

CITY OF SHREVEPORT
WORKFORCE INVESTMENT PLAN
PY 2011

**LWIA 71
PY 2011 PLAN**

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LOCAL WORKFORCE INVESTMENT BOARD 71 PY 2011 PLAN

PREFACE

Aligning our workforce and economic development efforts, assisting businesses grow by providing a skilled workforce, and helping jobseekers build a bridge to economic self-sufficiency through lifelong learning is part of Local Workforce Investment Board (LWIB, also referred to in this document as the Board) 71's vision of how the workforce investment system will help Local Workforce Investment Area 71 (LWIA 71, further referred to as the Area) attain its strategic goals. To achieve this goal, LWIB 71 has implemented demand driven strategies developed by the Louisiana Workforce Commission (LWC) to create an education and workforce training system that operates seamlessly to support lifelong learning for citizens and increases emphasis on workforce training focused on meeting the needs of business. With redesigned and reinvented employment and training services, service delivery has shifted from a task-based system to a process-based demand driven service delivery system. Through the shared vision of state and local elected officials, the Louisiana Workforce Commission, the Louisiana Workforce Investment Council, local workforce boards, economic development organizations, the education community, and faith/community based organizations, these goals can be achieved by integrating the services of the education and economic development systems with the workforce investment system.

In order to create a modern, skilled workforce capable of meeting current and future needs, the new direction is a customer-focused, demand-driven system which (1) meets the needs of job seekers by identifying the needs of business customer for new and upgraded workers and (2) meets the needs of business by identifying their job skill requirements and ensuring that the types of education and training provided meet these needs. This will enable workers to secure and retain jobs and advance in the workplace, while facilitating business growth. The system will encourage training programs to incorporate emerging and high growth job skills identified by businesses in flexible, responsive and timely training programs that meet the changing needs of businesses. To provide flexibility, maximum use of scholarships, also known as Individual Training Accounts (ITAs), and Employer-Based Training (EBT), also known as On-the-Job Training (OJT), will receive even greater emphasis to provide training in high demand/high growth occupations. In addition, the system will make maximum use of faith based and community organizations.

Common Performance indicators will be used to measure the effectiveness of each workforce development activity. To accomplish this goal, local measurable performance standards across programs, such as completion rate, placement rate, salary, and retention rate, using independently verifiable outcomes data are gathered through the Louisiana Virtual One Stop (LAVOS) internet based computer system. To ensure the system is demand driven, incentives will be based on integrated service delivery to businesses as well as performance data.

The goals and objectives of this plan are carried out at the Caddo Business and Career Solutions Center, referred to as the Center, conveniently located at 2900 Dowdell Street in Shreveport, Louisiana. At this location, local and state funded staff have been integrated into one of three service delivery teams: Membership, Skills Development, and Recruitment and Placement. This organizational structure reduces or eliminates duplication and inefficiency, reduces program costs, and provides seamless service delivery to two important customers: business and job seekers.

This plan is subject to modification in order to maintain flexibility in meeting the needs of job seekers and business customers, and to stay in compliance with all applicable laws, policies, and requirements at the local, state, and federal levels.

I. Local Vision

A. Describe your LWIA's vision for a local workforce investment system aligned with the Governor's Statewide Vision.

Governor Bobby Jindal took office in 2008 with a simple, clear mandate: Create an environment in Louisiana in which our businesses can grow and our people can prosper.

Governor Jindal's legislative plan to carry out his mandate was comprehensive workforce development reform, which he signed into law in July 2008. This reform requires Louisiana to build a demand driven system that supplies the workforce businesses need, when and where they need it. Implementation of this reform will be vitally important to the state for two reasons:

1. Finding qualified employees was identified as one of the top obstacles to business growth for existing Louisiana companies.
2. Workforce issues have been among the top two concerns for roughly 70 percent of Louisiana's business development prospects.

Initiatives within Louisiana's comprehensive workforce development reform will be both short-term and long-term, and will be focused in the following areas:

- Targeting and expanding community and technical college programs to prepare workers for demand occupations.
- Enhancing rapid response capacity to support business expansions and relocations.
- Realigning and integrating workforce programs at state and regional levels based on business input.
- Cultivating alternative career pathways.
- Increasing workforce participation.
- Reforming public education to better prepare students for the next level – jobs, job training or post-secondary education.

- Improve alignment of post-secondary educational institutions through reforms in their funding formulas.

Governor Jindal believes that meaningful business participation is key to the success of the workforce development system, as business and industry drive our system from the highest strategic level to the service delivery level in Louisiana's 18 workforce investment areas. At the strategic level, business and industry representatives make up the majority of our statewide Workforce Investment Council, which is responsible primarily for integration strategy and for occupational forecasting. Business and industry also make up the majority of each Workforce Investment Board, ensuring the responsiveness of our network of Business and Career Solutions Centers.

By putting the targeting and delivery mechanisms in the hands of business and industry, the Governor is building a sustainable workforce development system aimed directly at economic growth and job creation. This ensures maximum opportunities for job seekers.

Other Louisiana's workforce development reforms intending to lead to a sustainable, first-class system include:

- Funding post secondary education and job training based on performance and alignment with demand occupations identified by the WIC. This ensures job seekers will be prepared for their opportunities when they arise.
- Reforming K-12 education and expanding our workforce by recruiting from among those who are not fully engaged. This ensures over time that the Louisiana workforce system will produce enough job seekers to meet demand.

The workforce development reform initiatives were crafted with significant input or support at all levels of its development from many stakeholders, chief among them being:

- **The Louisiana Association of Business and Industry.** This organization was formed 30 years ago to unify business and industry in the state and represent them on legislative and other issues with a single voice. LABI helped identify key components of the reform plan.
- **Blueprint Louisiana.** This is a citizen-driven effort to identify and implement essential changes to fundamentally improve Louisiana. Blueprint Louisiana is a nonpartisan organization that is led and supported by business and community leaders from all regions of the state in hopes of better positioning the state for success and to making citizens proud to say, 'I live in Louisiana.' The Blueprint agenda contains many of the same components as the reform plan, and the organization helped generate support for it within the legislature and around the state.
- **The AFL-CIO.** This organization helped ensure that job seekers' interests were furthered by the legislation and its representative participated in the signing ceremony.

LWIA 71 shares Governor Jindal's vision for comprehensive workforce development reform in the state and is committed to making this vision a reality. Center staff work closely with the LWC in developing and carrying out strategies to successfully attain this important mission. The need for reform is especially evident in this region of the state where automobile and forestry products manufacturing, poultry processing, and other industries have experienced huge numbers of layoffs resulting in a very negative economic impact locally. Many of these jobs paid above average wage, therefore, the challenge will be to not only find employment for these workers, but also to assist them in securing employment at near their former wages.

B. What are LWIA 71's economic development goals for attracting, retaining and growing business and industry within the Area?

LWIA 71's economic development goals for attracting, retaining and growing business and industry within the area are in line with those of the state as a whole, which are listed below.

Louisiana's goals for economic development include:

- Increasing the state's economic competitiveness.
- Cultivating Louisiana's top regional economic development assets.
- Enhancing the competitiveness of local communities.
- Helping retain and expand existing businesses.
- Developing national-caliber business recruitment capabilities.
- Communicating Louisiana's recent economic successes.
- Cultivating small business and entrepreneurship.

While maintaining its effort to recruit out-of-state businesses, the Louisiana Department of Economic Development (LED) has made growing incumbent businesses its primary focus. This is a first in Louisiana and stems from Governor Jindal's firm belief and recognition that the greatest potential for job growth lies in home grown employers. For instance, small businesses in our state employ about 85 percent of Louisiana workers. This fact also has led to a very close working relationship between LED and LWC. LWC cannot place jobseekers in jobs without LED growing the economy, and the economy cannot grow unless LWC addresses Louisiana's workforce gaps.

C. Given that a skilled workforce is a key to the economic success of every business, what is the LWIA's vision for maximizing and leveraging the broad array of resources available in your region in order to ensure a skilled workforce for the region's business and industry?

With the realization of significant budget cuts, maximizing and leveraging area resources are more critical than ever to ensure there are adequate funds available to meet the needs of business and to maintain a sufficient pool of skilled workers. The more money saved, the more business customers and job-seekers can be served. Over the years, LWIA 71 has experienced great success in working with its private,

public, and non-profit partners in maximizing available funds. In addition, good communication between area partners has saved time and lessened duplication of efforts. One example is sharing assessment data rather than have clients tested for one organization, then tested again for the same information at one of its partners. LWIA 71 also makes use of Memorandums of Understanding (MOUs) to share common costs among the partners.

Trade Adjustment Assistance (TAA), and National Emergency Grants (NEGs) will allow even greater training opportunities to ensure a skilled workforce for Area business and industry. However, even with these additional funds, LWIA 71 is still committed to the maximization and leverage of funds with Area partners.

LWIA 71 recognizes the important role of the area's youth in ensuring a skilled workforce. Partners with experience in working with youth, such as the Caddo Parish School Board, Southern University Shreveport-Bossier campus, community-based organizations, and faith-based organizations have been contracted to work with area youth to prepare for the future. At-risk in-school youth receive leadership training, have access to mentors, can qualify for work experience, and receive other services aimed at keeping them in school. At-risk out-of-school youth receive basic skills and job-readiness training, can qualify for work experience, have the opportunity to transition to higher education or occupational skills training, can receive job development and job referral services, and receive other services to prepare them for the world of work.

Recently, LWIA 71 became a partner with The Educational Mission to Prepare Louisiana's Youth (EMPLoY). This program aims to better prepare struggling students for further education and careers. This effort is part of a larger initiative to stem the tide of high school dropouts in Louisiana. Recognizing the overlapping issues created by the high number of dropouts, leaders within Louisiana's Education Department, the Governor's Office, The Louisiana Workforce Commission, Louisiana Community Technical College System, The Louisiana Department of Corrections, Office of Juvenile Justice, and Louisiana Department of Social Services collaborated to develop a model built on shared resources, coordinated efforts and proven success.

The components of the pilot program are based on the successful Jobs for America's Graduates, or JAG, model. JAG has produced exceptional results in Louisiana with 90 percent of the at-risk, in-school students graduating with a diploma and 94 percent being placed in a full-time job. Results of the JAG dropout recovery program indicate that more than 50 percent of students receive a GED. Students participating in the JAG program are mentored toward earning a diploma or a GED, a work-ready skills certificate, a marketable skill, and work experience.

The primary difference between the JAG program and the EMPLoY program is the collaboration between agencies that will allow education leaders to more accurately identify local and regional workforce demands and industry support for work-study opportunities along with the capacity for training in high-demand careers at nearby LCTCS institutions.

EMPLoY allows students who are struggling to stay in school and see beyond their frustrations by connecting them with career possibilities and skills, thereby motivating them to earn their diploma or GED. Students in the EMPLoY pilot are receiving instruction through five essential components:

- Basic Skills Training toward a GED – intensive use of scripted curriculum that has been developed by the Department of Education in cooperation with the Recovery School District and aligned with GED/State Curriculum.
- Soft Skills Training and ACT Work Keys Assessment for attainment of a Work-Ready Certificate.
- Dual enrollment in Technical College and/or Industry Based Certification training.
- Participation in work-based learning (paid work experience). The LWC, as well as business and industry partners are helping to place students in jobs.
- Each student will have an adult mentor.
- The connection between WIC’s occupational forecasting activities and their role in driving funding for community and technical colleges is another critical integration component developed during the past year and being phased in beginning this summer. The first input into the LCTCS formula for the courses it will fund at its campuses across the state will be the list of demand occupations certified by the WIC. No longer will community and technical colleges be funded only on a per student basis. The new formula, which is being phased in, will encourage campuses to recruit students for the programs that will be funded, and they will be those programs aimed at preparing students for demand occupations.

D. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the LWIA’s vision for ensuring a continuum of education and training opportunities that support a skilled workforce?

A well-trained, well-educated workforce is the foundation of an economy that creates new jobs. Preparing the future workforce for the labor market will be a major challenge in the area of education. It is imperative that the local workforce system provide the type of educational and training services that will help to reduce drop-out rates and increase workforce skills. Providing tutoring services and study skills training will continue to be a major activity in addressing these concerns. LWIA 71 will continue to work closely with the local school system to support programs such as EMPLoY.

The economy of the area has traditionally been diverse, with manufacturing, healthcare, and service being the leading industries. However, over the last year, manufacturing has taken a big hit with a large number of layoffs at the General Motors plant and its suppliers. These lost jobs paid higher than the local average and many of the primary skills were unique to the automotive manufacturing industry. The challenge, therefore, is to not only make up these job losses, but also to provide the types of training that will bring these workers within range of their previous salaries. Labor Market Information (LMI) from the U.S. Department of Labor, the LWC, and local economic development entities, as well as the Eligible Training Provider List (ETPL), will be used to prioritize training in high demand jobs and those with substantial annual openings.

To provide this training, LWIA 71 will partner with the Louisiana Community and Technical College System, local colleges and community colleges, proprietary schools, apprenticeship providers, and businesses. The Incumbent Worker Training Program and the Employer-Based Training programs will be utilized for training workers on the job.

E. What is the LWIA's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the workforce investment system to continuously identify the workforce challenges facing the Area and to develop innovative strategies and solutions that effectively leverage resources to address those challenges?

The reform legislation makes the needs of business and industry the major driver of workforce development activities. Former LWC Executive Director Tim Barfield, the president of LCTCS, and representatives of several cabinet members toured the state in July and August 2008 to hear firsthand about the needs of business and industry and their thoughts about workforce development activities in Louisiana. The prime issues raised in every region of the state were that too many job seekers lacked soft skills, had substance abuse issues, lacked literacy and numeracy skills at a functional level, and that the labor pool was too small. They also said the state should do more to address what they perceived as workforce crisis.

Those meetings led the LWC to host two major workforce summits in October and November 2008, one in Monroe in Northeast Louisiana and one in Lafayette, in South Louisiana. LWIB 71 staff, business leaders, and economic development representatives from the Area attended the Monroe meeting. Current LWC Executive Director Curt Eysink is continuing to hold these workforce summits throughout the state, the latest in Region 7 being held in November of 2010.

The summits also included breakout sessions on soft skills, growing the Louisiana workforce and regional needs, including occupational forecasting. Participants helped develop work plans for themselves, the LWC and other partner agencies to address their major challenges. Surveys of summit participants showed their response to be overwhelmingly positive.

F. What is the LWIA's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, youth with disabilities, and other youth at risk?

