services or result in the substitution of Federal funds for other funds in connection with work that would otherwise be performed, including services normally provided by temporary or seasonal workers or through contracting such services out.
4. Result in the creation of jobs that are in addition to those that would be funded in the absence of assistance under the Act. Funds under this Act shall supplement, and not supplant, the level of funds that would otherwise be made available from non-Federal sources for the planning and administration of programs.

Pell Grant Policy

Federal Regulations require that there be no duplication of services/funding on behalf of participants by WIOA funds, Pell Grants, Carl Perkins, Veterans Educational Benefits or any other sources of Federal funding.

Application for a Pell Grant shall be a pre-requisite for all WIOA applicants/participants wishing to qualify for WIOA Pell-Eligible training.

If an individual is receiving any form of financial assistance from Pell Grants, etc., the institution shall report the assistance to WIOA; and, a copy of the Student Award Report shall be provided. After the amount of assistance has been determined, an Individual Training Account shall be prepared. The Individual Training Account shall outline the participant's estimated training costs.

The Institution shall keep WIOA informed on a continuing basis regarding any WIOA participants who, at any time during training, are determined to be eligible for Pell Grants, etc. The Institution shall provide WIOA with a copy of the Student Aid Report as soon as it is received from the U.S. Department of Education.

When the actual amounts of the Pell Grant and/or other Federal Grant Funds are known, adjustments to the Individual Training Account will be made. In no case shall a participant be funded for more than 100% of actual training costs.

Modification/Amendments to Procurement Policies

The procurement policies contained herein may be unilaterally modified by the WDB Executive Director in order to comply with any Federal, State or local change in procurement requirements without prior approval of the WDB. However, any change in policy shall be in writing and reported to the WDB at the next regularly scheduled meeting. Revised procurement policies shall become effective immediately upon official notification by the respective authority.

MEMORANDUM OF UNDERSTANDING
Partner Agreement - Local Workforce Area 83



Effective Date: July 1, 2020
Expiration Date: June 30, 2023

WORKFORCE DEVELOPMENT BOARD OF WORKFORCE AREA 83
STATE OF LOUISIANA
MEMORANDUM OF UNDERSTANDING
BETWEEN THE CHIEF ELECTED OFFICIAL OF CALDWELL, EAST CARROLL, FRANKLIN, JACKSON,
MADISON, MOREHOUSE, RICHLAND, TENSAS, UNION AND
WEST CARROLL PARISHES
THE WORKFORCE DEVELOPMENT BOARD SDA 83, INC.
AND
THE CONSORTIUM OF SERVICE DELIVERY AREA 83 ONE-STOP PARTNERS

- I. BACKGROUND: The Workforce Innovations Opportunity Act July 22, 2014, established the creation of Workforce Areas and the State of Louisiana certified 15 Local Workforce Development Boards around the state. These boards were given oversight for the states One-Stop Job Center System, hereafter referred to as Center. Locally, the Workforce Development Board SDA-83, Inc. and the Chief Elected Official of Area 83 Consortium have selected Union Parish as the primary Grant Recipient. The Workforce Development Board SDA-83, Inc. serves as the administrative and fiscal agent and staff support to the Workforce Development Board. The Workforce Development Board SDA-83, Inc. has a strong history of successfully serving as the fiscal agent and administrative entity for employment and training programs. The Workforce Development Board (WDB83), in accordance with the Workforce Innovation Opportunity Act and its stated purpose, has established a one-stop delivery system through which core employment-related services are provided and through which a central One-Stop American Job Center network is established. The Centers are fully operational with multiple partners providing services from the centers, either physically or electronically. The Comprehensive Center located in Morehouse is a full-service center as defined by the Workforce innovations Opportunity Act (WIOA). Nine satellite or affiliate centers are operated in the following parishes; Caldwell, East Carroll, Franklin, Jackson, Madison. Richland, Tensas, Union, and West Carroll Parishes.

The Center(s) are facilitated by a collaborative of partners and administered by the Workforce Development Board in partnership with a One-Stop Operator (competitively procured in compliance with WIOA). The Local Board is appointed by the Chief Elected Official in accordance with the rules and regulations of the WIOA. The Board identifies core services required in the center(s), and partners will develop, as an extension of this agreement, their vision and mission statements for center operations and marketing as described in the attachments to this agreement.

The One-Stop Operator role is equivalent to a managing partner. In this role, the Operator will be responsible for ensuring a seamless delivery of services from all required partners. The Operator will also make sure the integrated service delivery system at the Center(s) support policies related to oversight and implementation of the one-stop delivery system as stated in this MOU.

Comprehensive Center Location:

**Morehouse Parish American Job Center
250 Holt Street
Bastrop, LA 71220**

The One Stop System shall be committed to the total customer satisfaction and develop a system of continuous improvement of all services to employers, job seekers, education, and employment professionals.

II. REFERENCES:

- WIOA (Public Law 113-128) Section 121(c)
- Americans with Disability Act Amendment Act of 2008 (Public Law 110-325)
- Title 34 Code of Federal Regulations (CFR) "WIOA, Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions: NPRM, Sections 678.305, 678.310, 678.315, 678.500 and 678.505
- Title 2 Code of Federal Regulations (CFR) Part 200

III. PURPOSE: The purpose of this Memorandum of Understanding is to identify and coordinate a variety of workforce development resources to create a seamless, customer-friendly system that addresses the needs of employers and job seekers. The One-Stop system will offer a variety of job placement, education, job training, human services, and other workforce development services to residents of the various Parishes. This Memorandum of Understanding establishes commitments, joint processes, and procedures that enable partners to integrate core, intensive, training and career services according to the Cost Allocation Plan/Infrastructure Sharing Agreement that define services that are financial and nonfinancial commitments, and are a part of this Memorandum by reference. (Ref Louisiana OWD Policy 2-30)

IV. PARTIES TO THIS MEMORANDUM OF UNDERSTANDING: Parties to this Memorandum of Understanding include the partners listed below as mandated by WIOA, but are not limited to-

- WIOA Title I Adult, Dislocated Worker, and Youth
- WIOA Title II Adult Education and Literacy
- WIOA III Wagner-Peyser Employment Services
- Vocational Rehabilitation Services
- Career and Technical Education (Perkins Act)
- Title V Older American Act
- National Farmworker Jobs Program - Migrant Seasonal Farmworkers (MET)
- Veterans' Employment Representative and Disabled Veterans' Outreach
- Community Service Block Grant
- Temporary Assistance for Needy Families (TANF)

- HUD Employment and Training Programs
- Trade Adjustment Assistance Programs
- Unemployment Compensation Programs

Mandated partners not available in service deliver area LWDA 83:

- Native American
- Youthbuild
- Second Chance

- A. The Chief Elected Official of the units of government, appoints and oversees the local workforce development system and represents the local governing authorities. In partnership with WDB-83 and other applicable Partners in the planning region, will develop and submit a regional/local plan. The CEO will approve the selection of the One-Stop Operator, the WDB Comprehensive Budget and center cost allocation plan stated herein. The CEO will coordinate with WDB-83 to oversee the operations of the LWDA 83 American Job Center network.
- B. The Louisiana Local Workforce Development Area 83 - Workforce Development Board SDA-83, Inc., the Board designated by the Governor of the State of Louisiana to establish policy, oversee, and work in partnership with the Chief Elected Official of the member units of government for Louisiana Area 83. WDB83 will ensure the workforce-related needs of employers, workers, and job seekers in the LWDA 83 are met, to the maximum extent possible with available resources. The WDB-83 staff will assist the CEO and WDB-83 in the development and submission of the regional/local plan, support WDB-83 with the implementation and execution of the regional vision, goals, objectives and workforce-related policies, provide operational and grant-specific guidance to the One-Stop Operator, investigate and resolve elevated customer complaints and grievance issues, prepare regular reports and recommendations to WDB-83 and oversee negotiations and maintenance of MOUs with one-stop Partners.
- C. Office of Workforce Development, a state agency responsible for the delivery of Wagner-Peyser Programs, Veterans Employment Programs, Job corps recruitment, Trade Adjustment Assistance, and other applicable programs administered by the Louisiana Workforce Commission.
- D. Unemployment Insurance Administration, (UI) programs under the State of Louisiana unemployment compensation laws
- E. Louisiana Rehabilitation Services, serving individuals with disabilities and providing services to employers relative to job seekers determined eligible under the Vocational Rehabilitation rules and regulations. Louisiana Rehabilitation Services (LRS), as a mandated partner, provides diversified services to eligible individuals with disabilities and is administered by the Louisiana Workforce Commission.
- F. Motivational Education, and Training, Inc. (MET) is a private non-profit organization designated as the grantee under the Workforce Investment Act, Section 167 for the State of

Louisiana — National Farmworker Jobs Program (NFJP). MET, is a mandated partner, provides a diversified program of workforce investment activities and related activities for eligible migrant and seasonal farm workers.