LWIA 71 recognizes that preparing the future workforce begins while youth are still in school. While the local school board has career-related programs for elementary and

middle school youth, once students reach age 14 they can be considered for WIA youth career preparation services, if eligible. Priority for service is given to youth who are considered at risk and most in need of assistance. This group includes out-of-school youth who lack a high school diploma or GED, who have a high school diploma or GED but who have reading and math skills below 9th grade level, youth with no marketable work skills, and youth who are offenders, homeless, in foster care, aging out of foster care, have disabilities. In-school youth who fall in the categories above will receive those service geared toward keeping them in school. Included are students enrolled in the EMPLoY program, who are participate in paid work experience in their areas of career interest while still in high school.

Out-of-school youth are provided with basic skills enhancement, job-readiness, and occupational skills training that can be taken concurrently or consecutively, depending on their Individual Services Strategies. In addition, out-of-school youth who receive a GED during their tenure on the program are eligible to receive a \$250 incentive. This incentive has proven to be very successful as exemplified by the increases in GEDs awarded to Area participants since the inception of the program. Both in-school and out-of-school youth are made aware of and encouraged to access the services provided by Louisiana Youth Works on LAVOS.

II. Local Workforce Investment Priorities

Identify the LWIA's key workforce investment priorities for the Area's workforce investment system and how each will lead to actualizing the governor's vision for workforce and economic development. (§§ 111(d)(2) and 112(a).)

LWIA 71's workforce investment priorities for the Area mirror Governor Jindal's workforce investment priorities that are captured in the comprehensive workforce reform legislation approved in 2008. The reforms include short-term and long-term initiatives in the following areas:

- Targeting and expanding LCTCS programs.
 - Restructure LCTCS funding formula to align enrollments with demand-driven workforce priorities at regional level.
 - Dramatically increase LCTCS enrollments.
 - Provide "Day One Guarantee" that workers with LCTCS degrees will meet job performance standards or be retrained for free.
 - Establish regional "centers of excellence" focused on key industries
- Enhancing rapid response capacity.
 - Establish a significant supplemental training fund to rapidly and strategically target LCTCS programs toward high-priority workforce needs.
 - Create "Fast Start" program to provide customized, turnkey workforce solutions for qualifying business development projects.
- Realigning and integrating federal workforce programs based on business input.

- Create high-profile, state-level Workforce Investment Council to work with LCTCS and WIBs to set training priorities according to regional, data-driven input.
- Integrate and coordinate other key workforce development programs and support services (e.g., vocational rehabilitation, LEAP).
- Develop robust capacity for market intelligence (i.e. current and future occupational demand).
- Cultivating alternative career pathways.
 - Aggressively expand career and technical education program offerings in public schools
 - Implement robust marketing/communications campaign to educate students and their families on viable career tracks that involve vocational and technical education
- Increasing workforce participation.
 - Launch national marketing campaign on pilot basis to recruit job-ready workers in high-demand areas from other states. The framework for such a campaign has been developed, but the downturn in the economy alleviated much of the need for it at this time.
 - Implement aggressive state and regional efforts to recruit targeted populations to workforce (e.g., unemployed or underemployed citizens)

Substantial implementation will result in significant increases in economic development and job opportunities. It will:

- Substantially increase our ability to retain existing businesses and attract new businesses.
- Increase the alignment between workforce programs and market demands.
- Dramatically increase compensation for tens of thousands of Louisiana workers.
- Create better job opportunities for workers currently in low-paying positions.
- Reduce the reliance on public assistance programs.
- Increase graduation rates at 4-year institutions.

III. Local Workforce Investment Board (LWIB)

A. Describe the organization and structure of the Local Board

The Local Workforce Investment Board is charged with the responsibility of administering a workforce delivery system that provides quality information and services for Area job seekers and business customers that are demand driven and customer focused. LWIB 71 will set policies that meet the requirements of the Workforce Investment Act of 1998. These policies include: (1) Promoting the development of a well-educated, highly skilled workforce through a comprehensive system; (2) Advocating for an integrated workforce development system; (3) Developing strategies that will address upgrading workforce skills. Staff of the Caddo Business and Career Solutions Center are charged with carrying out these policies.

The Board is comprised of members chosen from the public and private sector, with a majority business representation. They function as a “Board of Directors” focusing on strategic planning, policy development, and oversight of the local workforce investment system. The Chair and Vice-Chair of the Board are private sector representatives. A Youth Council, comprised of Board members, youth program participants, and parents of youth program participants, oversee administration of youth programs. An Executive Committee, chaired by the Board Chair or Vice-Chair, the Youth Council Chair, a public sector Board Member, and the WIB Director, are authorized by the Board to address emergency business between Board meetings. The Board convenes a meeting of its membership four times a year or one meeting per quarter.

The LWC has developed a training and a certification program for WIB members statewide. LWIB members participate in this program.

B. Identify the organizations or entities represented on the LWIB.

The entities that comprise the Board’s composition include representatives of businesses who have authority to make decisions for their organizations, representatives of labor organizations, economic development organizations, programs authorized under Title I of WIA: Adults, Dislocated Workers, Youth, and Job Corps. Other entities include Adult Education programs authorized under Parts A and B of the Title I Rehabilitation Act, Senior Community Services Employment Programs, Post-secondary Education under Carl D. Perkins Act, Community Services Block Grant Programs, Community-based Organizations, Department of Housing and Urban Development, Louisiana Rehabilitation Services, and Louisiana Department of Social Services. Women and minority business owners are also represented. **See Appendix A, Shreveport Workforce Investment Board Membership List.**

IV. Economic and Labor Market Analysis

A . What is the current makeup of the Area’s economic base by industry?

LWIA 71 has a diverse economy dominated by service, healthcare, and manufacturing industries. This diversity has helped stabilize the Area’s economy in the wake of the nation’s economic woes and the large number of local layoffs, particularly in the automotive manufacturing industry.

The following is a list of major industries in City of Shreveport LWIA. These industry figures are for the 2009 time period.

Rank	Industry Sector	Establishments	Employees
	Totals for Region 7	15,060	229,921
1	Health care and social assistance	1,483	43,986
2	Retail trade	2,178	28,467
3	Educational services	123	23,025
4	Accommodation and food services	992	20,880
5	Manufacturing	520	17,803
6	Construction	1,400	12,744
7	Public administration	452	10,889
8	Administrative and waste services	690	10,080
9	Wholesale trade	829	8,340
10	Professional and technical services	1,294	8,189

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program

B. What industries/occupations are projected to grow/decline in the short term and over next decade?

April 2010 Current Employment Statistics (CES) data, Not Seasonally Adjusted, in Shreveport-Bossier City MSA

Series Code	Title	April 2010 Employment	March 2010 Employment	April 2009 Employment	Over the Month Change	Over the Year Change
00000000	Total Nonfarm Employment	174,900	175,200	177,000	-300	-2,100
05000000	Total Private	139,000	139,200	141,100	-200	-2,100
06000000	Goods Producing	22,300	22,400	23,300	-100	-1,000
07000000	Service-Providing	152,600	152,800	153,700	-200	-1,100
08000000	Private Service Providing	116,700	116,800	117,800	-100	-1,100
10000000	Mining and logging	4,300	4,300	4,600	0	-300
20000000	Construction	8,300	8,400	8,500	-100	-200
30000000	Manufacturing	9,700	9,700	10,200	0	-500
31000000	<u>Durable Goods</u>	N/A	N/A	N/A	N/A	N/A
40000000	Trade, Transportation, & Utilities	33,100	33,200	33,400	-100	-300
41000000	Wholesale Trade	6,500	6,400	6,600	100	-100
42000000	<u>Retail Trade</u>	20,700	20,800	20,700	-100	0
43000000	Transportation, Warehousing, & Utilities	5,900	6,000	6,100	-100	-200
50000000	Information	3,100	3,200	3,500	-100	-400
55000000	Financial Activities	6,600	6,600	7,000	0	-400
60000000	<u>Professional & Business Services</u>	16,500	16,400	17,100	100	-600
65000000	<u>Education & Health Services</u>	26,600	26,600	26,200	0	400
70000000	<u>Leisure & Hospitality</u>	22,600	22,600	22,600	0	0
80000000	Other Services	8,200	8,200	8,000	0	200
90000000	<u>Total Government</u>	35,900	36,000	35,900	-100	0
N/A - Data not available						

Growth

Based on LWC 2006-2016 occupational projections for the Shreveport (Northwest) Region, the top ten growth occupations are:

- Retail Salespersons
- Cashiers
- Waiter and Waitresses
- Customer Service Representatives
- Registered Nurses
- Laborers and Freight, Stock, and Material Movers, Hand Truck Drivers, Heavy and Tractor-Trailer
- Elementary School Teachers, Except Special Education
- Office Clerks, General
- Janitors and Cleaners, Except Maids and Housekeeping Cleaners

As evidenced by the growth occupations listed above, the growth industries will continue to be services and healthcare, as listed below:

- Leisure and Hospitality
- Services-Providing
- Education and Healthcare

Two emerging industries are motion picture production and mining, notably exploration of oil and gas related to the recently discovered Haynesville Shale play.

Decline

Due to the recent large number of layoffs at the General Motors plant in Shreveport and its parts and services suppliers, occupations in the automotive manufacturing industry are expected to decline. At the present time, General Motors and the federal government are negotiating to keep the corporation solvent. There are plans to close more plants. If the Shreveport plant is closed, it will be devastating to the local economy in addition to its employees. It is possible this entire industry will disappear from the Area. Occupations in businesses that provide goods and services to General Motors, such as food service, security, printing, office supplies, and others, will also see a decline in occupations.

C. In what industries/occupations is there a demand for skilled workers and available jobs both today and projected over the next decade? In what numbers?

The following skilled workers currently in demand and projected to remain in demand over the next decade, with the annual demand listed are:

Registered nurses	240
Truck Drivers, heavy and tractor-trailer	190
Elementary teachers	160
Bookkeeping/accounting clerks	130
Licensed practical nurses	120
Secondary school teachers	110
Heating and A/C installers/repairers	60
Carpenters	60
Maintenance and Repair Workers	60
Accountants and Auditors	50

D. What jobs/occupations are most critical to the Area’s economy?

Recognizing that all legal jobs are essential to the Area’s economy, the most critical jobs are those essential to keep a community thriving. They include the foundation jobs found in government, education, social services, healthcare, as well as the higher paying jobs found in manufacturing and other industries. These include:

- Teaching Occupations
- Skilled Trade Occupations
- Professional Occupations
- Healthcare Occupations
- Higher Level Manufacturing Occupation
- Government Occupations

E. What are the skill needs for the available, critical and projected jobs?

Technical requirements for current jobs and developing new jobs mandate that our workforce participate in life long learning in order to consistently upgrade their skills. The local school board needs to continue and improve upon exposure to the world of work and career exploration that students receive K-12. Colleges, community colleges, the Louisiana Community Technical College System, proprietary schools, and apprenticeship programs must stay in tune with the demands of business and industry and be flexible and timely in recognizing the need to develop new programs to meet these demands.

G. Is the Area experiencing any “in migration” or “out migration” of workers that impact the labor pool?

In migration to the area is usually due to job transfers, such as with General Motors and other companies. There also been some in migration due to Hurricanes Katrina and Rita. While the majority of evacuees have left the area, some have chosen to live in work in the Area. This group includes skilled, unskilled, technical, and professional workers. The Area has also experienced a temporary in migration of workers in the

Haynesville Shale play. After a rig is completed, many of these workers move on to the next rig which may or may not be in the Area. Some of these worker are from out of state.

Like the rest of Louisiana, the Area is experiencing an out migration of workers. Although the out migration is not substantial, given that the Area already is in need of skilled workers or workers who can receive skill training, any diversion of workers outside the Area must be minimized. Improvements in the local educational system, more attractive skill training programs, and higher paying jobs are factors that can stem the outward flow of much needed workers.

H. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps is the Area experiencing today and what skill gaps are projected over the next decade?

One skill gap that is being addressed by LWIA 71 is in the healthcare field. With a large number of hospitals, clinics, doctor offices, and nursing homes, there is a constant need for Registered Nurses and Licensed Practical Nurses. Recognizing this need, LWIA 71 has been proactive in reaching out to potential nurses and providing funds for their training. More than 50 nursing students are currently in training, and plans are to attempt to increase this number. The vast majority of students remain in the area following graduation.

One complaint of local employers is they cannot find workers to fill positions due to the inability of the applicant not being able to pass a background check or drug screening. They indicate that they can train them if they can pass these prerequisites for employment. This is a separate concern from the recurring complaint that employers cannot find skilled workers. LWIA 71 can provide training to help remedy the complaint of unskilled workers. But overcoming the barriers of negative background checks and testing positive for drug/alcohol will take a rethinking on the part of potential workers and their chosen lifestyles. Staff at the Caddo Business and Career Solutions Center provide job search counseling and make referrals to community organizations that provide substance abuse counseling.

I. Based on an analysis of the economy and the labor market, what workforce development issues has the Area identified?

In July and August 2008, former LWC Executive Director Tim Barfield, the president of LCTCS and representatives of several cabinet members toured the state to hear firsthand about the needs of business and industry and their thoughts about workforce development activities in Louisiana. The prime issues raised in every region of the state were that too many job seekers lacked soft skills, had substance abuse issues, lacked literacy and number skills at a functional level, and that the labor pool was too small. They also said that the state should do more to address what they perceived as a workforce crisis.

J. What workforce development issues has the Area prioritized as being most critical to its economic health and growth?

LWIA 71's workforce investment priorities for the Area mirror Governor Jindal's workforce investment priorities that are captured in the comprehensive workforce reform legislation approved in 2008. The reforms include short-term and long-term initiatives in the following areas:

- Targeting and expanding LCTCS programs.
 - Restructure LCTCS funding formula to align enrollments with demand-driven workforce priorities at regional level.
 - Dramatically increase LCTCS enrollments.
 - Provide "Day One Guarantee" that workers with LCTCS degrees will meet job performance standards or be retrained for free.
 - Establish regional "centers of excellence" focused on key industries

- Enhancing rapid response capacity.
 - Establish a significant supplemental training fund to rapidly and strategically target LCTCS programs toward high-priority workforce needs. \$10 million of state funds were placed into this fund.
 - Create "Fast Start" program to provide customized, turnkey workforce solutions for qualifying business development projects. Approximately \$3 million of state funds were dedicated to this effort.

- Realigning and integrating federal workforce programs based on business input.
 - Create a high profile, state-level Workforce Investment Council to work with LCTCS and WIBs to set training priorities according to regional, data-driven input.
 - Transform the Louisiana Department of Labor into the Louisiana Workforce Commission charged with integrating and overseeing the workforce development system.
 - Integrate and coordinate other key workforce development programs and support services (e.g., vocational rehabilitation, LEAP).
 - Develop robust capacity for market intelligence (i.e. current and future occupational demand).

- Cultivating alternative career pathways.
 - Aggressively expand career and technical education program offerings in public schools
 - Implement robust marketing/communications campaign to educate students and their families on viable career tracks that involve vocational and technical education

- Increasing workforce participation.

- Launch national marketing campaign on pilot basis to recruit job-ready workers in high-demand areas from other states. The framework for such a campaign has been developed, but the downturn in the economy alleviated much of the need for it at this time.
- Implement aggressive state and regional efforts to recruit targeted populations to workforce (e.g., unemployed or underemployed citizens)

V. Overarching Local Strategies

A. Identify how the Area will use WIA title I funds to leverage other Federal, State, local and private resources in order to maximize the effectiveness of such resources and to expand participation of business, employees, and individuals in the Statewide workforce investment system?

In addition to WIA Title 1 funds, the Area has received Trade Adjustment Assistance (TAA) and National Emergency Grant (NEG) funds. Participants will be dually enrolled in all programs in which they are eligible. Following U.S. Department of Labor guidelines, TAA funds will be the first source of payment, followed by NEG funds, with WIA being the last source of payment, as applicable. WIA funds will be leveraged with funding from other programs such as Incumbent Worker Training Program (IWTP), Pell, Louisiana Rehabilitation Services, Veterans benefits, scholarships, and other agency funding.

B. What strategies are in place to address the national strategic direction discussed in part I, the Governor’s priorities, and the workforce development issues identified through the analysis of the State’s economy and labor market?

LWIA 71’s strategies are in line with the LWC’s strategic direction to ensure the full spectrum of community assets are used in a demand driven integrated seamless service delivery system with consistency in policy and service. Using workforce information developed through LWC and Economic Development, the state is identifying (1) workforce needs in high growth/high-demand/economically critical industries and the necessary preparation required to succeed in those occupations and (2) an understanding of the workforce challenges that must be addressed to ensure a prepared and competitive workforce.

- Targeting and expanding LCTCS programs.
 - Restructure LCTCS funding formula to align enrollments with demand-driven workforce priorities at regional level.
 - Dramatically increase LCTCS enrollments.
 - Provide “Day One Guarantee” that workers with LCTCS degrees will meet job performance standards or be retrained for free.
 - Establish regional “centers of excellence” focused on key industries

- Enhancing rapid response capacity.
 - Establish a significant supplemental training fund to rapidly and strategically target LCTCS programs toward high-priority workforce needs. \$10 million of state funds was placed into this fund.
 - Create “Fast Start” program to provide customized, turnkey workforce solutions for qualifying business development projects. Approximately \$3 million of state funds was dedicated to this effort.

- Realigning and integrating federal workforce programs based on business input.
 - Create high-profile, state-level Workforce Investment Council to work with LCTCS and WIBs to set training priorities according to regional, data-driven input.
 - Transform the Louisiana Department of Labor into the Louisiana Workforce Commission charged with integrating and overseeing the workforce development system.
 - Integrate and coordinate other key workforce development programs and support services (e.g., vocational rehabilitation, LaJET and STEP).
 - Develop robust capacity for market intelligence (i.e. current and future occupational demand).

- Cultivating alternative career pathways.
 - Aggressively expand career and technical education program offerings in public schools
 - Implement robust marketing/communications campaign to educate students and their families on viable career tracks that involve vocational and technical education

- Increasing workforce participation.
 - Launch national marketing campaign on pilot basis to recruit job-ready workers in high-demand areas from other states. The framework for such a campaign has been developed, but the downturn in the economy alleviated much of the need for it at this time.
 - Implement aggressive state and regional efforts to recruit targeted populations to workforce (e.g., unemployed or underemployed citizens)

C. What Area strategies are in place to ensure sufficient system resources are being spent to support training of individuals in high growth/demand industries? or expected to grow.

LWIA 71 monitors Labor Market Information on LAVOS to stay current on high growth/demand industries. The Eligible Training Provider List (ETPL) is used to determine which training programs in these industries are eligible for scholarships (ITAs) and are in demand. No funds can be expended unless the program is in demand. Higher demand industry occupations receive priority for funding.

The Incumbent Worker Training Program is used to fund employee training in demand occupations.

D. Describe the Area's strategies to promote collaboration between the workforce system, education, human services, juvenile justice, and other systems to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment.

Through LWIB 71 and its youth council, programs are being integrated and coordinated to both provide youth with the resources and skills necessary to succeed in the local economy and assist in closing the poverty gap in this state. The system will broaden and enhance youths' connections to post-secondary education opportunities, leadership development activities, mentoring training, community service, and other community resources. LWIA 71 works with juvenile justice to assist incarcerated youth being paroled back to their local area with WIA youth programs. As the youth is connected to their parole officer, they will register in LAVOS and be linked to a supportive adult in the Caddo Business and Career Solutions Center to help them determine if employment and/or training/education is appropriate. This will assist them in linking career planning and goal setting as part of their reattachment process. LWC has implemented a Youth Portal on its website to display workforce information in a format appropriate for younger users linking career planning in high school and reattachment to education for out of school. Caddo Business and Career Solutions staff work with youth 18-21 who apply for unemployment insurance and invite them to become Center members in order to provide them with linkages to high demand/growth occupations and assist them in building career plans that provide training and entry to jobs with career ladders.

LWIA 71 supports the LWC's vision to create a future for Louisiana's youth by creating a system that provides the right interventions at the right time, ensuring Louisiana youth acquire the necessary skills for success in education and employment, and businesses gain a skilled workforce. The guiding principles/goals of this vision are:

1. A System Dedicated to the Success of Young People

All young people will have access to a wide range of "youth-friendly" services and activities which provide "just in time" service interventions, training, and supports which guarantee successful transition into adulthood. Youth will have positive interactions with peers and knowledgeable, caring adults in success-oriented environments which foster holistic educational, leadership and employment skills development.

2. A System Designed by Young People

Young people are active partners in the design of the system and feel a keen sense of ownership in their community. Youth are empowered to take leadership roles in defining the full range of services that are responsive to both their needs and wants.

3. A System that Includes an Emphasis on Out-of-School Youth

For those young people who have dropped out of school or completed high school but lack employability skills, we will assist them in establishing a career path to further education and a rapid attachment to work. The system will continue to assist youth build transferable skills through post employment strategies not only on their first job, but also their second job and beyond, including service interventions that assist young people attain, retain, and advance to better jobs. The system will design interventions that provide employability and skills training to succeed at each step of a young person's career development.

4. A System that is Locally Driven

To transform our current system, we will develop progressive programming strategies within each of the defined workforce investment areas. Proactive Workforce Investment Boards and Youth Councils will spearhead the governance of the system by taking a clear, no-nonsense approach to identifying and addressing youth issues. These governing bodies will oversee the system by convening partners and advocating strong youth policy and quality programming practices.

5. A System of Committed Partners

No single agency or system partner can single-handedly achieve our vision. It will require all youth-oriented programs and providers to rally together in support of our vision. All partners must come to the table with their expertise in youth programming, putting aside individual interests. We must develop strong linkages among partners to optimize human and financial resources, create a continuum of service interventions and leverage funds to ensure a variety of educational, developmental, and employment-related activities and service interventions are accessible to all youth.

6. A System Responsive to Business Needs

In order for our system to lead to quality employment outcomes, local business participation in the design and delivery of programming activities is essential. Business can greatly benefit the system by articulating the skills young people need for success in the work world, share with education and training providers how these skills are used in real work situations, and help us understand the opportunities available to first time job seekers and the skill needed for next jobs as young people develop their individual career paths.

7. A System Built on Promising Practices

Louisiana has invested a great deal in changing the way we do business as it relates to youth education and development. From education reform efforts to Tech Prep to employment and training activities, many innovative designs and practices have proven successful. Our goal now is to bring together all of the

quality practices of Louisiana's workforce investment system as well as build on lessons learned from other states and communities.

8. A System Committed to Continuous Improvement

The needs of young people and the needs of business are constantly moving targets. What we develop as a system today will not be the system of tomorrow. Partners in the system must have commitment to collecting feedback from its customer groups (young people and business), using customer feedback to make modifications to program design and service interventions, and responding to economic and environmental variables. We must start with the best of what we know about youth development today and make it even better for the future.

E. Describe the Area's strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them.

Like other LWIBs in the state, Louisiana's dynamic new Ethics Reform law has had some unintentional consequences for LWIB 71. Under Louisiana's new Ethics law, all LWIBs created by two or more political subdivisions, or established by a single parish governing authority with a population in excess of 200,000, must file Financial Disclosure forms with the Louisiana Ethics Administration. The Financial Disclosure Form must include not only information concerning the employment and source of income of the board member, but also of the board member's spouse. LWIB 71 is affected by this new law. As a result of the financial disclosure requirement of both the LWIB member and the member's spouse, some members resigned from the Board and other qualified applicants have turned down nominations to serve on the Board thus making it difficult to find members to serve on LWIB 71. This unintended result has caused an examination as to whether this Legislation may need to have limited amendments to avoid a negative impact upon LWIBs

F. Describe how the Area will take advantage of flexibility provisions in WIA for waivers?

LWIA 71 plans to continue making use of those waivers that will improve the delivery of services to its job seekers and business customers and facilitate the continuous improvement of an integrated workforce system. Recommendations on new or continuing waivers have been submitted to the LWC.

VI. Major Area Policies and Requirements

A. What Area policies and systems are in place or planned to support common data collection and reporting processes, information management, integrated service delivery and performance management?

LAVOS is Louisiana's mechanism to track activities and outcomes for various programs including but not limited to: WIA, Wagner Peyser, STEP, TAA, Rapid Response the Veterans Program along with employer services. The system will be linked to the Unemployment Insurance program to provide access to services for all UI claimants and data and wage record information for the system. It is the intent to facilitate addition exchanges with the education community through the LAePortal. All workforce system customers both in Business and Career Solutions and through the Internet have access to real time employment and training information providing for integrated service delivery. Linked to workforce information, including wage, growth, and job skill requirements, job seekers can make informed career decisions matching their interests, skills, work habits, Work Keys scores, and financial needs to specific training and employment opportunities in their area. All USDOL funded programs have the capacity to share information and leverage resources providing customers with seamless service delivery. This common data collection enables Louisiana to fully implement the common measures.

B. What Area policies are in place to promote efficient use of administrative resources such as requiring more collocation and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or requiring a single administrative structure at the local level to support local boards and be the fiscal agent for WIA funds to avoid duplicative administrative costs that could be used for service delivery/training?

The Caddo Business and Career Solutions Center is the collocation site that delivers integrated workforce system services to job seekers and business customers. The service integration and system alignment model has reduced program requirements, made more efficient use of limited resources, and equalized work across staff. Co-housed in this facility are locally-funded WIA staff, Wagner Peyser staff, and Veterans Program staff. Workforce partners include staff from the Job Corps, Louisiana Rehabilitation Services, Caddo Community Action Agency, and the Older Workers Program. Additionally, an LWC Youth Compliance Officer, an LWC Field Monitor, LWC ORS Staff, an LWC UI Law Judge, and LWC Field Audit Unit are present in the Center. When needed, temporary space is available for Rapid Response staff. Partners share the operational costs of the Center.

LWIA 71 shares the LWC Office of Workforce Development's goal is to be proactive in responding to economic drivers by implementing service delivery strategies that (1) eliminate duplication of services and reduce Administrative overhead through the integration of WP/WIA delivery systems, (2) ensure that the business needs of hiring, retention, training, and advancement of workers is the driving force for a system design and (3) connect businesses who are looking for qualified workers and individuals seeking employment. In order to meet business needs (the demand side of the equation) all job seekers (the supply side of the equation) must have access to the value added workforce development services that build the skills necessary to enter or advance in the labor market based upon these business requirements.

In order to ensure that OWD is aligned with both the federal/USDOL and the Governor's workforce development priorities and with business as the primary customer, the LWIA's are charged with the responsibility of ensuring that LWC services are business customer focused and outcome based. Consequently, OWD must ensure that structures are in place so that a quality connection is made between businesses looking for qualified workers and individuals seeking gainful employment

Historically most One-Stops were viewed as Unemployment Offices with the primary function being the registration and processing of unemployment claims. Consequently, job seekers and employers seeking labor solutions didn't view the Career Solution Centers as a relevant resource and were not being adequately served. As part of the transformation process, much focus has been placed up providing critical employment and talent development needs through One Stop facilities, aided greatly by technological advances which facilitate UI claims in a more automated fashion. The redesign of services to meet the critical needs of both job seekers and businesses in Louisiana has been well received, with ongoing enhancements in the form of staff training and facility improvements factoring into the improvements.

C. What Area policies are in place to promote universal access and consistency of service statewide?

LWC's Office of Workforce Development initially implemented an integrated policy guidance system that provides the same information to all state and local staff. The Program Advisors assigned to work in specific LWIAs are now working with all programs including Wagner-Peyser and Veterans Programs to provide consistency in technical assistance. LWC is developing a staff-training institute for workforce development staff. Courses are developed to meet the needs of the collective workforce development system and its partners. Integrated team based service delivery provide an increased opportunity for true universal access. The State will continue to develop and refine strategies to meet the needs of targeted populations in its workforce system.

LWIA 71 follows the lead of the LWC which has developed a series of policies (Policy 9 series) outlining the standardization of OWD's Integrated Service Model Work Processes in order to fully develop a seamless integrated system. The goal of the OWD redesign project is (1) the restructuring of the delivery of employment and training services to eliminate duplication of services, (2) ensuring that the business needs of hiring, retention, training and advancement of workers is the driving force for a system design and (3) connecting businesses who are looking for qualified workers with individuals seeking employment. This strategic vision required alignment of workforce services functions across Wagner Peyser and WIA programs.

D. What policies support a demand driven approach, as described in part I, to workforce development such as training on the economy and labor market data for local Board and One-Stop Career Center staff?

In accordance with requirements of WIA to ensure that workforce-training dollars are expended on training that leads to occupations with expected growth, Forecasting Legislation, Act 743 of the 2008 regular legislative session established the Occupational Forecasting Conference (OFC). OFC is charged with the task of projecting job growth and demand for the purposes of state planning and budgeting. The official information disseminated by the Conference includes projections for the state as a whole, as well as for the eight regional labor market areas (RLMAs). The OFC provides recommendations to the Workforce Investment Council for consideration in establishing acceptable standards for defining occupations in demand.