- G. Department of Children and Families, a state agency responsible for Temporary Assistance for Needy Families Program, providing cash assistance and supportive services to needy families meeting specific financial criteria and to provide services necessary to accomplish the goal and purposes in Section 401 of the Social Security Act (42 USC 601).
- H. Community Action Agencies within Louisiana Area 83, representing the various communities, Parishes, and neighborhoods, and providing services to the economically disadvantaged through various Educational, Housing, Child Care, Health, and Emergency Food and Medical Support Services.
- I. Post- Secondary Education is represented by Louisiana Delta Community College. The various services available through the colleges in the Louisiana Technical and community college system will be available to employers and job seekers. This representative will assure that individuals have knowledge about the various educational and training options in Northeast Louisiana.
- J. The Secondary and Adult Education systems in the region are represented by Louisiana Delta Community College Center for Adult Development. Each Parish School Board is represented through a Cooperative Endeavor Agreement established to serve those Youth that are transitioning from the secondary school system to Career Services. The various services available through the secondary and adult education systems throughout Northeast Louisiana will be a vital part of the One-Stop and Workforce education and training system. Services such as out-of-school and adult education to provide HI Set, adult basic literacy services and other appropriate services will be linked through the Secondary and Adult Education systems.
- K. The One-Stop Operator responsible for providing a seamless system of WIOA services built on a customer-focused service delivery network as selected through the competitive process, will be provided by Louisiana Delta Community College — One-Stop Operator. This partner will serve as the primary coordinator of all partners involved in the One- Stop activities for Workforce Development Area 83.
- L. Title V of the Older Americans Act grantees is represented by ANPPM-National Association of Hispanic Elderly (Caldwell, Tensas, and Franklin Parishes). ANPPM provides a variety of programs for Older Workers in the Northeast Louisiana area and will serve as the partner for Older Workers under the Workforce Innovations and Opportunity Act
- M. Carl D Perkins Programs provide workshops on the programs of study that lead to jobs in high demand, high wage, high growth industry sectors. Workshops will be offered periodically on programs, career planning, and transition to college. Career pathway maps and other tools will be used as resources to help increase participants' knowledge of the training and career

opportunities available in the region. Carl D. Perkins programs also provide career counseling, transition to the workforce, and juggling college and work. These services can be offered in small group settings or workshops with 15 or more participants. Services will be available on a periodic basis or as needed at the One-Stop.

- N. The provision of the Title I Adult Youth, and Dislocated Worker WIOA services will be provided by the Workforce Development Board SDA-83, Inc. which received a waiver from the Governor of Louisiana effective July 1, 2020 to be the provider of these services.

V. GOALS: Jointly, the parties to this Memorandum of Understanding agree to work together to:

- A. Eliminate the unwarranted duplication of services, reduce administrative costs, and enhance the participation and performance of customers served through the system.
- B. Establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.
- C. Build a workforce development system that upgrades Louisiana's workplace skills and enhances the economic development of the Northeast Region of Louisiana.

VI. GENERAL PROVISIONS: Parties to this Memorandum of Understanding agree jointly to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, and agencies. Accessibility to the services provided by the American Job Centers and all Partner agencies is essential to meeting the requirements and goals of the LWDA 83 American Job Center Network. Job seeker and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.

The term "access" refers to providing services through one of the following methods:

- Co-location — Program staff from each partner are physically present at the One Stop Center (American Job Center (AJC) Cross-training - Staff physically present at the BCSC are properly trained to provide information about all programs, services, and activities that may be available to the customer through other parties.
- Direct access through real-time technology — Access through two-way communication and interaction between customers and BCSC partners that result in services being provided. Examples may include the following:
 - o Email or instant messages.
 - o Live Chat Via Skype or Facetime
 - o Identification of a single point of contact for service delivery at each partner program.

All parties agree to:

- A. Provide core services in the region's One-Stop Centers, as appropriate and needed by the community served. Each agency will be responsible for providing those core services in which they specialize or for which they receive funding and to the extent determined by the program's authorizing statute. At a minimum, Partners will make the services detailed in Attachment II available as applicable to the program, consistent with and coordinated via the Business and Career Solutions One-Stop network system. .
- B. Participate in the One-Stop collaboratives and the Workforce Development Board, and actively contribute to the quality of the local workforce development system.
- C. Participate in the development of One-Stop Center Cost Allocation and Infrastructure Sharing Agreement that describe how services will be provided and how the cost of the services and operating cost of the system will be funded, and abide by those plans.
- D. Comply with One-Stop policies and procedures regarding customer confidentiality, data security, and referrals between partners.
- E. Participate in and provide training and cross-training, as deemed appropriate, to ensure that One-Stop staff are familiar with all programs contained in the One-Stop, in order to integrate services, reduce duplication, and improve overall service delivery,
- F. Participate in the development of an integrated case management system, client tracking system, and referral procedures between parties as appropriate and feasible.
- G. Actively participate in joint case management activities as feasible.
- H. Assign staff, and contribute furnishings, telecommunications equipment and other material resources necessary for staff to support the overall operations of the Comprehensive Center.
- I. Maintain operational control and responsibility for staff assigned to the One-Stop Centers while ensuring that staff adheres to the One-Stop policies and procedures, as developed by the Federal government, State of Louisiana, and the Workforce Development Board, and the One-Stop partners and Administrators.
- J. Subject to availability and funding agency approval, partner will contribute a fair share of funds proportionate to the use of services by individuals attributable to the partner's programs. Cash or In-kind services consistent with usage of One Stop Centers, including a relative portion of the reoccurring costs associated with the computer system used to track customers and services, as outlined in the One-Stop Centers cost allocation plan.
- K. Connect with and use the State of Louisiana online reporting system, for all One-Stop communications (as appropriate), case management and client tracking. Parties may maintain and use existing agency specific internal systems independent of the One-Stop network, but must use the On-Stop network for documenting services provided through the One-Stop Centers.
- L. Assist with the development of a coordinated employer services marketing package.

M. Data Sharing — Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once,

Partners further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU by itself, does not function to satisfy all of these requirements.

All data, including customer PII, collected, used, and disclosed by Partners will be subject to the following:

- Customer PII will be properly secured in accordance with the WDB-83's policies and procedures regarding the safeguarding of PII.
- The collection, use, and disclosure of customer education records and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
- All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR 361 .38.
- Customer data may be shared with other programs, for those programs' purposes, within the AJC network only after the informed written consent of the individual has been obtained, where required.
- Customer Data will be kept confidential, consistent with Federal and State privacy laws and regulations.
- All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. S794(d)).

All one-stop Center and Partner staff will be trained in the protection, use and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

N. Confidentiality — All Parties expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including from educational records, such as but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations. In addition, in carrying out the respective responsibilities, each Part shall respect and abide by the confidentiality policies and legal requirements of all the other Parties.

Each Party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that

support the programs and activities described in this MOU and will comply with applicable law.

Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.

To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU and to the extent that such sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, any such data sharing must comply with all of the requirements in 20 CFR 603, including but not limited to, requirements for an agreement consistent with 20 CFR 603.10, payment of costs, and permissible disclosures.

With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set forth in 20 U.S. Code § 1232g and 34 CFR Part 99.

With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreements must comply with the requirements set forth in 34 CFR 361.38.

- O. Develop and maintain additional participating partners germane to the needs of the communities served.
 - P. Maintain flexible operating hours in the One-Stops to include Monday through Friday 8:00 a.m. through 4:30 p.m, plus evening, flexible and weekend hours as appropriate needed to serve the job seeker and the employer community.
 - Q. Review and revise, annually, the terms of this Memorandum of Understanding.
 - R. Assume liability for its actions and the actions of its agents and hold harmless, defend and indemnify all other parties to this Memorandum from any and all claims for damages, including cost and attorneys' fees resulting, in whole or part, from the Partner or its agents' activities under this Memorandum.
 - S. Provide effective communication, information sharing, and collaboration with the One-Stop Operator and WIOA Program Director.
- VII. METHODS OF REFERRAL: Parties to this Memorandum of Understanding will work together to develop referral procedures that assure quality and convenient services for customers. (See Attachment II - proposed Referral under review by partners.)

VIII. TERM OF MEMORANDUM OF UNDERSTANDING: This Memorandum of Understanding Is entered into on July 1, 2020. This MOU will be considered fully executed once all signatories have reviewed and signed, and a signed copy has been returned to all parties. The MOU is on-going, unless terminated earlier upon ninety-day written notice to all parties via certified U.S. Mail or other equivalent means.

IX. DISPUTE RESOLUTION: The One-Stop Centers will function by consensus under the direction of Workforce Board and collaboratives. When consensus cannot be reached and the functioning of one or more centers is impaired, those who are parties to the dispute will adhere to the following dispute resolution procedure:

A. All parties to the dispute will meet with the One-Stop Operator, American Job Center (AJC) Local Area Coordinator/WIOA Program Director, and/or the Workforce Board Executive Director. If the One-Stop Operator, LAC and Executive Director is/are unable to resolve the dispute, the dispute will be referred to the WDB-83 Strategic Planning Committee within ten working days of the meeting with the One-Stop Operator/Executive Director.

B. If the WDB-83 Strategic Planning Committee is unable to resolve a dispute to the satisfaction of the parties to the dispute, the complaint shall be submitted in writing to the Executive Committee of the Workforce Development Board within fifteen working days of the initial dispute.

C. The Executive Committee of the Workforce Development Board will evaluate the merit of the dispute, consult with the One-Stop Operator and designated representatives of the parties in dispute and may attempt to resolve the dispute through mediation. The Executive Committee shall have thirty working days from first hearing the dispute to issue a written decision.