This infrastructure has been integrated into the on-line application used for WIA program eligibility. Program information that is entered by the school also contains information on occupations that are related to the training. Those occupations that have been determined as demand are designated with a red check mark. This assists case managers and WIA customers in making appropriate training decisions.

In addition, the entire demand list will be available on LWC's website at http://www.laworks.net/qm_LMIOccDemandList.asp for the state and the eight RLMAs.

In order to align the State with the national demand driven strategic direction to prepare workers for new and increasing opportunities in high growth/high demand occupations the OFC will reevaluate the current demand occupations policy. These criteria will reflect occupations that require post-secondary training and meet a minimum wage level that will be determined by the OFC.

Workforce information will be developed to meet the needs of many end users such as, economic development to attract new business and develop lay off avoidance measures, and in education policy, and career information. Information is available in various formats to meet customer needs and expectations.

E. What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship program and the Job Corps are fully integrated with the State's One-Stop delivery system?

Staff at the Caddo Business and Career Solutions Center have received staff development training about the integration of registered apprenticeship, pursuant to the USDOL TEGL 02-07. In addition, a Program Compliance Officer is housed in the Center and serves a resource for youth and apprenticeship program information. Reorganization of the Apprenticeship Division has also occurred, in order to align the program more closely and facilitate the active integration of WIA services on the state level as well as the local level.

LWC's Scorecard staff has gone to great lengths to ensure that the Statewide Eligible Training Provider List (EPTL) contains a broad array of apprenticeship programs. On-going meetings have been held with apprenticeship council members to obtain input on

their current student data collection procedures and challenges in order to fairly apply required program performance outcomes.

A Job Corps staff member, housed in the Center, serves as a resource staff and to youth customers. The Job Corps is also represented on the Board.

VII. Integration of One-Stop Service Delivery

A. What Area policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Center staff or development of a certification process for One-Stop Centers?

WIA and Wagner-Peyser staff at the Caddo Business and Career Solutions Center work in integrated teams providing seamless service delivery to job seeking and business customers. LWC has developed a strategic vision for USDOL funded employment and training services and integrated work processes that allows for local flexibility based on state policy guidance. Consolidation and integration empowers the WIA director to set the overall policy and vision for the operation of the program in the Center, within WIA and Wagner-Peyser regulations and in cooperation with the State. In the Center there is a connection, through electronic connectivity, of the One-Stop system and the community and technical college system. The Center provides the required core services to both job seekers and employers. To ensure consistency in the quality of service delivery, LWC has developed a new service matrix for all Business and Career Solutions Centers in the state. In addition, LWC is reviewing and revising a center certification policy with three levels of certification criteria. Participant flow in the Caddo Business and Career Solutions Center has been redesigned to meet the goals of LWC's strategic vision series of policies have been developed.

B. What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers?

LWC has established an integrated instruction process for all its workforce development programs. This ensures that all field staff are fully informed. All instructions, guidance and information are available through LWC's website. LWC is working with LWIA 71 to ensure all partner programs are fully informed of these policies and procedures. These policies include service delivery guidelines, regional and local planning guidance, regional and local incentive policies, policies regarding services to veterans and individuals with disabilities, and business service strategies. The LWC has developed regional planning guidance to assist areas in coordinating services and integrated strategies to meet the economic needs of their communities. LWC has issued a series of policies outlining the strategic vision for USDOL employment and training services and integrated work processes. LWC is implementing an enhanced focus on sector

strategies by developing industry and/or sector partnerships within regions to help facilities and measure progress toward targeted regional priorities. LWC will use a dual-customer approach emphasizing seamless career pathways offering support services that include needs-based payments for those engaged in priority or targeted training areas. LWC will develop and enhance “bridge programs” for educationally disadvantaged youths and adults that emphasize basic skills like communication, math and problem solving in the context of training for advancement to better jobs and postsecondary training.

C. What actions has the Area taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration?

In an effort to promote integration in its Business and Career Solutions Centers, the LWC is examining local infrastructure costs, partner participation and funding structures. LWIA 71 has received guidance related to cost allocations, and is responsible for reviewing the MOUs and providing the administrative office with a cost allocation plan according to either staff percentage or square footage. The plan is submitted quarterly, and will be reviewed periodically to ensure that the costs are distributed on an equitable basis.

The results are leading to better collaboration and improved cost allocation and MOU models, and provision of a seamless delivery of quality services at the One-Stop center level. The LWC will work with all the partners to develop the infrastructure for a fully supported One-Stop system.

D. How does Area ensure the full array of services and staff in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly?

All of the agencies in Louisiana involved in workforce development have the same goal – to provide businesses with workers who possess the skills needed in today’s competitive economy. The Louisiana workforce commission’s vision is to be an indispensable provider of workforce solutions. The implementation of Louisiana’s National Career Readiness Certificate, powered by WorkKeys, provides a mechanism for all agencies to work together to ensure that program participants are credentialed and have the requisite skills necessary to ready for work. Job seekers can get the NCRC through the Business and Career Solutions system. Those in need of assistance to upgrade their skills work with Adult Education and the Community and Technical College System. LWC has a major goal of raising awareness of the NCRC in the business community. Integrating the NCRC into job vacancies, job search and training prerequisites links all entities as a common language in the preparation of job seekers to meet business needs.

VIII. Administration and Oversight of Local Workforce Investment System

A. Local Area Designations

LWIA 71 is one of eighteen local workforce investment areas. These eighteen areas are consistent with the eight regional labor market areas to ensure regional coordination and collaboration. LWIA 71 is located in Region 7 with LWIB 70. See **Attachment B, Workforce Investment Area by Region.**

Each LWIA must be recertified every two years following a review by the WIC of the local area's Workforce Board and Youth Council composition and performance for the preceding two years.

B. Workforce Investment Boards

Key Principles regarding Local Workforce Investment Board Implementation

Strong, business-led boards are essential in order to provide leadership in developing a comprehensive workforce investment system at the local level. In accordance with Act 743 of the 2008 Regular Legislative Session, a WIB shall be comprised by a majority of individuals in the business community. Members should be key principles with decision making authority and represent high demand industries within their respective areas. The majority of membership and the chair should be from private sector and be appointed by the chief elected official. The Board shall develop and regularly upgrade performance measures to assess the effectiveness of workforce training and employment in its area to ensure outcomes consistent with statewide goals, objectives, and performance standards established by LWC. The governor deems it important that these boards demonstrate, on a local level, that our nation's workforce development system has undergone significant change since the passage of the Workforce Investment Act. As a result, local boards have a widening, broader scope of influence on the management of Louisiana's workforce development system and all workforce education and training resources within a geographic area.

Local boards are encouraged by the WIC to focus their activities on strategic, not operational, management of the local system. This allows for a wider range of key partners to help shape a clear, local vision in a way that is not only consistent with the governor's goal but also is responsive to local needs. These boards are selected based on key principles established by the governor, in partnership with the Commission.

The following are key principles for member appointments to LWIBs by local chief elected officials:

Each LWIB must have a majority of business representatives and the balance of representation from education, organized labor, all One-Stop partners, community-

based organizations, economic development agencies and others, utilizing the following guidelines:

- Business representatives are appointed from among nominations by business and trade organizations, each of which may submit a list of up to three nominees for consideration. The chief elected official appoints:
 - at least one member who represents a woman-owned business; and
 - at least one member who represents a minority-owned business.
- Business representatives selected represents the varied employment opportunities/industries in the area and should be owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority.
- There should be representatives of the local education community. Of the members appointed, the local chief elected official appoints at least one member from each of the following:
 - a local public education entity (K-12, including adult education and literacy)
 - a post-secondary entity

The K- 12 education representative(s) is appointed by the chief elected official from a list of up to three nominees, jointly agreed upon by school superintendents in the area.

The post secondary education representative is appointed by the chief elected official from a list of up to three nominees, jointly agreed upon by local post-secondary entities.

- Representatives of each of the One-Stop partners in their local workforce investment area is appointed by the chief elected official from among a list of up to three nominees, submitted jointly by the participating One-Stop partners, identified through the local memorandum of understanding. Louisiana Rehabilitation Services (LRS) is a member of each LWIB. Under Section 121(b) U)(A) of the WIA, CAP is a required member of the system, the Commission and LWC has worked with CAP, the local chief elected officials and the LWIBs to define their local representation and add members to appropriate LWIBs.
- The representative(s) of labor organizations is appointed from among a list of up to three nominees, submitted jointly by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees.
- The representative(s) of community-based organizations is appointed from a list of up to three nominees, submitted jointly by area community-based organizations, including organizations representing people with disabilities and veterans.

- The representative(s) of economic development agencies is appointed from a list of up to three nominees, submitted jointly by area economic development agencies, including private sector economic development entities.
- Other individuals or representatives of entities that the chief elected official deems to be appropriate may also be appointed.

These representatives may serve in a capacity that enables one person to be responsible for multiple categories.

The structure of this One-Stop partner committee would have to be approved by the state Workforce Commission. Current requirements result in large, unwieldy boards that experience difficulties conducting business. One reason for the large number of public sector members is the requirement that each local board must contain at least one member representing each One-Stop partner. This has the potential to require 17 public and a matching 17 private sector members, before the other required members are factored in. The large number of public sector members is one of the reasons private sector members frequently do not attend meetings. The One-Stop partners already meet as part of Business and Career Solutions committees to discuss workforce development issues, coordination and organization as part of the MOU process.

Regional planning shall be a required activity of LWIBs within each designated labor market planning area so businesses will be able to deal with a single point of contact rather than multiple sites with different rules and forms and improve coordination with regional economic development partners. As part of LWC's initiative, all LWIBs in the state are developing regional business sector services and strategies delivered by integrated teams through the Business and Career Solutions system.

Some of the duties of the LWIBs, in partnership with the CEO, shall include:

- Development of local/regional plan
- Selection of the Business and Career Solutions Centers operator
- Selection of Youth providers
- Identification of eligible training providers
- Program oversight
- Negotiation of local/regional performance measures
- Development of employer linkages

The CEO in the local area shall serve as the grant recipient and shall be liable for misuse of grant funds allocated to the local area. To assist in the administration of grant funds, the CEO may designate an entity to serve as a local grant sub-recipient for such funds or as a local fiscal agent. Such designation shall not relieve the local Chief Elected Official of liability for any misuse of grant funds.

C. Local Planning Process – Describe the state’s mandated requirements for LWIAs strategic planning. What assistance does the State provide to local areas to facilitate this process?

- **What oversight of the local planning process is provided including receipt/review of plans and negotiation of performance agreements**
- **How does the local plan approval process ensure that local plans are consistent with state performance goals and state strategic direction**

LWC, in coordination with the Workforce Investment Council, provides policy guidance related to the development of local plans. Each area has written a unified local plan including WIA, Wagner Peyser, Veterans, TAA, Rapid Response, LEAP and any other program as appropriate. The planning instructions follow the USDOL Unified Planning Guidance aligned with the Louisiana State Plan and the national strategic vision. In addition, regional plans will build on these local plans. Areas participating in a regional planning process would not be required to also submit a local plan in addition to regional plan. The State is currently analyzing demographic and prior performance information in anticipation of performance negotiations with USDOL. Local and regional performance negotiations with local boards will take place after federal negotiations. State technical assistance staff work with local areas as they write these new plans. An integrated plan review team reviews all local plans prior to final submission and provides comments and recommendations. Reviewers ensure that local plans address all requirements and are consistent with the USDOL and the State’s strategic vision. LWC and the Workforce Commission will work with the LWIBs to become more strategic than programmatic by providing assistance to the boards to write strategic plans in a similar manner as the state.

D. Regional Planning

- **Describe any intra state regions and corresponding performance measures**
- **Include discussion of purpose of these designations and activities that will occur to help improve performance (regional planning/info sharing and/or coordination activities such as sharing LMI or coordinating support services across boundaries of local area**

To streamline Louisiana’s system of workforce development programs and make them more responsive to regional/parish needs and economic development priorities, the Workforce Commission has implemented the development of joint regional plans by the Local Workforce Investment Boards within each Labor Market Area.

1. Joint regional planning process. LWC has established and issued criteria and a plan outline for joint planning by all Workforce Investment Boards within each Labor Market Area; with input from workforce training partners in conjunction with the local plan requirements.

2. Regional plan components. LWC has developed recommended components for the regional plan; including, but not limited to:

- a. A method to use forecasting information, labor market information and employer surveys to identify demand occupations, identify academic/workplace competencies needed, and jointly prioritize or rank order training needs in the Labor Market Area
- b. A commitment to focus all publicly funded education, employment and training programs on educating and training clients for jobs with career advancement pathways and higher levels of compensation
- c. The negotiating of regional performance measures
- d. A process for determining a minimum percentage of funding for training
- e. A process for the coordination of multiple Business and Career Solutions centers within the Labor Market Area
- f. A commitment to align training programs
- g. A plan for working with other agencies and organizations to coordinate transportation, child care, and other support services
- h. A process for determining the criteria for Regional Incentive Grants
- i. A regional leadership strategy to identify emerging issues, developing regional support strategies as needed, and keeping pace with federal and state regulations on changes,
- j. A plan for developing uniform criteria and application procedures among multiple WIBs in a region to ensure easy access to programs by business

In summary, the LWC charges regional planners with jointly planning workforce development programs that:

- (1) better respond to industry demand,
- (2) maximize clients' career and earning potential, and
- (3) recover the investment in these programs in the form of revenue to the State.

The entire Business and Career Solutions delivery system is being developed through a regional planning effort. There will be at least one comprehensive Business and Career Solutions center in each LWIA. Each parish within the region will have at least a point of contact center providing access to limited services and access to information on the system. This will allow customers to make informed choices about service delivery options. Employer services will be provided through the LWIA Business Services Sector Teams. This coordination process will ensure that labor market information, training

needs, employment opportunities, etc., is shared among all partner entities. Each partner entity in the region will be involved in a regional planning process.

E. Allocation Formulas

The formulas set forth at sections 128 and 133 of WIA will be utilized to allocate funds to local areas for PY09. The hold harmless provisions will be applied in order to ensure that there will be no significant shifts in funding levels.

Adult funds will be allocated to the local areas in accordance with the following formula, as specified in section 133(b)(2)(A); to ensure that adult funds are distributed equitably throughout the state:

- 33 1/3% on the basis of the relative number of unemployed individuals in areas of substantial unemployment in the local workforce investment area, compared to the total number of unemployed individuals in areas of substantial unemployment in all local workforce investment areas in the state;
- 33 1/3% on the basis of the relative excess number of unemployed individuals in the local workforce investment area, compared to the total excess number of unemployed individuals in all local workforce areas in the state; and
- 33 1/3% on the basis of the relative number of disadvantaged adults in the local workforce investment area, compared to the total number of disadvantaged adults in all local workforce investment areas in the state.

Youth funds will be allocated to the local areas in accordance with the following formula, as specified in section 128 (b)(2)(A), to ensure that youth funds are distributed equitably throughout the state:

- 33 1/3% on the basis of the relative number of unemployed individuals in areas of substantial unemployment in the local workforce investment area, compared to the total number of unemployed individuals in areas of substantial unemployment in the state;
- 33 1/3% on the basis of the relative excess number of unemployed individuals in the local workforce investment area, compared to the total excess number of unemployed individuals in the state; and
- 33 1/3% on the basis of the relative number of disadvantaged youth in the local workforce investment area, compared to the total number of disadvantaged youth in the state.

Dislocated Worker funds will be allocated to the local areas in accordance with the following formula, pursuant to section 133(b)(2)(B) of the WIA:

- Unemployment Concentration —25%

The 12-month average for the most recently completed October-September fiscal year will be used showing the unrounded number of persons unemployed by parish within each LWIA.

- Insured Unemployed without earnings - 20%

The 12 month average for the most recently completed October-September fiscal year showing the number of continued claims filed without earnings for the reference week that includes the last day of each month. Data is also by parish within the LWIA.

- Exhaustees (Long-Term Unemployed) — 25%

This is long-term unemployment data that refers to claimants who received a final payment in unemployment benefits. Data is by parish and is an annual average for the most recently completed fiscal year.

- Permanent Mass Layoffs and Plan Closings (PMLPC) — 10%

Data used was taken from the total number of separated workers for all recordable layoffs by parish for the most recently completed October-September fiscal year. A mass layoff is defined as one in which 50 or more unemployment insurance claimants filed for benefits against a certain company within a 3-week period and remained unemployed for 30 days or more. If there were no separations or PMLPC firms in a parish, was shown for that parish.

- Declining Industries — 15%

Since data on all parishes from the suggested CES Program do not exist, covered employment from the ES-202 Program was used to identify industries that showed a decline in employment for the four year period ending in March of the prior fiscal year. Decreases in employment for all industries within a parish were totaled and that figure was used toward the allocation of funds for that parish and LWIA.

- Farmer/Rancher Economic Hardship — 5%

Numerical difference between the last two Census of Agriculture to determine decline in hiring farm workers.

F. Provider Selection Policies

- **Identify policies/procedures, to be applied at local level, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities**

LWC has been designated as the agency responsible for the SCORECARD system that is used to determine the selection of service providers for Individual Training Accounts. LWC has worked with local workforce boards, training service providers, business, labor

organizations and other state agencies in the development of policies and procedures for determining the initial and continuing eligibility for local level training providers.

Policy procedures on becoming an eligible training provider are revised and approved by the Louisiana Workforce Investment Council each calendar year and made available to all stakeholders. The policy outlines the types of training providers and training services that are eligible to be on the State Eligible Training Provider List (ETPL). The Local Workforce Investment Boards are responsible for notifying entities in their areas of the opportunity to apply for status as approved training providers. Prospective training providers are required to submit an application for each individual program or course of study to be offered, for each physical location. Applications are considered by the applicable LWIB(s) within the regional labor market area in which the provider/program is geographically located.

At this time, Louisiana is discussing ETPL reciprocal agreements with neighboring states. Louisiana currently has such an agreement with Mississippi and is working to establish agreements with other neighboring states.

Providers of distance learning programs may apply to the RLMA from which they anticipate receiving the most students. For subsequent re-certification, the provider will apply to the RLMA from which it received the most WIA Title I-B participants.

Upon review of the completed applications submitted by training service providers in its local area, the LWIB records its approval or disapproval of the application, including the reasons it was rejected. A determination must be made no later than 60 days from receipt of the application by the LWIB. Training programs/providers will appear on the statewide ETPL of certified training programs after LWC verifies the eligibility, or 30 days have elapsed, whichever occurs first. LWC will compile and publish the statewide list.

The Louisiana Workforce Investment establishes the state minimum performance levels, as indicated below.

Current Minimum Performance Standards for 2009 are:

Program Completion Rate: (30%)

Employment Rate: (50%)

Wages at placement: (\$8.00 per hour or more)

LWC collects all the required student data in order to calculate performance outcomes. The employment and wage outcomes are verified through Unemployment Insurance Wage Records. These outcomes are posted to the web application by the State.

If a training program fails to meet the required minimum level of performance for employment, the training provider will have the opportunity to provide the LWIB with verifiable documentation regarding the employment status of students who exited the program.

The requirement for performance data may be waived by LWC for new providers only, upon a show of good cause. A "new program" has been defined as a program that did not exist in the previous year for a unique training provider, CIP code and degree type.

A “new program” will be required to submit performance data for the first year in which adequate performance of program graduates is available. In addition, existing private and non-private training providers that are applying for eligibility for the first time and have not previously collected individual records based on Social Security Numbers shall also be considered a “new program”.

All reasons for requesting a waiver of the performance data requirements must be adequately documented. The training provider must provide detailed justification for missing or incomplete data necessary to calculate the performance measures.

- **Describe how state solicited recommendations from local board/training providers/public including business/labor orgs, in development of these policies/procedures**

The Louisiana Workforce Commission receives feedback from the LWIAs throughout the eligibility year regarding program eligibility of training providers in their area. The Office of Occupational Information Services unit facilitates the application process and provides technical assistance to the LWIAs and the training providers in order to maximize the number of programs that are eligible to be placed on the Eligible Training Provider List.

The LWC brings issues as well as recommendations to the Workforce Investment Council in order to maximize the number of occupational training programs that can potentially be available to our customers.

Initial eligibility determination:

1. A post secondary institution that is eligible to receive Federal funds under title IV of the Higher Education Act of 1965 and an entity that carries out programs under the Act of August 16, 1937 (commonly known as the “National Apprenticeship Act”) shall include submission of an application to the Local Workforce Investment Board. Applications submitted and approved during the latter part of 2009 and in 2010 and were placed on the State ETPL will continue eligibility through December, 31, 2010.
2. Any other public or private provider of a program of training services shall include submission of an application to the Local Workforce Investment Board accompanied with performance information. Applications submitted and approved during the latter part of 2009 and in 2010 and were placed on the State ETPL will continue eligibility through December 31, 2010.

Programs that are not described under initial eligibility determination section (1.) or (2.) must apply for eligibility following the process outlined in this policy.

In an effort to promote quality training, the Louisiana Workforce Council has approved a state minimum wage at placement performance level of \$8.00 an hour for programs providing training funded through WIA during calendar year 2008. However, to ensure that adequate training opportunities are available for all job

seekers that receive WIA Title I training dollars, the WFC has authorized each LWIB to approve programs that offer training in demand occupations in their region below \$8.00 an hour. Each LWIB must determine if these training programs that lead to employment in demand occupations are Pell eligible, non-credit or registered apprenticeship and are essential to the economy in their region. If the LWIB determines that specific training programs below \$8.00 wages at placement should be included on the ETPL, the LWIB Director must contact OWD's MIS Director to ensure these programs are included on the ETPL. Each LWIB must document the rationale for inclusion of each program below \$8.00 an hour wage at placement on the ETPL.

- **Describe how state will update and expand ETPL to ensure it has the most current list of providers to meet the training needs of customers?**

Louisiana has implemented a single statewide internet-based application that is used by all training providers seeking approval by the LWIAs to provide WIA Title 1-B funded training in their local area. This statewide, standardized system eliminates duplication and provides uniformity in the provider information gathered for the statewide list.

The provider list is maintained by LWC and available in all Business and Career Solutions, via the Internet, through LWC's Louisiana Virtual One-Stop System. The system currently displays information on all training providers in the State, including contact information, course offerings, tuition, related occupations with designations by those occupations that have been defined as demand, supportive services such as child care, transportation, financial aid, job placement, etc. The scorecard information indicates the performance of the provider.

- **Describe procedures the Governor has established for providers to appeal a denial of eligibility, termination of eligibility or other action by the board or agency. Procedures must include opportunity for hearing and time limits to ensure prompt resolution.**

Determinations by a LWIB(s) that a complete application submitted by a training provider does not meet the eligibility requirements (as set forth in the WIA, Public Law 105-220, Final Regulation dated August 11, 2000, or state policy), result in the LWIB issuing a written determination (denial notice) denying the application, within 30 days. A separate denial notice is required for each training program being denied. Such denial notice shall be delivered by certified mail, return receipt requested, to the training provider.

The denial notice shall clearly display the "date mailed" and shall clearly identify the program that was denied and the specific reason(s) for the denial. The denial notice shall also clearly state that the training provider has the right to appeal the LWIB's decision within 30 days of the date the denial notice is received.

A training provider may be denied certification for a training program for the following reasons:

- The application is not complete;
- Performance data is not included with the application;
- Performance data does not meet state minimum standards;
- Any requirement for training providers listed under the WIA or established by state policy has not been met.

Denial of Training Programs by the LWIB

Local Level Review – Training providers have 30 days from the receipt of the denial notice in which to file an appeal to the LWIB. The request for appeal must clearly identify the program denial that is being appealed and the reason for the appeal. Such appeal must be submitted in writing. The LWIB must issue a decision within 60 days after the appeal was filed. The LWIA must provide opportunity for a hearing and send the decision to the training provider by certified mail or hand delivered with a signature verifying receipt. If the training provider is not satisfied with the LWIB decision, an appeal may be filed with LWC.

State Level Review – The training provider will have 30 days from receipt of the LWIB decision to appeal to LWC. The appeal must be submitted, in writing, within 30 days of receipt of the LWIBs decision and must include a copy of the LWIBs decision. Within 60 days of receipt of the appeal an opportunity for a hearing will be provided and a decision will be issued to the training provider and a copy sent to the LWIA. Decisions rendered by LWC are final and may not be appealed to the U. S. Department of Labor.

Denial of Eligibility, Suspension and/or Termination by the State

LWC also has the responsibility to remove training providers/programs from the certified training provider/program list under the following conditions (documented proof that these conditions exist must be provided by the WIB):

- ◆ If it is determined that the training provider intentionally supplied inaccurate information; the termination will remain in effect for a minimum of two years.
- ◆ If it is determined that the training provider substantially violated any requirement under WIA or state policy;
- ◆ For failure to reapply under Subsequent Eligibility Procedures. If training providers do not reapply, they will be removed from the list.

- **Describe the competitive/non-competitive processes used at state level to award contracts/grants for WIA title I activities including how potential bidders are made award of availability of grants/contracts**

The competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under Title I of WIA are prescribed under “Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments” which is codified in USDOL regulations at 29CFR part 97.

All procurement transactions will be conducted in a manner providing full and open competition consistent with the standards at 29CFR97.36, including proper notice to potential bidders. When procuring property or services under WIA, the State will follow the policies and procedures it uses for procurements from its nonfederal funds (LSA-R.S. 38 and 39, as applicable). These state level policies and procedures are very similar to those set forth at 20CRF97.36 identified below. Other grantees and sub grantees will use their own procurement procedures that reflect applicable State and local laws and regulations, provided that the procurements conform to applicable federal law and the standards identified at 29CFR97.36.

Non-competitive processes used at the State level to award grants and contracts for youth and adult activities under Title I of WIA are as follows:

(A) Contracts for social services that would include adult and youth activities under Title I of WIA, may be awarded without the necessity of competitive bidding or competitive negotiation only if the director of the office of contractual review determines that any one of the following conditions is present. The using agency shall document the condition present and such documentation shall be part of the contract record submitted to the office of contractual review.

1. The services are available only from a single source (sole source). Sole source procurement shall be determined by the director of the office of contractual review. A contract shall also be considered as sole source if a request for proposals is issued and only one or no proposals are received.

2. The State legislature has made an appropriation for that particular contractor or contractors via the appropriation bill or other statutes.

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 accordance with the State to provide the particular service involved in the contract.

4. Local matching funds of greater than ten percent of the contract amount are required to be contributed by the contractor. Such matching funds may be in the form of cash, certified expenditures or in-kind contributions, where applicable to the funding source.

5. 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.

6. 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 director of the office of contractual review.

7. The total contract 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.

8. The contract is with another governmental entity or governmental body.

9. Funds are specifically designated by the federal government for a particular private or public contractor or political subdivision.

10. The contract is with a social service contractor who supplies services under a contract in existence as of November 30, 1985, as long as such contractor continues to supply substantially the same services and the using agency certifies:

- (a) The services are satisfactory.
- (b) They intend to continue contracting with that contractor.

(B.) If none of the conditions given above are determined by the director of the office of contractual review to be present in a contract for social service, then that contract shall be awarded through a request for proposal process, under rules and regulations issued by the office of contractual review.

For social service contracts not qualifying under the non-competitive procedures adequate public notice of the request for proposals shall be given by advertising in the official journal of the State, in the official journal of the parish in which the services are to be performed and such other newspapers, bulletins, or other media as are appropriate in the circumstances. Such advertisements shall appear at least twice in the official journal of the State and twice in the official journal of the parish. If the services are to be performed in or made available to residents of a multi-parish area, advertising in the official journal of the State and in one or more newspapers of general circulation in the State at least twice shall be sufficient to meet this requirement. In all cases, the first advertisement shall appear at least fourteen days before the last day that the proposals will be accepted. In addition, written notice shall be mailed to persons, firms, or corporations who are known to be in a position to furnish such services, at least fourteen days before the last day the proposals will be accepted. This last requirement is subject to reasonable limitation at the discretion of the using agency.

Local workforce investment areas will describe their procurement policies in their local WIA plans. These policies will conform to the standards identified at 29CRP97.36. Based on recommendations of the youth councils, local boards will identify eligible providers of youth activities by awarding grants or contracts on a competitive basis utilizing the local procurement policies described in their plans. LWC has requested a waiver, described elsewhere, to allow LWIAs to use the ETPL to select training providers to provide ITAs for out of school and older youth and youth 16-17 years of age.

Institutions of high education, hospitals, and other non-profit organizations are required to follow OMB Circular A-110 that is codified in the USDOL regulations at 29CFR part 95.

In addition to the requirements at 29CFR 95.48 and 29CFR 97.36(i), all procurement contracts and other transactions between local boards and units of State or local governments shall be conducted only on a cost reimbursement basis. No provision for profit shall be allowed.

- **Identify criteria used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to**

identify effective and ineffective youth activities and providers of such activities.