D. If any party to the dispute is not satisfied with the decision of the Executive Committee, the dispute will be referred to an independent council appointed by the Chair of the Board and the Chief Elected Official.

E. The action of the independent council shall have thirty work days to hear and make a decision on the dispute and the action of the council shall be final.

F. For disputes regarding IFA costs, the following procedure will apply:

Partners will communicate any disputes with costs in the invoice or the adjusted budget to WDB-83 in writing, WDB-83 will review the disputed costs items and respond accordingly to the Partner within ten (10) days of receipt of notice of the disputed costs. When necessary, WDB-83 will revise the invoice and the adjusted budget upon resolution of the dispute.

X. MONITORING: WDB-83, or its designated staff, officials from the State and Local administrative entities, the U.S. Department of Labor Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that:

- Federal awards are used for authorized purposes in compliance with law, regulations and State policies,
- Those laws, regulations, and policies are enforced properly,

- Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
- Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
- All MOIJ terms and conditions are fulfilled.

All parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

XI. AMENDMENTS AND MODIFICATIONS: This Memorandum of Understanding may be amended or modified with review and consent of all parties. Amendments and modifications must be issued in writing to all parties and sent certified U.S. Mail. All parties must be given a minimum of 30 days to comment prior to the inclusion of any amendment or modification. Oral amendments or modifications shall have no effect. If any provision of this Memorandum of Understanding is held invalid, the remainder of the memorandum shall not be affected. If any part of this MOU is found to be null and void or otherwise stricken, the rest of this MOU shall remain in force.

XII. GOVERNANCE: The ultimate accountability and responsibility for the Workforce Innovations Opportunity Act funds rests with the member governments that make up Area 83. The ultimate accountability and responsibility of the One-Stop Center System's organization and accomplishments rests with One Stop partners and the Workforce Development Board 83. Pursuant to the Workforce Innovations and Opportunity Act, the local Board in partnership with the Chief Elected Official shall conduct oversight and monitoring with respect to the One-Stop delivery system. The Board will promote and support the total integration of workforce development services of all system partners. The Board will promote customer choice and satisfaction for internal and external customers of the system; remove external barriers which impede progress and performance. The Board will approve annual and long-range performance standards and goals for the system, review and approve cost allocation plans for the One-Stop Center, establish an evaluation system for measuring customer satisfaction and performance, establish an electronic network for linking all One-Stop partners with the Center and communicate with the community regarding One-Stop and Workforce services.

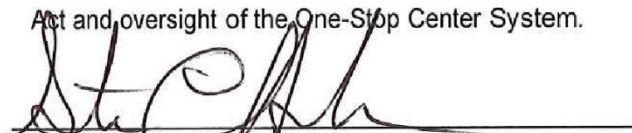
XIII. ASSURANCES:

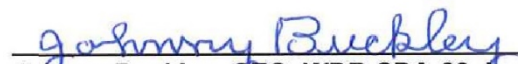
- A. Drug and Alcohol-free Workplace — All Parties to the MOU certify they will comply with the Drug-Free Workforce Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

- B. Certification Regarding Lobbying — All Parties shall comply with the Byrd Anti-lobbying Amendment (31 U.S.C. Section 1352), 20 CFR Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.
- C. Debarment and Suspension — All Parties shall comply with the debarment and suspension requirements (E.O. 2549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.
- D. Priority of Service — All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including but not limited to priority of service for veterans, and the eligible spouses, a priority of service to the WIOA Title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.
- E. Buy American Provision — Each Party that receive funds made available under Title I or II of WIOA or under the Wagner-Peyser Act (20 U.S. C. Section 49, it. Seq.) certifies that it will comply with Sections 8301 through 8303 of Title 41 of the United States Code and reference in WIOA Section 502 and 20 CFR 683.200(f).
- XIV. SIGNATURES:** Parties to this Memorandum of Understanding agree to all terms and conditions contained herein by signature on the attached page designated for their respective organization.

Both the Chief Elected Official and the Chair of the Workforce Development Board of Area 83 hereby acknowledge their understanding and acceptance of their respective responsibilities related to the Workforce Innovations Opportunity

Act and oversight of the One-Stop Center System.

 Date 7/21/20
Steve Henderson, Chairperson, WDB-SDA-83, Inc.

 Date 7-16-20
Johnny Buckley, CEO, WDB-SDA-83, Inc.

Attachments to this MOU include:

I. Co-enrollment/Referral Form

II. Partner Services

III. Comprehensive One-Stop Operating Budget

IV. Infrastructure Funding Agreement

Parties to this Memorandum of Understanding

Partner Program	Administering Entity	Signatory Official	Contact Information
WIOA Adult/Dislocated Worker/Youth	Workforce Development Board SDA-83, Inc. (WDB- 83)	Johnny Buckley, Pres., Union Parish Policy Jury, CEO Steve Henderson. WDB-83 Chairman Terri Mitchell, Exec. Director	(318) 387-7962 tmitchel@bayou.com
HPOG - PHOCAS	Workforce Development Board SDA-83, Inc. (WDB- 83)	Shae Cheatham, Program Dir., Workforce Development Board 83	318-387-7962 shae@bayou.com
Wagner Peyser	Louisiana Workforce Commission (LWC)	Ava Dejoie, Sec. Louisiana Workforce Commission — Office of Workforce Development	(225)-342-2679 ADejoie@lwc.la.gov
Jobs for Veterans	Louisiana Workforce Commission (LWC)	Ava Dejoie, Sec. Louisiana Workforce Commission — Office of Workforce Development	(225)-342-2679 ADejoie@lwc.la.gov
Reentry Employment Opportunities	Louisiana Workforce Commission (LWC)	Ava Dejoie, Sec. Louisiana Workforce Commission — Office Of Workforce Development	(225)-342-2679 ADejoie@lwc.la.gov
Trade Adjustment Assistance (TAA)	Louisiana Workforce Commission (LWC)	Ava Dejoie, Sec. Louisiana Workforce Commission — Office of Workforce Development	(225)-342-2679 ADejoie@lwc.la.gov
Unemployment Insurance (UI)	Louisiana Unemployment Insurance Administration	Robert Wooley, Asst Sec. Office of Regulatory Services Louisiana Workforce Commission	1001 N. 23 rd St. Baton Rouge, LA 708 (225) 342-2905
Senior Employment	National Association for Hispanic Elderly (AYUDA)	Dr. Carmela Lacayo, CEO or Frankie Henderson, Project Coordinator National Association for Hispanic Elderly (AYUDA)	(318) 221-7611 Anppmshreve9@aol.com

Adult Education	Louisiana Delta Community College -Center for Adult Development	Erin Landry, State Director Career, Technical & Adult Education for LCTCS.	(225) 308-4393 Office (985) 285-4872
Vocational Rehabilitation Services	Louisiana Workforce Commission (LWC)	Ava Dejoie, Sec. Louisiana Workforce Commission — Office of Workforce Development	(225)-342-2679 ADejoie@lwc.la.gov
National Farmworkers Jobs Program (NFJP)	Motivation Education and Training, Inc. (MET)	Kandace Bowman, NFJP State Coordinator National Farmworkers Jobs Program (M.E.T.)	Ph. (318) 435-8885 Fax (318) 435-8887 bowman@metinc.org
Temporary Assistance for Needy Family (TANF-SNAP)	Department of Children and Family Services (DCFS)	Jacqueline Morris, Regional Administrator Department of Children and Family Services DCFS	morris.dcf@la.gov
Career and Technical Education Perkins Act	Louisiana Delta Community College	Patricia Felder, State Dir., La Community & Technical College System	patriciafelder@lctcs.edu (225)-922-2809
One-Stop Operator	Louisiana Delta Community College	April Stockley, One-Stop Operator	apstockley@aol.com
Employment and Training Activities, CSBG	No employment and training service in LWDA-83.		
Employment and Training Activities — HUD	No service in LWDA-83		
Native American	No service in LWDB-83		
Youthbuild	No service in LWDA-83		

AUTHORIZED SIGNATURES

By signing my name below, I, Terri Mitchell certify that I have read the information contained in the MOU agreement.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Operating Budget
- ☒ The Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires upon amendment, modification, or termination.

Terri Mitchell 6/24/2020
Signature Date

Terri Mitchell, Executive Director
Printed Name and Title

Workforce Development Board SDA-83, Inc.
Agency Name

tmitchel@bayou.com 318-387-7962 Ext 240 318-366-6115(c)
Agency Contact Information

AUTHORIZED SIGNATURES

By signing my name below, I, Shae Cheatham certify that I have read the information contained in the MOU agreement.

My signature certifies my understanding of the terms outlined herein and agreement with:

/ The MOU

/ The Operating Budget

/ The Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires upon amendment, modification, or termination.

Shae Cheatham 7/28/2020
Signature Date

Shae Cheatham, PHOCAS Project Director
Printed Name and Title

Workforce Development Board 83
Agency Name

318-387-7962 P.O. Box 14269 Monroe, LA 71207
Agency Contact Information

AUTHORIZED SIGNATURES

By signing my name below, I, Ava Dejoie certify that I have read the information contained in the MOU agreement.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Operating Budget
- ☒ The Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires upon amendment, modification, or termination.

 6-23-2020
Signature Date

Ava Dejoie - Secretary
Printed Name and Title

Louisiana Workforce Commission
Agency Name

225-342-3001
Agency Contact Information

AUTHORIZED SIGNATURES

By signing my name below, I, Kandace Bowman certify that I have read the information contained in the MOU agreement.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Operating Budget
- ☒ The Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires upon amendment, modification, or termination.



06/30/2020

Signature

Date

Kandace Bowman - Workforce Development Coordinator

Printed Name and Title

Motivation Education & Training, Inc. (MET)

Agency Name

1408 Landis St., Winnsboro, LA 71295 (318) 435-8885 bowman@metinc.org

Agency Contact Information

AUTHORIZED SIGNATURES

By signing my name below, I, Sacqueline Morris certify that I have read the information contained in the MOU agreement.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Operating Budget
- ☒ The Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires upon amendment, modification, or termination.

Sacqueline Morris 7/2/2020
Signature Date

Sacqueline Morris, Regional Administrator DCFS-FS
Printed Name and Title

Department of Children & Family Service - FS
Agency Name

Sacqueline Morris. DCFS@LA.GOV 3181362-3471
Agency Contact Information

Native American	No service in LWDB-83		
Youthbuild	No service in LWDA-83		

AUTHORIZED SIGNATURES

By signing my name below, I, _____ certify that I have read the information contained in the MOU agreement.


My signature certifies my understanding of the terms outlined herein and agreement with:

_____ The MOU

_____ The Operating Budget

_____ The Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires upon amendment, modification, or termination.

Signature  Date 06/30/20

Sister Carmela Lacayo, President/CEO
Printed Name and Title

ANPPM/National Asso.for Hispanic Elderly
Agency Name

Frankie Henderson
Agency Contact Information

AUTHORIZED SIGNATURES

By signing my name below, I, Erin L. Landry certify that I have read the information contained in the MOU agreement.

My signature certifies my understanding of the terms outlined herein and agreement with:

☒ The MOU

☐ The Operating Budget

☐ The Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires upon amendment, modification, or termination.



7/29/2020

Signature

Date

Erin L. Landry, Executive Director of WorkReady / State Director of Adult Education
Printed Name and Title

Louisiana Community & Technical College System
Agency Name

(225) 308-4393 erinlandry@lctcs.edu
Agency Contact Information

AUTHORIZED SIGNATURES

By signing my name below, I, Robert Nooley certify that I have read the information contained in the MOU agreement.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Operating Budget
- ☒ The Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires upon amendment, modification, or termination.


Signature

6/24/2020
Date

Robert Nooley - Asst. Secretary OUIA
Printed Name and Title

Louisiana Workforce Commission
Agency Name

225-342-9296
Agency Contact Information

AUTHORIZED SIGNATURES

By signing my name below, I, April Stockley certify that I have read the information contained in the MOU agreement.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
☒ The Operating Budget
☒ The Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires upon amendment, modification, or termination.

Signature

Date

Printed Name and Title

Agency Name

Agency Contact Information

Native American	No service in LWDB-83		
Youthbuild	No service in LWDA-83		

AUTHORIZED SIGNATURES

By signing my name below, I, Patricia Felder certify that I have read the information contained in the MOU agreement.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Operating Budget
- ☒ The Infrastructure Funding Agreement

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires upon amendment, modification, or termination.

Patricia Felder 7/28/2020
 Signature Date
Patricia Felder Executive Director for Career & Technical Ed/State
 Printed Name and Title Perkins Director
LA Community & Technical College System
 Agency Name
patricia.felder@lctes.edu 225-922-2809
 Agency Contact Information

WORKFORCE INNOVATION AND OPPORTUNITY ACT
(WIOA) 13 CO-ENROLLMENT/ REFERRAL
FORM

Customer Information

NAME: [Click here to enter customer's Last Name First SS# LAST 4: Click here to enter text.](#)
[Name MI.](#)

ADDRESS: [Click here to enter the customer's Current Address.](#)

PHONE #: [Click here to enter the customer's Primary Phone#.](#) ALT. PHONE #: [Click here to enter customer's Alternate Phone](#)

I consent to the sharing of information between the Business & Career Solutions Center and all WIOA partner agency programs. understand that the information shared will be used solely in assisting me with the development of an Individual Employment Plan (IEP).

Customer Signature :[Click here to enter a date.](#)

Referral Information

APPOINTMENT DATE: [Click here to enter a date.](#)

REPORT TO: [Click here to enter Partner Agency.](#)

ADDRESS: [Click here to enter Address of the appointment.](#)

PURPOSE: [Click here to enter the Reason for the referral.](#)

APPOINTMENT TIME: [Click here to enter](#)

[Time CONTACT PERSON: Click here to enter Person the appointment is with.](#)

PHONE #: [Click here to enter the Phone # of the Partner Agency.](#)

REFERRED BY: [Click here to enter the Referring Agency.](#) CONTACT PERSON: [Click here to enter the Person making the referral.](#)

PHONE #: [Click here to enter the Phone # of the Referring Agency.](#) DATE OF REFERRAL: [Click here to enter a date. Click here to enter information, documents customer will need to bring to the appointment.](#)

Comments

[Click here to enter other agencies from whom the customer is receiving services.](#)

[Click here to enter other agencies to whom the customer is being referred for services.](#)

[Click here to enter whether or not the customer is facing a time limit in which to find employment,](#)

[Click here to enter whether or not the customer has other restrictions.](#)

[Click here to enter Results of the appointment.](#)

Feedback

[Click here to enter Feedback on the customer's actions.](#)

Signature

☐ WIOA Rep

☒ Partner Agency Rep

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INSTRUCTIONS FOR COMPLETION OF CO-ENROLLMENT/REFERRAL FORM

The purpose of the Co-enrollment/Referral Form is to assist both WIOA and Partner Agencies in the co-enrollment/referral of potentially eligible customers.

Make a selection by clicking on the box of whether the form is intended for the co-enrollment or referral of the customer.

CUSTOMER INFORMATION (Block 1)

Information to be completed by the referring agency. The customer must sign for the release of the information.

REFERRAL INFORMATION (Block 2)

To be completed by the referring agency. An appointment date and time will be completed as scheduled by the referrer after confirming with the referred-to agency. Reporting information shall be completed showing the name of the organization, the agency contact person, and the address of the agency.

The referring agency contact person should complete the appropriate items in the section "Referral Information". An explanation of the purpose of the referral will be inserted.

The referrer completes the name of their organization, their name as "Contact Person making the Referral", their telephone number, and the date of the referral.

COMMENTS (Block 3)

The referring agency must use the "Comments" section to report pertinent information regarding the referral.

OUTCOME (Block 4)

The "Outcome" block is to be used to exchange information between LWDA and Partner Agencies regarding status in activities that are relevant to case management. When the form is submitted to the referred-to agency for services, it must be returned to the referring agency with the outcome of the appointment noted.

FEEDBACK (Block 5)

Upon the receipt of the Co-enrollment/Referral form from a Partner Agency, AJC staff will send a letter inviting the customer to the next scheduled orientation session. AJC staff will complete the "Feedback" section of the referral form and send a copy back to the referring agency within five (5) days after the scheduled orientation date,

The signature must be completed by the referring agency representative. Click on the corresponding box to identify as a WIOA representative or a Partner Agency representative.

POUCYANDPROCEDURES FOR COMPLETION OF CO-ENROLLMENT/REFERRAL FORM

The purpose of the Co-enrollment/Referral Form is to assist both WIOA and Partner Agencies in the co-enrollment/referral of potentially eligible customers.

Make a selection by clicking on the box of whether the form is intended for the co-enrollment or referral of the customer.

CUSTOMER ENFORMATION (Block 1)

Information to be completed by the referring agency. The customer must sign for the release of the information.

REFERRAL INFORMATION 2)

To be completed by the referring agency. An appointment date and time will be completed as scheduled by the referrer after confirming with the referred-to agency. Reporting information is to be completed showing the name of the organization, the agency contact person, and the address of the agency.

The referring agency contact person should complete the appropriate items in the section "Referral Information". An explanation of the purpose of the referral will be inserted.

The referrer completes the name of their organization, their name as "Contact Person making the Referral", their telephone number, and the date of the referral.

OUTCOME (Block 3)

The "Outcome" block is to be used to exchange information between LWDA and Partner Agencies regarding status in activities that are relevant to case management. When the form is submitted to the referred-to agency for services, it must be returned to the referring agency with the outcome of the appointment noted.

FEEDBACK (Block 4)

Upon the receipt of the Co-enrollment/Referral form from a Partner Agency, AJC staff will send a letter inviting the customer to the next scheduled orientation session, AJC staff will

complete the "Feedback" section of the referral form and send a copy back to the referring agency within five (5) days after the scheduled orientation date.

The signature is to be completed by the referring agency representative. Click on the corresponding box to identify as a WIOA representative or a Partner Agency representative.