LWC provides local workforce boards with this information on performance outcomes on skill training providers. Local boards using youth funds to provide skill training to older youth (19-21), out of school youth and youth aged 16-17 will be encouraged to follow the same criteria as outline in the ITA system policy.

Each local workforce board has developed an RFP policy, using this and other local data to identify effective and ineffective basic skills, dropout prevention and work readiness type programs. LWC has provided local workforce investment areas with a model RFP and REP policy and procedures guide. LWC has recommended that the local boards and youth councils use Title I funds to help fully develop the youth system to meet the ten WIA program elements by working with consortiums of service providers to provide service solutions not stand alone programs. As local youth councils and boards develop community-wide strategies that address youth development principles, they are encouraged to look at the following to identify effective and ineffective youth activities and providers:

- Quality Management in programs characterized by sound management, experience, and capabilities
- Youth Development programs exhibiting a conscious and professional reliance on the ten required WIA program elements
- Workforce Development programs that connect youth to the workforce, make appropriate use of training, workplace exposure and work experience, consistently emphasizing the connection between learning and work
- Evidence of success in programs that collect and made credible use of performance data and other outcome measures that reflect their operational effectiveness.

The state is asking for an extension of the waiver to allow use of Eligible Training Provider System for Older and Out-of-School Youth. In addition, the state is asking for a waiver to allow youth participants 16 to 17 years of age to use Individual Training Accounts. The Eligible Training Provider System requires that training providers meet rigid requirements for certification to provide training for Adult and Dislocated Workers. Louisiana believes that the Older Youth, Out-of-School Youth and youth 16-17 years of age would benefit from the services provided by these certified training providers. Allowing the LWIBs to use the ETPL for Older Youth, Out-of-School Youth and youth participants 16-17 years of age will result in streamlining services and increasing flexibility. In addition it will help increase the number of participants who receive training and ensure that training services for youth will be available in a faster and more efficient manner. Many LWIBs find it difficult to secure training providers willing to competitively bid to provide youth training. In addition, the time period for matching training providers to youth who are in need is lengthened considerably. Use of the ETPL will improve youth services through increased customer choice in accessing training opportunities in demand occupations, increase the number of training providers for youth, provide

LWIBs more flexibility in securing training providers, promote better utilization of service providers in rural areas and eliminate duplicative processes for service providers thereby reducing administrative costs.

G. One-Stop Policies

- **Describe how services provided by each required and optional One-Stop partner will be coordinated and made available through the One-Stop system. Include how State will consolidate Wagner Peyser funds to avoid duplication of core services.**

LWIB 71 has been granted considerable authority and flexibility in determining how and to what level their required partners can be integrated into the Caddo Business and Career Solutions Center. Required partners provide a full array of services for all populations.

Required partners have representatives assigned to and housed within local Business and Career Solutions Centers on a full-time basis, or are connected electronically. Staff is fully integrated into operations and is available to service customers. Customers have numerous resources available to them through these collaborative partnerships.

Louisiana Rehabilitation Service maintains a part-time physical presence on scheduled days or times. In still other circumstances partners are linked electronically. This is normally determined by customer volume, geographic distance and availability of space or resources.

LWC took the first steps toward consolidation of WIA and Wagner Peyser by undertaking a reorganization of administrative office staff in the Office of Workforce Development. Duplicative staff positions were eliminated and responsibilities for tasks shared in common by both funding streams (e.g. fiscal, personnel, performance monitoring, etc.) were integrated. Savings realized from this streamlining process can be used for direct services. In an effort to better leverage available resources LWC has developed an Integrated Service Delivery Model and implementation policy for all 18 WIA areas. Under this model, the local WIA Directors provide a leadership role within their area. They are responsible for setting the overall policy and vision for the operation of programs in the Business and Career Solutions Centers in each local jurisdiction, within WIA and Wagner-Peyser regulations and in cooperation with the State. Following guidelines from LWC, based on Federal requirements and regulations, the local WIA Directors have been granted the flexibility to set the policies regarding local, integrated operations of LWC programs. The partnership between local WIA Directors and LWC ensures that applicable Federal and State guidelines and regulations are met and that the resource available meets the needs of their customers.

- **Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.**

LWC technical assistance staff housed in the administrative office, review performance reports and financial expenditure levels. The LWC Director of Field Operations works with the LWIAs to develop solutions to problems identified at the state or local level. The Director of Field Operations attends local board meetings and provides assistance and guidance. The MIS section has staff assigned to assist all LWC employment and training programs within each local workforce investment area. This integrated approach assists each LWIA understand their performance data, enter participant and employer data into the system, utilize reports, and use case management functions in the system. MIS staff works with the Director of Field Operations to provide solutions to local areas. This will provide a more integrated approach to service delivery.

LWC conducts quarterly programmatic, performance and fiscal reviews to ensure compliance with State and Federal regulations, determine if WIA funds are being fully utilized, and to determine if the full array of services is available to all populations in an integrated seamless manner. The Director of Field Operations works with the local WIA Directors to provide technical assistance as needed. The State also conducts the annual WIA Data Element Validation and uses these findings to provide necessary technical guidance and feedback to the locals.

LWC issues integrated policy guidance and assistance to the local WIA grant recipients, Wagner Peyser programs, and service providers. LWIBs are responsible for disseminating these instructions to their staff and service providers. LWC has developed a password accessible electronic extranet to provide access for LWIAs to directives, reports, training information and serve as a communication portal between the state and the LWIAs.

- **Identify any additional state mandated One-Stop partners and how their programs/services are integrated into the One-Stop Career Centers.**

There is currently a pilot project under way. This is a collaborative effort between the Louisiana Workforce Commission (LWC) and the Louisiana Department of Social Services (DSS) focused on the design and pilot testing of a practical operations model that would more effectively utilize available LWC and DSS resources to identify *job-ready* customers and efficiently place them into jobs that offer a reasonable opportunity/career path, given their individual capacities and needs. Key collaborators will include the business community and employers in the greater Lafayette metropolitan area – providing information and insight that helps define market demand for particular job skills and abilities. This pilot project will be limited initially to the pilot populations served through DSS and/or LWC offices established in Lafayette Parish. The following specific customer/program populations within LWC and DSS will participate in this pilot project:

- LRS – Vocational Rehabilitation Job Ready
- OFS – STEP and LaJet (TANF/Food Stamp clients)
- OCS – Youth transitioning out of Foster care

- LWC – UI (unemployment)
- One Stop Job Ready in Lafayette
- Out of School Youth
- SES (Child Support)– Non-custodial Parents

The primary goal of this project is to successfully pilot a replicable model for identifying *job-ready* customers across agencies and program populations and to coordinate state and federal resources to more expeditiously and efficiently place them appropriately into jobs that offer a path to self-sufficiency and career opportunity. The initial rollout will take place this summer, with follow-up areas adopting this model moving forward.

- **Oversight/Monitoring Process – describe criteria/procedures state utilizes to move system toward state’s vision and achieve goals identified above, such as use of mystery shopper, performance agreements**

To ensure the seamless delivery of effective and efficient services to LWIA and Business and Career Solutions customers, the State reviews both the operation and management of its Business and Career Solutions Centers and the function of Local Workforce Investment Boards.

There are specific regulations and pronouncements and circulars from the federal government that dictate the scope of the monitoring, and in some cases, how often they are monitored. Monitoring consist of programmatic review, financial review, Internal Controls review, and a review to ensure compliance with the uniform administrative requirements by conducting desk and on-site and monitoring.

Desk monitoring consists of quarterly or annual fiscal, programmatic and/or performance monitoring of *WIA* and/or *Wagner-Peyser* operations.

On-site monitoring consists of quarterly or annual fiscal, programmatic and/or performance monitoring of *WIA* and/or *Wagner-Peyser* operations and a review of how the grantees monitor their sub-recipients.

The analysis of the fiscal, programmatic and/or performance monitoring is developed in accordance with Federal rules and regulations by a team, which includes field staff, monitors, programmatic and fiscal specialists.

The **Compliance Division** of the Louisiana Workforce Commission/Office of Workforce Development is to serve as the monitoring agent for all *WIA* subrecipient grants, whereby conducting auditing/monitoring of fiscal and programmatic requirements. Compliance audits/monitoring are designed to provide reasonable assurance that an entity's program(s) outcomes and fiscal processes/reports conform to Federal/State, statutes and regulations. These reviews will serve as an early warning device, which will address problem areas before they become severe and provide for corrective action plans.

The **Management Information Systems (MIS) Division** of the Office of Workforce Development will serve as the monitoring agent for Data Validation of WIA and Wayner-Peyer subrecipient grants programmatic/performance requirements.

The **Integrated Field Services Division** of the Office of Workforce Development will serve as the monitoring agent for WIA and Wayner-Peyer subrecipient grants, whereby conducting monitoring of programmatic/performance requirements. LWIA and Business and Career Solutions Centers are monitored to:

- Ensure the Center is operating in compliance with WIA law and regulations;
- Ensure the services provided by the Business and Career Solutions centers meet a consistent level of quality across the State; and
- Identify best practices, which include policies, procedures, and structures that facilitate service delivery or remove barriers to the receipt of services.

WIA

Fiscal Monitoring

The **Compliance Division** will perform fiscal monitoring of selected reports to source documents including reviewing the primary fiscal system and any subsidiary systems used in the preparation of reports. A random sample of invoices is checked to ensure supporting documentation is present, costs are reasonable and allowable and payments are correct and timely.

Reviewing internal controls to ensure they are adequate including separation of duties and an adequate review and approval process.

Reviewing obligational controls to ensure the grantee neither over nor under commits or expends funds in completed during the period reviewed.

Programmatic Monitoring

The **Compliance Division** will perform programmatic monitoring which includes a review of the number of WIA Adults and Dislocated Workers in training, number of WIA Youth enrolled in programs, number of the most at-risk youth served, and whether the local area is meeting the WIA performance measures with the scope of the monitoring review.

A letter is developed for each local director, including areas of effective practice, potential problems and existing problems or concerns. If major problems are identified, a corrective action plan is required. As part of LWC monitoring activities, to ensure that all mandated One-Stop partners have a presence in the One-Stop Delivery System.

Programmatic Monitoring – Data Validation

The **Management Information Systems (MIS) Division** will perform a data validation sample from the prior year is pulled for each local area using the

Mathematica Validation Software. Data is validated to ensure local areas are properly documenting services and outcomes. In addition, a sample of current participants is pulled and the same eligibility and services information is validated.

An in-depth review of the operation of the Business and Career Solution Centers will address staffing, customer flow, cost sharing, linkages and referral and level of involvement of the One-Stop partners. In addition a key component is observation of services including those provided at the Business and Career Solutions Centers and a sample of vendors. This observation includes: ensuring that Core services are universally and easily accessible, that customers needing Intensive services receive them in a timely manner and that staff are trained and knowledgeable about the services available through the Business and Career Solutions Centers as well as other community resources.

An Equal Employment Opportunity review is done. The review ensures that policies and procedures have been developed in accordance with EEO requirements. Participant data is reviewed to ensure there are equitable services and outcomes.

Grantee Sub-Recipient Monitoring

The **Compliance Division** will perform reviews of the grantee's sub-recipient monitoring instruments to ensure appropriate fiscal and programmatic areas are monitored. Obtain the list of sub-recipients that were monitored last year and the schedule of sub-recipients to be monitored during the monitoring period. Review a sample of the sub-recipient monitoring reports to include noting any problems identified and corrective actions taken by the local entity.

Reports

The **Compliance Division** will draft monitoring reports and hold exit conference within 30 days of the completion of desk review and on-site visit. Grantee has 15 days to respond to the report.

Issuance of final monitoring report which incorporates or takes into consideration the Grantee response to the draft monitoring report. This is completed within 60 days of the draft report.

Corrective action response within 15 days of receipt of final report, if corrective action is necessary.

Desk or on-site review, whichever is appropriate, to ensure corrective action steps are taken. The timeframe is dependent on the severity of the problem.

WIA and Wagner-Peyser

The **Integrated Field Services Division** will conduct programmatic/performance monitoring which includes a review of new job seekers, services received number of exiters and entered-employment and retention rates for both Wagner-Peyser and Veterans programs.

Programmatic monitoring includes the same in-depth review of Business and Career Solutions Centers as described for WIA entities.

Workforce Investment Board Monitoring and Oversight

Local WIB monitoring and oversight is designed to ensure local boards meet the membership and function requirements of WIA, Section 117. This is done through a biennial board recertification process. It is important that local boards serve as both change agents and drivers of the accountability effort at the local level. In order for the local board to successfully support integration and collaboration, the State must ensure the appropriate stakeholders are represented and the board is fulfilling its mandated role.

During the recertification process, the State Board reviews:

The composition of each local board and adherence to established membership criteria as outlined in Section 117 (b);

The satisfactory performance of required board functions as outlined in Section 117 (d);

The establishment and appropriate composition of a Youth Council or alternative entity, as specified in Section 117 (h), that carries out the required duties; and

The performance of the local area on WIA performance measures.

Local boards are recertified for a two-year period, unless they have failed to meet all established requirements. In such cases, the local WIB must develop an improvement plan to address any deficiencies and receive technical assistance from LWC. The State will monitor the local board's progress and, if satisfactory, will recertify.

I. Grievance Procedures

LWIB 71 follows grievance procedures established by the state. This policy establishes the procedure to receive, investigate and resolve grievances, and conduct hearings to adjudicate disputes made by WIA participants, applicants for participation, or others as required by Section 181 of the Act and according to the requirements of 20CFR667.600.

Coverage and Provisions

- Any participant, subgrantee, subcontractor, or other interested person may file a grievance alleging a violation of the Act, Regulation, or other agreements under the Act.
- Grievances alleging intimidation, coercion, or retaliation may be exempted from "exhaustion of local remedies" rule and filed directly at the Federal level.
- These procedures also provide for resolution of grievances arising from actions, such as audit disallowance's or the imposition of sanctions, with respect to audit findings, investigations or monitoring reports.
- Any employer-established grievance procedure shall provide for, upon request by the grievant, a review of an employer's decision by the LWIA Grant Recipient and the State.