PARTNER SERVICES

1. Job Seeker Services

BASIC CAREER SERVICES	INDIVIDUAL CAREER SERVICES	TRAINING
Outreach, intake and orientation to the information, services, programs, tools and resources available through the Local workforce system.	Comprehensive and specialized assessments of skills levels and service needs,	Occupational skills training through Individual Training Accounts (ITAs).
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs. As well as information on the availability of supportive services and referral to such, as appropriate	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals.	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above.
In and out of area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment).	Referral to training services,	On-the-Job Training (OJT)
Access to employment opportunity and labor market information	Group counseling.	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services.	Literacy activities related to work readiness.	Programs that combine workplace training with related instruction which may include cooperative education.
Information on performance of the Local workforce system.	Individual counseling and career planning.	Training programs operated by the private sector.
Information and meaningful assistance on Unemployment Insurance claim	Work experience, transitional jobs, registered	Entrepreneurial training.

	apprenticeships, and internships.	
Determination of potential eligibility for workforce Partner services, programs, and referral(s).	Workforce preparation services *e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training.	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.
Information and assistance in applying for financial aid for training and education programs not provided under WIOA.	Post-employment follow-up services and support. (This is not an individualized career service, but listed here for completeness).	Other training services as determined by the workforce partners governing rules,

2. Youth Services

Tutoring, Study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential	Alternative secondary school service* or dropout recovery services, as appropriate.
<p>Paid and unpaid work experiences that have as a component academic and occupational education, which may include:</p> <p style="padding-left: 40px;">Summer employment opportunities and other employment opportunities available throughout the school year,</p> <p style="padding-left: 40px;">Pre-apprenticeship programs,</p> <p style="padding-left: 40px;">Internships and job shadowing,</p> <p style="padding-left: 40px;">On-the-job training opportunities.</p>	Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved.
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupations or occupational cluster.	Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate,
Supportive Services.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
Follow-up services for not less than 12 months after the completion of participation, as appropriate.	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
Financial literacy education,	Entrepreneurial skills training.
Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area such as career awareness, career counseling, and career exploration services.	Activities that help youth prepare for and transition to postsecondary education and training.

3. Business Services

Serve as a single point of contact for businesses, responding to all requests in a timely manner.	Provide phone access for services related to Unemployment Insurance taxes and claims.	Assist with disability and communication accommodations
Conduct outreach regarding Local workforce system's services and products.	Conduct on-site Rapid Response activities regarding closures and downsizings.	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies.
Provide access to Labor market information.	Provide customized recruitment and job applicant screening assessment and referral services.	Provide employer and industry cluster-driven Occupational Skills training through Individual Training Accounts with eligible training providers.
Assist with the interpretation of labor market information.	Conduct job fairs.	Develop customized training opportunities to meet specific employer and/or industry cluster needs.
Use of one-stop center facilities for recruiting and interviewing job applicants when appropriate,	Consult on human resources issues when appropriate.	Coordinate with employers to develop and implement Layoff aversion strategies,
Post job vacancies in the state labor exchange system and take and fill job orders, (HiRE)	Provide information regarding disability awareness issues.	Provide incumbent worker upgrade training through various modalities.
Provide information regarding workforce development initiatives and programs.	Provide information regarding assistive technology and communication accommodations.	Develop, convene, or implement industry or sector partnerships.

THE MOREHOUSE PARISH COMPREHENSIVE AMERICAN JOB CENTER OPERATING BUDGET

Purpose:

The purpose of this section is to establish a financial plan, including term and conditions, to fund the services and operating costs of the WDB-83 Comprehensive American Job Center — Morehouse Parish American Job Center (AJC) network. The Parties to this MOU agree that joint funding is a necessary foundation for an integrated service delivery system. The goal of the operating budget is to develop a funding mechanism that:

- Establishes and maintains the Local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
- Reduces duplication and maximized program impact through the sharing of services, resources, and technologies among Partners thereby improving each program's effectiveness,
- Reduces overhead costs for any one partner by streamlining and sharing procurement, and facility costs, and
- Ensures costs are appropriately shared by Morehouse BCSC Partners by determining contributions based on the proportionate use of the one-stop center and relative benefits received, and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance,

The Partners consider this one-stop operating budget, the master budget that is necessary to maintain the LWDA's high standard service delivery network. It includes the following cost categories, as required by WIOA and its implementing regulations:

- Infrastructure costs (also separately outlined in the Infrastructure Funding Agreement(IFA)),
- Career services, and
- Shared services (if applicable).

All costs must be included in the MOU allocated according to Partners' proportionate use and relative benefits received, and reconciled on a quarterly basis against actual costs incurred and adjusted accordingly. The one-stop operating budget is expected to be transparent and negotiated among Partners on an equitable basis to ensure costs are shared appropriately. All Partners must negotiate in good faith and seek to establish outcomes that are reasonable and fair.

The following Partners are physically co-located in the one-stop center;

- Title I — Adult, Youth and Dislocated Workers
- Wagner Peyser
- PHOCAS (Health Professions Opportunity Grant) (part-time) •
- Vocational Rehabilitation

The following Partners are linked virtually through online service access to a program staff member via BCSC resource rooms and through cross-trained front desk staff and other, physically co-located, partner staff who can provide information and referrals:

- Unemployment Insurance
- Adult Education
- Veterans
- TAA
- National Farmworkers Jobs Program - MET

- Career and Technical Education — Perkins
- Senior Employment
- TANF

These services are utilized in direct benefit of the UI, Veterans, MET, and CSBG programs and will be proportionately paid for,

Partners Services Not Available in LWDA 83 service delivery

- Employment and Training Services HUD
- Employment and Training Services — CSBG
- Employment and Training Services — Native American
- YouthbuiEd
- Job Corp.

WDB-83 MOREHOUSE PARISH COMPREHENSIVE AMERICAN JOB CENTER
Operating Budget

COST AND EXPENSES	Cost Basis	Monthly	Annually
INFRASTRUCTURE			
Facility costs			
Rent - Direct Space	Direct Square Footage	1,232.74	14,792.82
Rent - Common Areas for Housed Partners	Direct Square Footage	2,790.29	33,483.47
Rent - Shared Space Resource Room	Modified Direct Square Footage of Space to Non-Co-located Partners	116.36	1,396.37
Rent - Shared Space Career Center	Percentage of Staff Hours	860.61	
		5,000.00	60,000.00
Genera/ Office Expenses			
Copier Rental & Maintenance Fees	Percentage of Staff Hours	324.00	3,888.00
Postage Rental and Freight	Percentage of Staff Hours	115.91	1,391.00
Telecommunications and Internet	Modified Direct Sq. Ft w/Resource Room of Space Non-Co-located	832.72	9,992.59
Office Supplies	Percentage of Staff Hours	333.33	4,000.00
Building/Equipment Maintenance	Direct Square Footage	83.33	1,000.00
Fax Rental & Operating Costs	Percentage of Staff Hours	20.60	247.14
TOTAL INFRASTRUCTURE COSTS		6,709.89	80,518.73
Career Services			
Career Services Room Staff Salaries	Customers Served	2,959.01	35,508.10
Career Services Room Staff Salaries	Customers Served	490.37	5,884.44
TOTAL SHARED COSTS		3,449.38	\$41,392.54

121,911.27

Cost Allocation Methodology

The Local WDA - Morehouse Paris AJC selected three different allocation bases to determine overall Partner contributions.

1. Direct Square Footage
2. Modified Direct Square Footage to allocate Resource Room space to Non-Co-located partners, and telephone and internet charges for Resource Room.
3. Percentage of Total Staff Hours
4. Customers Served (to be utilized as needed)

This was done in an effort:

- To remedy the imbalance of non-physically represented Partners, and
- To comply with the requirement of Partners: contributions having to be in proportion to the Partners* use of the one-stop center and relative benefit received.

Cost Reconciliation and Allocation Base Updates

All Partners agree that a quarterly reconciliation of budgeted and actual costs and update of the allocation bases will be completed in accordance with the following process:

A Partners will provide WDB-83 with the following information at the end of each quarter, as applicable:

- Quarterly cost information and documentation of the actual costs
- Updated staffing information (per the 1st day of the 1st month of each quarter), and
- Actual customer participation numbers (per the last day of the last month of each quarter).

B. Upon receipt of the above information, WDB-83 will:

- Apply the updated allocation bases to determine the actual costs allocable to each partner.
- The WDB-83 will prepare an updated budget document showing costs adjustments and will prepare an invoice for each Partner with the actual costs allocable to each Partner for the quarter.
- The WDB-83 will submit the invoices to the Partners and send a copy of the updated budget to all Parties no later than 30 days after the end of each quarter. The Partners understand that the timeliness of the WDB-83's preparation and submission of invoices and adjusted budgets is contingent upon the timeliness of each Partner in providing the necessary cost information.

C. Upon receipt of the invoice and adjusted budget, each Partner will review both documents and will submit payment to WDB-83 no later than fifteen (15) days following receipt. Payment of invoices signify agreement with the costs in the adjusted budget.

D Partners will communicate any disputes with costs in the invoice or the adjusted budget to WDB-83 in writing. WDB-83 will review the disputed costs items and respond accordingly to the Partner within ten (10) days of receipt of notice of the disputed costs. When necessary, WDB-83 will revise the invoice and the adjusted budget upon resolution of the dispute,

INFRASTRUCTURE FUNDING AGREEMENT

WIOA American Job Center Infrastructure Costs are defined as non-personnel costs that are necessary for the general operation of the American Job Center, including but not limited to:

- Rental of the facilities,
- Utilities and maintenance,
- Equipment including assessment-related products and assistive technology for individuals with disabilities, Technology to facilitate access to the AJC, including technology used for the center's planning and outreach activities, and
- Office supplies.