- Upon enrollment in a WIA program, each participant shall be provided with a written description of the grievance procedure. Documentation verifying receipt of the grievance procedure is to be maintained in each participant's folder.
- At the time of hire, each staff member shall be provided with a written description of the grievance procedure. Documentation verifying receipt of the grievance procedure is to be maintained in each staff member's personnel folder.
- These grievance procedures do not apply to discrimination complaints brought under WIA, Section 188, and/or 29 CFR Part 37. Such complaints may be filed with the local grant recipient/administrative entity Equal Opportunity Coordinator/Complaint Manager; or with the Louisiana Equal Opportunity Officer, Evella Quiett, Compliance Programs Director, Louisiana Department of Labor, P O Box 94094, Baton Rouge, Louisiana 70804-9094, Phone: (225) 342-3075; or with the Director of the Civil Rights Center, U. S. Department of Labor, 200 Constitution Avenue, NW, Room N-4123, Washington, DC 20210.

Structure and Timetable

- All grievances with the exception of grievances alleging fraud or criminal activity must be made within one (1) year.
- Hearings shall be conducted, and a decision rendered within sixty (60) days of the filing of the grievance except in cases alleging fraud or criminal activity.

At a minimum, the following steps shall be followed in regard to grievances:

Step One

- Any participant, subgrantee, subcontractor or other interested person shall present the grievance to the LWIA Grant Recipient and/or Administrative Entity.
- The LWIA Grant recipient and/or Administrative Entity shall acknowledge the grievance and schedule a hearing.
- The hearing procedure shall include:
 1. written notice of the date, time and place of the hearing;
 2. opportunity to be represented by an attorney or other representative of the grievant's choice;

3. opportunity to bring witnesses and documentary evidence;
 4. opportunity to question any witnesses or parties;
 5. the right to an impartial hearing officer;
 6. a written decision from the hearing officer to the grievant.
- The LWIA Grant recipient and/or Administrative Entity receiving the grievance shall provide the grievant with a written decision within sixty (60) days of the filing of the grievance. This decision should include the name and address to which an appeal may be made at the State level.

Step Two

- If no decision is reached within sixty (60) days; or either party is dissatisfied with the local hearing decision, they may appeal to Louisiana Department of Labor (LWC).
- The LWC shall provide an opportunity for an informal resolution and a hearing to be completed within sixty (60) days of the filing of the grievance or complaint.

Step Three

- If no decision has been reached by the LWC within sixty (60) days of receipt of the request for appeal of a local level grievance; or an adverse decision has been rendered by LWC, either party to which such decision is adverse may appeal to the Secretary, U. S. Department of Labor.
 1. The Secretary of the U. S. Department of Labor will make a final decision on an appeal no later than one hundred twenty (120) days after receiving the appeal.
 2. Appeals on adverse decisions issued by LWC must be filed with the U. S. Department of Labor within sixty (60) days of the receipt of the decision being appealed.
- Appeals in cases where no decision was reached by LWC within sixty (60) days must be filed with the U. S. Department of Labor within one hundred twenty (120) days of the filing of the appeal of a local grievance with LWC.

- All appeals to the U. S. Department of Labor must be submitted by certified mail, return receipt requested, to the Secretary, U. S. Department of Labor, Washington, DC 20210, Attention: ASET. A copy of the appeal must be simultaneously provided to the appropriate ETA Regional Administrator and the opposing party.
- **Grievance Procedures – attach copy of state’s grievance procedures for participants and service providers**

See **Attachment A, Grievance Procedures.**

J. Describe the following policies that have been developed to facilitate effective local workforce investment systems:

- **State guidelines for selection of One-Stop providers by local boards**

The Louisiana Workforce Investment Council has issued guidelines for One-Stop system implementation that contains the requirements for the selection of One-Stop operators.

LWIBs have the responsibility to designate and certify Business and Career Solutions Center operators in each area, either through a competitive process or under an agreement with a consortium of entities that includes at least three of the required one-stop partners. Each local plan will include an identification of the operator, as well as a description of the process by which the operator was selected. The local plan must contain an assurance that the local chief elected official (CEO) agrees with the choice of Business and Career Solutions Center operator.

- **Procedures to resolve impasse situations at local level in developing MOU to ensure full participation of all required partners in the One-Stop delivery system**

All One-Stop partners will financially support the Business and Career Solutions system. The memorandums of understanding that all One-Stop partners sign with the LWIBs include their means of financial support of the system. As partners move toward developing a single point of contact within their workforce investment area, they will share the administrative operating costs of the center. By reducing the administrative overhead required by maintaining separate duplicative offices, funds will be made available to provide other services. Each One-Stop partner’s program regulations contain specific requirements concerning how those program funds must be used. The system should leverage funds across programs by (1) allowing each program to expend funds for those program components which are a part of its mission, (2) not duplicating services which are the mission of another entity within the Business and Career Solutions system and (3) seeking out additional partners to provide needed services which are a part of their mission. This will provide comprehensive, no duplicated, cost

effective services that expand the involvement of businesses and individuals in the local area.

Procedures to resolve impasse situations at the local level in developing Memorandums of understanding (MOU) to ensure full participation of all required partners in the Business and Career Solutions delivery system:

WIA emphasizes full and effective partnerships between local boards and One-Stop partners.

- a) LWIBs and partners must enter into good-faith negotiations.
- b) LWIBs and partners may request assistance from a State agency responsible for administering the partner program, the Governor, the State Workforce Investment Council, or other appropriate parties.
- c) The State agencies, the Workforce Investment Council and the Governor may also consult with the appropriate Federal agencies to address impasse situations after exhausting other alternatives.
- d) The LWIBs and partners must document the negotiations and efforts that have taken place.
- e) Any failure to execute an MOU between a LWIB and a required partner must be reported by the LWIB and the required partner to the Governor or State Workforce Investment Council, and the State agency responsible for administering the partner's program.
- f) Any failure to execute an MOU between a LWIB and a required partner must then be reported by the Governor or the Workforce Investment Council and the responsible State agency to the Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program.
- g) If an impasse has not been resolved through the alternatives available, any partner that fails to execute an MOU may not be permitted to serve on the LWIB. In addition, any local area in which a LWIB has failed to execute an MOU with all of the required partners is not eligible; for state incentive grants awarded on the basis of local coordination of activities under 20CRF665.200(d)(2).

- **Criteria by which the State determines if local boards can run programs in-house**

Approval of LWIBs to run programs in-house -

A Local Board may not directly provide core services, or intensive services, or be designated or certified as a Business and Career Solutions Center operator, unless agreed to by the chief elected official and the Governor.

A Local Board is prohibited from providing training services, unless the Governor grants a waiver in accordance with the provisions in WIA section 117(f)(1). The waiver shall apply for not more than one year and may be renewed for not more than one additional year.

The restrictions on the provision of core, intensive and training services by the Local Board, and designation or certification as Business and Career Solutions Center operator, also apply to staff of the local board.

The LWIB must submit a written request that includes:

- Evidence that local training providers are unable to meet local demand, including a list of the training providers that submitted certification applications to the LWIB, and the programs for which they applied for certification;
 - Information demonstrating that the board meets the requirements for an eligible provider of training services;
 - Information demonstrating that the training program prepares participants for an occupation that is in demand in the local area;
 - Evidence that the proposed request was made available for comment to training providers and other interested parties for a period of not less than 30 days; and
 - A copy of the comments received.
- **Performance information that OJT/customized training providers must provide**

Performance information that OJT and Customized Training Providers must provide:

Requirements: The local program must not contract with an employer who has previously exhibited a pattern of failing to provide OJT or customized training participants with continued long-term employment with wages, benefits, and working conditions what are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work.

Data Collection and Dissemination: Business and Career Solutions operators in a local area must collect such performance information as number of trainees, number of participants retained in unsubsidized employment for six months including those jobs with fringe benefits (retirement and employer assisted health insurance, etc.), hourly wages and whether the jobs are part of career ladders. The Business and Career Solutions Center operator will analyze this performance information and a determination made as to whether the providers meet the above stated requirements. A list of providers that have met such requirements will be disseminated through the Business and Career Solutions Center delivery system.

- **Reallocation policies**

Reallocation policy: The Governor may reallocate youth, adult and dislocated worker funds among local areas within the State in accordance with the provisions of sections 128(c) and 133(c) of the Act. If the Governor chooses to reallocate funds, the following shall apply:

- a. For the youth, adult and dislocated worker programs, the amount to be recaptured from each local area for purposes of reallocation, if any, will be based on the amount by which the prior year's unobligated balance of allocated funds exceeds 20% of that year's allocation for the program, less any amount reserved (up to 10%) for the cost of administration. Unobligated balances must be determined based on allocations adjusted for any allowable transfer between funding streams. This amount, if any, must be separately determined for each funding stream.
- b. To be eligible to receive youth, adult, or dislocated worker funds under the reallocation procedures, a local area must have obligated at least 80% of the prior program year's allocation, less any amount reserved (up to 10%) for the costs of administration, for youth, adult or dislocated worker activities, as separately determined. A local area's eligibility to receive a reallocation must be separately determined for each funding stream.

LWC ensures that financial reporting will be consistent with current USDOL requirements and that federal funds will be effectively managed for maximum service provision and program performance. Workforce areas that provide quality service will have access to additional resources to meet the needs of employers, job seekers, and incumbent workers. In addition, the waiver will allow LWC to promote cost benefits of improved administrative efficiencies, encouraging the increased leveraging of resources within the workforce area. LWC seeks to redistribute workforce funds to LWIAs that have achieved not only targeted expenditure levels but also established performance targets, such as whether the workforce area met employers' needs for a highly skilled and job-ready workforce.

- **State policy for approving local requests for authority to transfer funds between Adult and Dislocated Worker funding streams at the local level**

State policy for transfer of funds between adult and dislocated worker programs: Louisiana has a current waiver to allow local boards to transfer up to 100% of a program year allocation for adult employment and training activities and up to 100% of a program year allocation for dislocated worker employment and training activities between the two programs. The state is requesting a continuation of this waiver. Before making any such transfer, a local board must obtain LWC's approval. Requests for transfer must clearly describe the impact that the action will have on the level of services available to meet the employment and training needs of eligible participants in the program from which the funds are being transferred, and the extent to which the proposed transfer will improve the delivery of employment and training services. All transfers of funds require a proper amendment to the appropriate grant agreement.

- **Policies related to displaced homemaker, nontraditional training for low-income individuals, older workers, low-income individuals, disabled and others with multiple barriers to employment and training**

The employment and training needs of all job seekers will be met through the provision of Core, Intensive and Training services accessible through Louisiana's Business and Career Solutions system. It is the policy of LWC to prohibit all forms of unlawful discrimination in employment and in the delivery, provision of and access to any LWC service, program, resource or opportunity. To ensure that special populations are appropriately served and that non-traditional career opportunities are presented, local WIBs are encouraged to provide professional development training to all front-line personnel. They are also encouraged to include service providers and community-based organizations that serve special populations on the local board, or its groups and subcommittees.

Each LWIB must develop a local policy regarding priority of service for the provision of Intensive and Training services to Adults and Dislocated Workers under WIA Title I and this policy must be incorporated into the local plan. The Adult priority of service policy must provide priority to recipients of public assistance and other low-income individuals. Local plans must also clearly define how the needs of displaced workers, displaced homemakers, low-income individuals, public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans and individuals with multiple barriers to employment including older workers, individuals with limited English-speaking abilities and individuals with disabilities, will be met.

A local board may elect to provide training without the use of Individual Training Accounts to special low-income participant populations facing multiple barriers to employment, with agreement from LWC and the WIC. Those special participant populations may be individuals with significant cultural or language barriers, ex-offenders, homeless individuals or many include individuals from other locally defined populations. To provide such training, the local board must develop criteria to determine the "demonstrated effectiveness" of the training provider, which must include the financial stability of the organization, demonstrated program performance and explanation of how the program relates to the workforce investment needs identified in the local plan.

- **Provide the Areas's definition regarding the sixth youth barrier criteria**

See **Attachment D, LWIA 71 Local Definition of 6th Youth Barrier.**

IX. Service Delivery

A. One-Stop Service Delivery Strategies

- **How are services provided by each of the required and optional One-Stop partners coordinated and made available through the One-Stop system?**

The Caddo Business and Career Solutions Center utilizes a team-based triage service delivery strategy. Services are delivered through one of three teams: Membership,

Skills Development, and Recruitment and Placement. Membership signs up job seeking customers to become members. Once a service cohort is assigned, the new member is given the option of accessing services in the Skills Development Area. In this area, members can perform a job search, create or update their resumes, access on-line assessments, discuss training with a staff member or access other services. The Recruitment and Placement Team works with employers to assist them in with job postings, recruitment events, and supplying qualified applicants for job openings. Services at each center are delivered through facilitated self- help and group activities. Members not needing staff assistance can access services outside of the Center through LWC's internet based MIS system.

Through LAVOS, LWC has maximized employer choice by providing them with the ability to directly enter the labor exchange process in the manner best suited to their needs by either self identification or through staff assistance. The system provides job seekers direct access to employer listings through the self-service component as well as the ability complete skill based resumes. At the Caddo Business and Career Solutions Center, the Skills Development team assists members develop such skills as learning how to apply for jobs using the Internet, developing resumes that match specific jobs, analyzing job skills, determining life long training needs etc. By matching customers with identifiable cohorts of services (Employment Express, Career Advancement, Career Development), staff can quickly determine customer needs and direct customers through the system to intensive services as required. Those customers needing more intensive services have access to career aptitude/interest assessments and more intensive counseling services. The system encourages customer choice, thereby facilitating a better match to needed services resulting in a more rapid entry into the workforce. The Career Exploration Process in the centers includes:

The Career Exploration Process provides staff with the skills, knowledge, and tools to provide customer choice in service delivery and design. This approach helps job seekers first develop a financial plan and then use workforce information to build a career plan. This will enable them to ensure the job/training they choose will match their financial needs and is part of a career ladder. Each local workforce development plan addresses the mix of services in their local area and delivery strategies. Business services are coordinated so that employers will not be approached by representatives from multiple One-Stop partners.

- **How are youth formula programs integrated in the One-Stop system?**

Through use of Wagner-Peyser funds, youth have access to the Caddo Business and Career Solutions Center. The matrix of services by One-Stop partners includes appropriate services available to youth. All WIA youth contractors are required to coordinate their services with the Center to ensure that youth can access all appropriate services. Louisiana believes that youth, particularly out-of-school youth, should be introduced to the services available through the Business and Career Solutions system

early in their development and encouraged to use the Business and Career Solutions system as an entry point to obtaining education, training and job search services.

The overall task of the Grassroots RFP is to deliver job-ready or training-ready members of the targeted, hard-to-serve populations and untapped labor pools to the Louisiana Workforce Commission Business and Career Solutions Centers across the state of Louisiana. Those centers will coordinate the delivery of job placement, training or other workforce development services to the recruited individuals.