All Parties to this MOU and IFA recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the AJC or not. Each Partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with partner programs' authorizing laws and regulations and the Uniform Guidance.

A. Partners

Partners funding the costs of infrastructure according to this IFA are the same as Identified in the Partners section of the MOL].

Infrastructure Budget

		Monthly	Annually
INFRASTRUCTURE			
Facility costs			
Rent - Direct Space	Direct Square Footage	1,232.74	14,792.82
Rent - Common Areas for Housed Partners	Direct Square Footage	2,790.29	33,483.47
Rent - Shared Space Resource Room	Modified Direct Square Footage of Space to Non-Co-located Partners	116.36	
Rent - Shared Space Career Center	Percentage of Staff Hours	860.61	10,327.34
		5,000.00	60,000.00
General Office Expenses			
Copier Rental & Maintenance Fees	Percentage of Staff Hours	324.00	3,888.00
Postage Rental and Freight	Percentage of Staff Hours	115.91	1,391.00

Telecommunications and Internet	Modified Direct Sq. Ft w/Resource Room of Space Non-Co-located	832.72	9,992.59
Office Supplies	Percentage of Staff Hours	333.33	4,000.00
Building/Equipment Maintenance	Direct Square Footage	83.33	
Fax Rental & Operating Costs	Percentage of Staff Hours	20.60	247.14
TOTAL INFRASTRUCTURE COSTS		6,709.89	80,518.73

C. Cost Allocation Methodology

All Parties agree that the cost allocation methodology for this IFA will be the same as described in the Cost Allocation Methodology section of the Operating Budget (Attachment V) of the MOU.

D. Cost Reconciliation and Allocation Base Update

All Parties agree that the cost reconciliation and allocation base update for the IFA will be the same as described in the Cost Reconciliation and Allocation Base Update section of the Operating Budget (Attachment V) of the MOU.

E. Steps to Reach Consensus

All Parties agree that the steps to reach consensus for the IFA will be the same as described in the Steps to Reach Consensus section of the Operating Budget (Attachment V) of the MOU.

F. Dispute and Impasse Resolution

All Parties will actively participate in Local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail, the process outlined in the Dispute Resolution section of the MOU.

If Partners in the Local area have employed the dispute resolution process and have failed to reach consensus on an issue pertaining to the IFA, then an impasse is declared and the State Funding Mechanism (SFM) is triggered.

Note: Failure by only one (1) of the required Partners to reach consensus with respect to the infrastructure costs in the IFA will trigger implementation of the SFA, even if all required Partners except one, agree on the terms of the IFA.

G. State Funding Mechanism Process:

1. Notice of failure to reach consensus given to the Governor.
2. Negotiation materials provided to Governor.
 - a) The Local WIOA Plan
 - b) The cost allocation methodology or methodologies proposed by the Partners to be used in determining the proportionate share,
 - c) The proposed amounts or budget to fund infrastructure costs,

- d) The amount of Partner funds included
 - e) The type of funds (cash, non-cash, and third-party in-kind contributions) available (including all documentation on how Partners valued non-cash and third-party in-kind contributions consistent with 2 CFR 200.306),
 - f) Any proposed or agreed on AJC budgets (for individual centers or a network of centers), and
 - g) Any partially agreed upon, proposed, or draft EFA.
 - h) Other material WDB-83 or the Governor deems appropriate.
3. Governor determinations and Calculations: The Governor will:
- a) Determine one-stop center infrastructure budgets,
 - b) Establish cost allocation methodology (s),
 - c) Determine Partners' proportionate shares,
 - d) Calculate statewide caps,
 - e) Assesses the aggregate total of infrastructure contributions as it relates to the statewide cap, and Adjust Allocations.

Once all determinations and calculations are completed, the Governor will notify the WDB-83 Chair of the final decision and provide a revised IFA for execution by the Parties.

H. IFA Execution

The IFA becomes effective as of the date of signing by the final signatory.

Programs may appeal the Governor's determination of their infrastructure cost contributions in accordance with the processes established under 20 CFR 378.750, 34 CFR 361 .7501 and 34 CFR 463.750.

I. Modification Process

All Parties agree to abide by the process for modification, as outlined in the Modification Process section of the MOU,

J. Effective Period

This IFA is entered into on July 1, 2020. This IFA will become effective as the date of signing by the final signatory below and must terminate on June 30, 2023, unless any of the reasons in the Termination section of the MOU apply.

K. Definitions

One-Stop Delivery System

The one-stop delivery system (herein also referred to as the American Job Center network) brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop Partners administer separately funded programs as a set of integrated streamlined services to customers. [20 CFR 678.300(a); 34 CFR 361.300(a); and 34 CFR 463.300(a)]

Required One-Stop Partners

Department of Labor

- WIOA title I programs:
 - Adult, Dislocated Worker, and Youth formula programs;
 - Job Corps (not applicable);
 - Youthbuild (not applicable);
 - Native American programs (not applicable);
 - Migrant Seasonal Farmworkers (MSFW) that includes the National Farmworker Jobs Program (NFJP),
- Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.). as amended by WIOA title III;
- Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965;
- Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974;
- Unemployment Compensation (UC) programs;
- Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41 of title 38, U.S.C.;
- Second Chance-Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of ExOffenders Program (RExO)) authorized under sec 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169;

Department of Education

- Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II;
- Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins);
- The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 USC.720 et seq.), as amended by WIOA title IV;

Department of Housing and Urban Development

- Employment and training programs (not applicable);

Department of Health and Human Services

- Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C 9901 et seq.); and
- Temporary Assistance for Needy Families (TANF) program authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b).

[WIOA sec. 121 (b)(1)(B); 20 CFR 678.400-405; 34 CFR 361.400-405, and 34 CFR 463.400-405]

Additional One-Stop Partners

Other entities that carry out a workforce development program, including Federal, State, or Local programs and programs in the private sector, may serve as additional Partners in the American Job Center network if the Local VVDB and chief elected official(s) approve the entity's participation.

Additional Partners may include employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b—19), employment and training programs carried out by the Small Business Administration, Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4) and 2015(o)), Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732), programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.), and other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector, programs providing transportation assistance, and programs providing services to individuals with substance abuse or mental health issues.

[20 CFR 678.410; 34 CFR 361.410; 34 CFR 463.410; and TEGL 17-16, RSA TAC IT03, and OCTAE Program Memo 17-3, Infrastructure Funding of the One-Stop Delivery System (p. 7)]

Infrastructure Costs

Non-personnel costs that are necessary for the general operation of the one-stop center, including but not limited to applicable facility costs (such as rent), costs of utilities and maintenance, equipment (including assessment-related products and assistive technology for individuals with disabilities), and technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities. Common identifier costs may be considered as costs of one-stop infrastructure.

[WIOA sec. 121(h)(4); 20 CFR 678.700(a)-(b); 34 CFR 361.700(a)-(b); and 34 CFR 463.700]

Additional Costs

Must include the costs of the provision of career services in Sec. 134(c)(2) applicable to each program consistent with Partner program's applicable Federal statutes and allocable based on cost principles of the Uniform Guidance at 2 CFR Part 200 and may include shared operating costs and shared services.

[WIOA sec. 121(h)(4); 20 CFR 678.760(a); 34 CFR 361.760(a); 34 CFR 463.760(a); and TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3, Infrastructure Funding of the One-Stop Delivery System (pp. 4-5, Attachment II)]

Shared Operating Costs and Shared Services

Shared operating costs and shared services costs may include costs of shared services that are authorized for and may be commonly provided through the one-stop Partner programs, including initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services, referrals to other one-stop Partners, and business services. [WIOA sec. 121(i)(2); 20 CFR 678.7600; 34 CFR 361.760(b); 34 CFR 463.760(b); and TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3, Infrastructure Funding of the One-Stop Delivery System (pp. 4-5, Attachment II)]

One-Stop Operating Budget

The one-stop operating budget of one-stop centers or American Job Centers (AJC) is the financial plan that the one-stop partners the CEO, and the Local WDB have agreed to in the MOU that will be used to achieve their goals of delivering services in a local area. The MOU must contain, among other things, provisions describing how the costs of shared services provided by the one-stop system and the

operating costs of such system will be funded, including the infrastructure costs for the one-stop system (WIOA sec. 121 (c)(2)(A) and 20 CFR 678.500(b)).

The one-stop operating budget may be considered the master budget that contains a set of individual budgets or components that consist of costs that are specifically identified in the statute: infrastructure costs, defined in WIOA sec. 121(h)(4); and additional costs which must include applicable career services and may include shared operating costs and shared services that are related to the operation of the one-stop delivery system and do not constitute infrastructure costs. These additional costs are described in WIOA sec. 121. The one-stop operating budget must be periodically reconciled against actual costs incurred and adjusted accordingly. This reconciliation helps to ensure that the budget reflect a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to the partner's use of the one-stop center and relative benefit received. The one-stop operating budget may be further refined by the one-stop partners, as needed, to assist in tracking their contributions. It may be necessary at times to separate the budget of a comprehensive one-stop center from a specialized one-stop center or an affiliate one-stop center.

One-Stop operating costs include infrastructure costs and additional costs which are made up of applicable career service, shared operating costs and shared services.

[TEGL 17-16, RSA TAC 17-031 and OCTAE Program Memo 17-3, Infrastructure Funding of the One-Stop Delivery System (pp. 3-4)]

Infrastructure Funding Agreement (IFA)

The EFA contains the infrastructure costs budget that is an integral component of the overall one-stop operating budget. The other component of the one-stop operating budget consists of applicable career services, shared operating costs, and shared services which are considered additional costs. While each of these components covers different cost categories, an operating budget would be incomplete if any of these cost categories were omitted, as all components are necessary to maintain a fully functioning and successful local one-stop delivery system. Therefore, the Departments strongly recommend that the Local WDBs, one-stop partners, and CEOs negotiate the IFA, along with additional costs when developing the operating budget for the local one-stop system. The overall one-stop operating budget must be included in the MOU. IFAs are a mandatory component of the local MOU, described in WIOA sec. 121 (c) and 20 CFR 678.500 and 678.755. Similar to MOUs, the Local WDB may negotiate an umbrella EFA or individual IFAs for one or more of its one-stop centers.

The Departments also consider it essential that the IFA include the signatures of individuals with authority to bind the signatories to the IFA, including all one-stop partners, CEO, and Local WDB participating in the IFA. Changes in the one-stop Partners or an appeal by a one-stop partner's infrastructure cost contributions will require a renewal of the MOU,

[TEGL 17-16, RSA TAC and OCTAE Program Memo 17-3, Infrastructure Funding of the One-stop. 17-18 and Attachment II]

Funding Types

Cash

- Cash funds provided to the Local WDB or its designee by one-stop Partners, either directly or by an interagency transfer, or by a third party.

Non-Cash

- Expenditures incurred by one-stop Partners on behalf of the one-stop center; and
- Non-cash contributions or goods or services contributed by a Partner program and used by the one-stop center.

Third-party In-kind

- Contributions of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, by a non-one-stop Partner to:
- Support the one-stop center in general; or
- Support the proportionate share of one-stop infrastructure costs of a specific partner.

[20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760]

(The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.)

Allocation

Allocation means the process of assigning a cost, or a group of costs, to one or more cost objective(s), in reasonable proportion to the benefit provided or other equitable relationship. The process may entail assigning a cost(s) directly to a final cost objective or through one or more intermediate cost objectives. [2 CFR 200.4]

Cost Objective

Cost objective means a program, function, activity, award, organizational subdivision, contract, or work unit for which cost data are desired and for which provision is made to accumulate and measure the cost of processes, products jobs, capital projects, etc. A cost objective may be a major function of the non-Federal entity, a particular service or project, a Federal award, or an indirect (Facilities & Administrative (F&A)) cost activity, as described in Subpart E—Cost Principles of this Part. See also SS 200.44 Final cost objective and 200.60 Intermediate cost objective. [2 CFR 200.28]

See Addendum I — IFA Worksheets

WDB-83 - MOREHOUSE PARISH (AJC)
INFRASTRUCTURE FUNDING PARTNERS

Partner Program	Administering Entity	Mandated Partner	Physically Co-located
WIOA Adult/Dislocated Worker/Youth	Workforce Development Board SDA-83, Inc. (WDB-83)	Yes	Yes
HPOG - PHOCAS	Workforce Development Board SDA-83, Inc. (WDB-83)	No	Yes (part-time)
Wagner Peyser	Louisiana Workforce Commission (LWC)	Yes	Yes
Jobs for Veterans	Louisiana Workforce Commission (LWC)		
Second Chance (Reentry Employment Opportunities)	Louisiana Workforce Commission (LWC)	Yes ¹	No
TAA	Louisiana Workforce Commission (LWC)	Yes	No
Unemployment Insurance (UI)	Louisiana Workforce Commission (LWC)		
Senior Employment	National Association for Hispanic Elderly (AYUDA)	Yes	No
Adult Education	Louisiana Delta Community College -Center for Adult Development	Yes	No
Vocational Rehabilitation Services	Louisiana Workforce Commission (LWC)	Yes	Yes
HUD Employment and Training	Housing and Urban Development (H UD) - Morehouse Council On Aging	Yes ²	No

National Farmworkers Jobs program (NFJP)	Motivation Education and Training, Inc. (MET)	Yes	No
Temporary Assistance for Needy Family (DCFS)	Department of Children and Family Services (DCFS)	No	No
Career and Technical Education - Perkins	Louisiana Delta Community College (LDCC)		
Employment and Training Activities CSBG	Pine Belt Multi-Purpose Agency	Yes ⁵	No
Employment and Training Activities Native American		Yes ³	No
Youthbuild		Yes ⁶	No
Job Corp	Louisiana Workforce Commission (LWC)	Yes ⁷	No
	Pine Belt Multi-Purpose Agency	Yes ⁸	No

¹No Second Chance program in service delivery area 83.

²HUD in Morehouse Parish does not engage in employment and training activities for program participants, therefore HUD is not considered a required partner.

³There are no Native American Programs in service delivery area 83.

⁴Job Corp Is not available in Morehouse Parish

⁵No Employment and Training Activities in CSBS are provided by Pine Belt Multipurpose Agency in Morehouse Parish

⁶No Youthbuild programs are available in service delivery area 83.

⁷No Job Corp services are available in service delivery area 83.

**MOREHOUSE PARISH AJC
OPERATING BUDGET**

WDB-83 Comprehensive American Job Center

Infrastructure	Facilities - Direct	Lease Direct Space	Direct Square Footage	14,792.82
Infrastructure	Facilities - Common Area	Lea s e- Common Area	Direct Square Footage	33,483.47
Infrastructure	Facilities Shared	Lease - Resource Area	Modified Direct Square Footage of space to non Co-located Partners	1,396.37
Infrastructure	Facilities - Shared	Lease- Career Center/Public RRs	Percentage of Total Staff Hours	10,327.34
Infrastructure	General Office Expense	Copier Rental/Maintenance	Percentage of Total Staff Hours	3,888.00
Infrastructure	General Office Expense	Postage Rental and Freight	Percentage of Total Staff Hours	
Infrastructure	General Office Expense	Telecommunications and Internet	Direct Square Footage	9,992.59
Infrastructure	General Office Expense	phone/ Internet Resource Room	Modified Direct Sq Ft w/Resource Room of Space Non Co-located	
Infrastructure	General Office Expense	Office Supplies	Percentage of Total Staff Hours	4,000.00

Infrastructure	General Office Expense	Building/Equipment Maintenance	Direct Square Footage	1,000.00
Infrastructure	General Office Expense	Fax Machine Rental	Percentage of Total Staff Hours	247.14
			Total Infrastructure Costs	80,518.73
Career Services	Shared Personnel Costs	Career Center Room Staff Salaries	Customers Served	35,508.10
Career Services	Shared Personnel Costs	Career Center Room Staff Salaries	Customers Served	*884.44
			Total Career Services	41,392.54

TOTAL OPERATING BUDGET 121,911.27

Total Cost By Allocation Base

Direct Square Footage	59,268.88
Mod Direct Sq Ft of Resource Rm to all MOU Partners	\$ 1,396.37
Percentage of Total Staff Hours	19,853.48

Addendum I -WDB-83 IFA Worksheets. (cont.)

Customers Served	41,392.54
GRAND TOTAL	\$121,911.27

* Utilities are included in the lease.

** Career Services have not yet been negotiated.

	Shared Budget		
COST AND EXPENSES	Cost Basis	Monthly	Annually
INFRASTRUCTURE			
Facility costs			
Rent - Direct Space	Direct Square Footage	1,232.74	14,792.82
Rent - Common Areas for Housed Partners	Direct Square Footage	2,790.29	33,483.47
Rent Shared Space Resource Room	Modified Direct Square Footage of Space to Non-Co-located Partners	116.36	1,396.37
Rent - Shared Space Career Center	Percentage of Staff Hours	860.61	10,327.34
		5,000.00	60,000.00
General Office Expenses			
Copier Rental & Maintenance Fees	Percentage of Staff Hours	324.00	3,888.00
Postage Rental and Freight	Percentage of Staff Hours	115.92	1,391.00
Telecommunications and Internet	Modified Direct Sq. Ft w/Resource Room of Space Non Co-located	832.72	9,992.59
Office Supplies	Percentage of Staff Hours	333.33	4,000.00

Addendum I -WDB-83 IFA Worksheets. (cont.)

Building/Equipment Maintenance	Direct Square Footage	83.33	1,000.00
Fax Rental & Operating Costs	Percentage of Staff Hours		247.14
TOTAL INFRASTRUCTURE COSTS		6,709.89	80,518.73
Career Services **			
Career Services Room Staff Salaries	Customers Served	2,959.01	35,508.10
Career services Room Staff Salaries	Customers Served	490.37	5,884.44
TOTAL SHARED COSTS			41,392.54
			121,911.27

WDB-83 MOREHOUSE PARISH AJC			
	Shared Budget		

** Career Services have not been negotiated			
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WDB-83 MOREHOUSE PARISH BCSC (AJC)					
Square Footage Payment Ratio					
	Number of Days	Direct Sq. Ft Assigned	% of Total	Non-Co-located	% Sq. Ft Resource Rm
Partner Program	Occupied per Week	Per Entity	Square Footage	Partners	to Non Co-located
WIOA Adult/Dislocated Worker/Youth	5	436	31.32%	0	0.00%
HPOG - PHOCAS	1	88	6.32%	0	0.00%
Wagner Peyser	5	406	29.17%	0	0.00%
Jobs for Veterans	0	0	0.00%	1	12.50%
Reentry Employment Opportunities	0	0	0.00%	0	0.00%
TAA	5	99	7.11%	0	0.00%
Unemployment Insurance (UI)	0	0	0.00%	1	12.50%
Senior Employment	0	0	0.00%	1	12.50%
Adult Education	0	0	0.00%	1	12.50%
Vocational Rehabilitation Services	4	99	7.11%	0	0.00%
HUD Employment and Training	0	0	0.00%	0	0.00%
National Farmworkers Jobs Program (NFJP)	0	0	0.00%	1	12.50%
Temporary Assistance for Needy Family (TANF-STEP)	5	264	18.97%	0	0.00%
Temporary Assistance for Needy Family (TANF-SNAP)	0	0	0.00%	1	12.50%
Career and Technical Education -Perkins	0	0	0.00%	1	12.50%
Employment and Training Activities CSBG	0	0	0.00%	1	12.50%
Total Direct Space Occupied		1392	100.00%	8	100.00%
	Square Footage	Cost Per Area	Cost Per Month		
Total Entity Direct Space	1392	\$ 20,247.41	\$ 1,687.28		
Total Common Area Used by Located Partners	2071	\$ 30,123.44	\$ 2,510.29		
Total Shared Area - Resource Rm Non-Co-located	96	\$ 1,396.37	\$ 116.36		
Total Shared Area - Career Center and Public RRs	566	\$ 8,232.78	\$ 686.07		
Total	4125	\$ 60,000.00	\$ 5,000.00		
Rent	\$ 60,000.00				
Cost Per Square Foot	\$ 14.55				

WDB-83 MOREHOUSE PARISH						
AJC						
Modified Square Footage						
Payment Ratio						
Resource Room						
Partner Program	Direct Sq. Ft. Assigned Per Entity	Allocate Resource Room Direct Sq Ft Non Co- located	Modified Square Ft Tele/Internet	% Modified Sq Ft Including Resource Room	Non Co-located Partners	Modified % of Resource Rm Non Co-located
WIOA Adult/Dislocated Worker/Youth	424	0,000	424.00	38.10%	0	0.00%
HPOG PHOCAS	88	0,000	88.00	7.91%	0	0.00%
Wagner Peyser	406	0,000	406.00	36.48%	0	0.00%
Jobs for Veterans		13.714	13.71	1.23%	1	14.29%
Second Chance Reentry Employment Opportunities		0,000	0.00	0.00%	0	
TAA		13,714	13.71	1.23%	1	14.29%
Unemployment Insurance (UI)		13,714	13.71	0.00%	0	14.29%
Senior Employment	0	13.714	13.71	100.00%	1	14.29%

Addendum I -WDB-83 IFA Worksheets. (cont.)

Adult Education	424	13.714	13.71	1.23%	1	14.29%
Vocational Rehabilitation Services	88	0.000	99.00	8.89%	0	0.00%
HUD Employment and Training	406	0.000	0.00	0.00%	0	0.00%
National Farmworkers -Jobs Program (NFJP)	0	13.714	13.71	1.23%	1	14.29%
Temporary Assistance for Needy Family (TANF-SNAP)	0	0.000		0.00%	0	0.00%
Career and Technical Education -Perkins	0	13.714	13.71	1.23%	1	14.29%
	0	0.000	0.00	0.00%	0	0.00%
Total Direct Space Occupied	1017	96.000	1113	100.00%	7	100.00%

Addendum I -WDB-83 IFA Worksheets. (cont.)

	Square Footage	Cost Per Atea	Cost per Month
Total Entity Direct S ace	1017	14,792.82	1,232.74
Total common Area Used by Located Partners	2302	33,483.47	2,790.29
Total Shared Area - Resource Rm Non Co-Located	96	1,396.37	116.36
Total Shared Area - Career Center and Public RRs	710	10,327.34	860.61
Total	4125	60,000.00	5,000.0
Rent	\$60,000.00		
Cost Per Square Foot	\$14.55		

¹Modified % Sg. Ft of Resource Room only to allocate resource room space to Non Co-located Partners.

² Modified % of Sq. Ft including resource room share to allocate telephone and Internet charges.

**g resource room share to allocate
rges.**

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WDB-83 MOREHOUSE PARISH A.JC

Customers Served in the Center (Estimate)

Partner Program	# of Customers Services.	% of Total Customers Served
WIOA Adult/Dislocated Worker/Youth	15	4.82%
HPOG - PHOCAS	16	5.14%
Wagner Peyser	261	83.92%
Jobs for Veterans	10	3.22%
Reentry Employment Opportunities	0	0.00%
TAA	0	0.00%
Unemployment Insurance (UI)	9	2.89%
Senior Employment	0	0.00%
Adult Education	0	0.00%
Vocational Rehabilitation Services	0	0.00%
HUD Employment and Training	0	0.00%
National Farmworkers Jobs Program (NFJP)	0	0.00%
Temporary Assistance for Needy Family (TANF-STEP)	0	0.00%

Addendum I -WDB-83 IFA Worksheets. (cont.)

Temporary Assistance for Needy Family (TANF-SNAP)		
Career and Technical Education -Perkins	0	0.00%
Employment and Training Activities CSBG	0	0.00%
Total Customers Served by Partner	311	100.00%

Addendum | WDB,,83 IFA Worksheets. (cont.)

WDB-83 MOREHOUSE PARISH AIC
Monthly Allocated Share of Total Costs by Partner

			6	7	8	9	10	11	12	13	14	15	16	17	19	20	21
COST AND EXPENSES	Total Shared Costs	Allocation Base	WDB-83 WIOA Title I	WDB-83 PHOCAS	IWC Wagner Payne	IWC Jobs for Vets	IWC Re-Entry	IWC TAA	IWC UI	Senior Employment	Adult Education	IWC Voc Rehab	HUD	HFRP MET	TANF SNAP	LDCC Perkins	CDBG
INFRASTRUCTURE																	
<i>Facility costs</i>																	
Lease - Direct Space	\$ 1,232.74	Direct Square Footage	\$ 511.94	\$ 106.67	\$ 492.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130.00	\$ -	\$ -	\$ -	\$ -	\$ -
Lease - Common Areas for Housed Partners	\$ 2,790.29	Direct Square Footage	\$ 1,161.51	\$ 241.44	\$ 1,113.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 271.62	\$ -	\$ -	\$ -	\$ -	\$ -
		Modified Direct Square Footage of space to non-Collocated Partners	\$ -	\$ -	\$ -	\$ 16.62	\$ -	\$ 16.62	\$ 16.62	\$ 16.62	\$ 16.62	\$ -	\$ -	\$ 16.62	\$ -	\$ 16.62	\$ -
Lease - Shared Space Resource Room	\$ 116.36		\$ -	\$ -	\$ -	\$ 16.62	\$ -	\$ 16.62	\$ 16.62	\$ 16.62	\$ 16.62	\$ -	\$ -	\$ 16.62	\$ -	\$ 16.62	\$ -
Lease - Shared Space Career Center	\$ 840.61	% of Total Staff Hours	\$ 370.95	\$ 78.76	\$ 388.07	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22.83	\$ -	\$ -	\$ -	\$ -	\$ -
General Office Expenses																	
Copier Rental/Maintenance	\$ 240.75	% of Total Staff Hours	\$ 101.77	\$ 22.03	\$ 108.56	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6.39	\$ -	\$ -	\$ -	\$ -	\$ -
Postage and Freight	\$ 197.35		\$ 85.02	\$ 18.05	\$ 88.95	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5.23	\$ -	\$ -	\$ -	\$ -	\$ -
		Modified Direct Sq Ft w/Resource Room of Space Non-Collocated	\$ 315.64	\$ 65.51	\$ 302.24	\$ 10.21	\$ -	\$ 10.21	\$ 10.21	\$ 10.21	\$ 10.21	\$ 73.70	\$ -	\$ 10.21	\$ -	\$ 10.21	\$ -
Telecommunications and Internet	\$ 828.55		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	% of total Staff Hours	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Building/Equipment Maintenance	\$ -	Direct Square Footage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fax Machine/Operating Costs	\$ 22.91	% of total Staff Hours	\$ 9.88	\$ 2.10	\$ 10.93	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.61	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL INFRASTRUCTURE COSTS	\$ 6,289.46		\$ 2,562.51	\$ 534.55	\$ 2,504.20	\$ 26.83	\$ -	\$ 26.83	\$ 26.83	\$ 26.83	\$ 26.83	\$ 500.37	\$ -	\$ 26.83	\$ -	\$ 26.83	\$ -
Career Services																	
Career Services Center Staff Salaries	\$ -	Customers Served	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Career Services Center Staff Salaries	\$ -	Customers Served	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL SHARED COSTS	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL COSTS	\$ 6,289.46		\$ 2,562.51	\$ 534.55	\$ 2,504.20	\$ 26.83	\$ -	\$ 26.83	\$ 26.83	\$ 26.83	\$ 26.83	\$ 500.37	\$ -	\$ 26.83	\$ -	\$ 26.83	\$ -