- **What minimum service delivery requirements does the State mandate in a comprehensive Career Solutions Center or an affiliate site?**

The State mandates that Business and Career Solutions Centers provide Core, Intensive and Training services. Where feasible, core services are provided through facilitated self-service. Core services are universally accessible through LAVOS.

Intensive services are provided to individuals who are unemployed or underemployed and having difficulty securing appropriate employment through core services. The individual must demonstrate difficulty overcoming obstacles that prevent him/her from retaining or securing employment leading to self-sufficiency. Intensive services include, but are not limited to: comprehensive and specialized assessment, diagnostic testing, identification of employment barriers through in-depth evaluation, individual employment plan, group and individual counseling, career planning, case management and short-term pre-vocational services. Additional Intensive services may include out-of-area job search, relocation, literacy, internships and work experience.

Training services may be provided to individuals who are unemployed or underemployed and having difficulty securing appropriate employment through Intensive services. The individual must demonstrate difficulty in overcoming obstacles that prevent him/her from retaining or securing employment that leads to self-sufficiency. Training services include, but are not limited to: occupational skills, OJT, cooperative education programs, private sector upgrading, apprenticeships, entrepreneurial training, job readiness, adult education combined with other training, and customized training. In most cases, training is obtained through the use of Individual Training Accounts.

- **What tools and products state has State developed to support service delivery in all One-Stop Centers statewide?**

The Louisiana Virtual One-Stop System, an internet based system providing job seekers, businesses and workforce development staff with access to workforce information, job openings, training providers, O*Net data, resumes, transferable skill matching, assessment tools and other features 24/7, is used in helping them make informed career decisions. Job seekers can become customers of LAVOS from home or any Internet accessible location. This allows faith-based/community-based organizations to utilize Career Solutions services for their clients' on-site. Job seekers

can build their resume and attach it to specific job openings for employers to view. They can search for jobs using eight different search criteria ranging from key word search to skill matching to industry or specific employer searches. Future enhancements include the ability to match WorkKeys scores to specific job openings. Employers can manage their entire recruitment process on-line, entering their own job orders, determine referral methods and view resumes on-line and record hires. Staff uses LAVOS to document and manage job seeker and program participant activities as well as business services. The system spiders employer websites as well as other job banks, providing Career Solutions system customers with access to most on line job opportunities in the state. LAVOS also provide access to various on-line learning resources that are free to jobseekers. These resources can benefit individuals that require non-occupational specific skills upgrades.

- **What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers?**

Certain services, resources and procedures are mandated for all Business and Career Solutions Centers. Where feasible, Business and Career Solutions Centers are staffed by four integrated teams each providing discreet services to system members. Career Solutions is composed of Membership services and Skills Development services and Business Solutions is composed of Recruitment and Placement services and Business services. Smaller offices must provide the same menu of services without the use of teams. All services are provided through facilitated self help and workshops. All offices have computers with internet access. LAVOS contains all of the USDOL tools including interest inventories, work importance profiler, career explorer and skills matching.. The Skills Development area includes telephone, fax and copier for customer job search use and literature such as books, pamphlets, newspapers and videotapes that enhance an individual's job search. The Membership Team staff triage customers to determine the appropriate mix of services: Employment Express, Career Advancement or Career Development. Once the Membership Team has completed the membership process, customers are handed over to the Skills Development team to help develop a skills based strategy to help the job seeker develop an approach to build skills and obtain employment. The goal is to ensure all customers are receiving value added services within fifteen minutes of entering a center and have tangible results from all visits to the centers. Customers have access to services provided by all mandatory partners. All Unemployment Insurance claimants must be registered and receiving job search assistance. Special emphasis is placed on those claimants most likely to exhaust their benefits. The system has a goal to assist all claimants return to work prior to receiving their tenth unemployment check. Services mandated by the Jobs for Veterans Act are required. Business and Career Solutions centers must be accessible to all individuals. Beyond the mandatory components, Business and Career Solutions centers are urged to provide workshops on specific job search issues to all customers. Outreach to specific populations, such as ex-offenders and persons with disabilities, are being implemented. All centers are working with the probation and parole system to assist ex-offenders through a project call J-Core. LWC is currently expanding the Disability

Navigator project statewide. Agreements with faith based and community based organizations, both formal and informal, are pursued.

A new approach to business services is being developed to create seamless service delivery to employers. The State is creating a training package aimed at providing business resource staff from all partners with the skills to market the Business and Career Solutions system to employers. All centers are developing a Business Solutions section of their center with specific staff dedicated to providing services to business. The Task Force on Workforce Competitiveness explored industry specific workforce development (or sector) approaches that target specific industries through intermediaries that coordinate worker and workplace solutions that benefit low-wage workers and the regional economy.

B. Workforce Information

The Labor Market Information Unit (LMI) of the Louisiana Workforce Commission strives to provide workforce information to all the citizens of the state that need information to gain job readiness skills, provide training, search for jobs, find employees, and provide career options. This is accomplished by continuing to maintain and improve the electronic delivery of labor market information and by providing paper copies, where appropriate, to the Business and Career Solutions Centers and Workforce Investment Boards, employment and training planners and providers, economic development agencies, researchers and grant writers, government officials, employers, jobseekers, dislocated workers, libraries, educators, community and technical colleges, universities, proprietary schools, rehabilitation facilities, career planners and guidance professionals.

- **Describe how the state will integrate workforce information into its planning and decision making including state and local boards, Career Solutions operations, case manager guidance.**

One aspect of the statewide workforce information system is the development and dissemination of customer-focused occupational and career information products. LWC maintains its partnership with the Louisiana Department of Education, the Louisiana Community and Technical College System, Louisiana Board of Regents, Workforce Investment Areas, and other local workforce development systems (i.e., guidance counselors, administrators, teachers, other educational professionals) to ensure awareness of workforce information by staff at every level. The Virtual One-Stop System continues to enhance the delivery and availability of our Labor Market Information products and services. LMI staff responds to requests from the local Workforce Investment Boards and other community partners for guidance and training on effectively using the various LMI products made available to them, customizing presentations based on the expressed request of the local staff.

Customer service and a focus on consumer needs for user-friendly resources in the areas of skill assessment, career planning, post-secondary training opportunities, and workforce information are the highest priority. Louisiana Occupational Information

System (LOIS) was integrated into LAVOS to provide a seamless delivery point for occupational and career data.

The LOIS website is updated with the latest workforce information available in a timely manner. All data users have the option to sign up for email notification any time that current data are moved to production in the LMI and LOIS websites whose web address are linked on the LWC home page. All WIBs and Career Solution Centers are included in the monthly press releases for the month employment data.

A Youth Portal was developed and is maintained as a one-stop guide for parents, students, guidance counselors and the general public to provide directions in resume' writing, career exploration, job openings, occupational wages, training providers, as well as the latest labor market information. A network to employers for job searches and career development is provided through InfoUSA's Employer Database located within the LOIS home page. This is a searchable database of employers available at the parish level that can be accessed by the employer's industry or even by the size of the company. Included in the Youth Portal is an email ability that enables the LMI shop to answer any question from users.

Customer feedback on the relevance and usefulness of the labor market products and services offered by LMI are an integral part of all work processes. The LMI shop includes surveys in all printed products to gather customer feed back to improve future publications.

LMI continues to produce the "Top Occupations in Demand" for Louisiana and the regional labor market areas. The demand occupational projections data helps to drive training dollars to those training providers that will train workers for the jobs that will be in the most demand in the future. The annual job vacancy survey serves to provide feedback and reflections on the accuracy of projected demand on year-to-year bases.

In accordance with the annual LMI grant, the LMI Unit produces an annual report to the Governor called the *Louisiana Workforce in Review* that is distributed to all the WIBs. This publication provides the latest information on population, employment wages, civilian labor force, high school dropouts, and unemployment insurance claimant characteristics as a few examples of the available statistics at the state, RLMA and WIB level.

- **Describe the approach the Area will use to disseminate accurate and timely info to businesses, job seekers and counselors in centers and remote locations and homes in easy to use formats**

Louisiana's America's Labor Market Information System (ALMIS) database can be accessed through LOIS and LAVOS. In addition, LWC provides data in Excel format based on updated North America Industry Classification System (NAICS) & Standard Occupational Classification (SOC) codes. The database is available to the general public 24/7 to the business community, job seekers including youth, workforce development centers, and counselors. LAVOS and LOIS delivery systems are continually being updated and enhanced as new data become available. Questions regarding LMI products come directly to the LMI Unit and are responded to promptly. Data is populated in this system as soon as it is available.

- **Describe how the State’s Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investment in core products and services support the State’s overall strategic direction for workforce investment.**

The “comprehensive labor market information system” called for in Act 743 of the 2008 Louisiana Legislature includes four components: 1) a consumer information component on employment and training, 2) a report card on training programs, 3) information on projected workforce and job growth and demand, and 4) an automated job-matching information system. The third component includes an occupational forecasting system that forecasts new and replacement needs of occupations. The fourth component is accessible to employers, job seekers, and other users via the Internet. All ongoing work efforts toward the long-term industry and occupational projections are coordinated under the guidance of the Louisiana Occupational Forecasting Conference, which is staffed jointly by the Workforce Investment Council and LWC. In accordance with the Legislation creating the comprehensive labor market information system, occupational information on targeted cluster industries are to be identified by the Louisiana Department of Economic Development. LWC has been designated as the agency responsible for the SCORECARD system that is being used to calculate performance outcomes of postsecondary training programs and is used in the Eligible Training Provider List certification process. The provider list is a part of WIA/SCORECARD and is published on the Internet and is available in all Business and Career Solutions centers through LAVOS/LOIS. The system currently displays information on all public and most private training providers in the State, including contact information, course offerings, tuition, and supportive services (such as childcare, transportation, financial aid, job placement, etc.). Quality employment statistical information using the ALMIS format is delivered through LAVOS/LOIS.

LWC’s Office of Workforce Development (OWD) and Office of Occupational Information (OIS) work jointly to develop the Core Products and Services Plan. A copy of the draft plan is provided to the LWIAs, WIC staff and Economic Development. This group reviews proposed projects to be included in the Plan and develops a consensus work plan. Following approval of the Core Products and Services Plan by USDOL, OWD and OIS work together to ensure the products developed meet the needs of the local areas. LWC’s OIS staff provides continued training to local staff on the use of workforce information. OWD ensures that this data is incorporated into all work processes in the Business and Career Solutions centers and that all job seekers are provided current workforce information.

- **Describe how Area workforce information products and tools are coordinated with national electronics workforce information tools**

Louisiana’s information delivery system, Louisiana Occupational Information System (LOIS), is designed as an electronic resource for retrieving information from ALMIS for research and analysis. LAVOS integrates ALMIS with electronic tools to help job seekers match workforce information with career tools. The O*Net Interest Inventory

and Work Importance Locator are embedded in the system and are linked to occupational information including job openings and training opportunities. All job openings are also linked to specific occupational information. LOIS and LAVOS are enhanced as new data tables and/or products are introduced. Staff participates in all training opportunities made available to them concerning the system and new tools.

LOIS/LAVOS, both developed as Internet based systems, can ensure that labor statistics are timely and provide relevant information about the local labor market area. LWC continually strive to improve the accuracy of the LMI system and work with both state and local economic entities in this process.

C. Adults and Dislocated Workers

1. Core services

- State strategies/policies to ensure adult/dw have universal access to minimum core services
- Describe WP three tiers and how accessible at local level
- How state will integrate resources provided under WP and WIA as well as resources provided by other partner programs to deliver core services

Louisiana is committed to providing seamless service delivery to all job seekers through the Business and Career Solutions system. Through LAVOS all job seekers have self-service access to jobs, training opportunities and workforce information at any location that has Internet access. Job seekers can access Staff Facilitated services through the Business and Career Solutions Center. Skills Development team members can also provide limited one on one staff services to those job seekers, including Veterans, who require additional assistance. LWC is working to provide services based on customer need not program delivery, grouping staff by services delivered not funding stream.

2. Intensive services

Intensive services may be provided to adults and dislocated workers who are unemployed and unable to obtain employment through Core services, if the Business and Career Solutions center operator determines that the individual is in need of more Intensive services. Adults and dislocated workers who are employed, but who are determined to be in need of Intensive services to obtain and retain employment that allows for self-sufficiency, are also eligible for services. An individual must receive a core service in order to receive Intensive services.

Intensive services include, but are not limited to:

- Intensive assessment (beyond initial) of knowledge, skills and abilities. Generally these involve non self-service tools including O*Net Skills Profiler to determine job seekers aptitudes, skill matches, development of career ladders, etc.
- Development of an individual employment plan
- Group counseling
- Individual career planning

- Case Management
- Short term pre-vocational services such as basic skills upgrade, GED, English as a second language, soft skills, job readiness and pre employment training and basic computer literacy.

3. Training

- **Describe how the Area will implement the Governor’s vision for increasing training access/opportunities including the investment of WIA Title I funds and the leveraging of other funds and resources.**

Talent development services will be provided through employer based training including Employer Based Training (EBT), also known as On-the-Job Training (OJT), or Customized Training or through Individual Training Accounts (ITAs). This system will maximize customer choice in the selection of training activities.

Dislocated Workers access services through the Caddo Business and Career Solutions Center and through rapid response efforts targeted to workers affected by specific layoffs. Displaced homemakers who are no longer supported by income from a family member will be served under the dislocated worker program. Based on individual assessments, LWIA’s provide the services that each dislocated worker needs to return to employment, including the use of transition workshops and ITA’s for those in need of occupational skill training. In addition to activities funded by LWIAs, the State plans to continue efforts to identify and provide transition services to unemployment insurance claimants who need assistance to return to workforce before exhausting their benefits. Other State funded activities may include innovative programs for displaced homemakers and programs to increase the number of individuals training for and placed in nontraditional employment. The State will provide additional assistance to local areas that experience layoffs or other events that precipitate substantial increases in the number of unemployed individuals and do not have the WIA resources to serve these individuals.

As part of the assessment process, Caddo Business and Career Solutions Center staff assists job seekers match their interests, Work Keys scores and current job skills to high demand/high wage jobs. An appropriate plan is developed outlining the jobs that match the participant’s interests, skill gaps and financial needs. The participant is then directed to appropriate training, including basic skills upgrades as appropriate. In some cases, short-term training or EBT is the appropriate approach, particularly for dislocated workers who need rapid reattachment to the workforce. Where feasible, participants are connected to IWTP training in order to better coordinate training resources.

Due to upcoming budget cuts, leveraging of funds for training have become even more important. It is essential that other training funds providers such as Pell, Voc-Rehab, and local scholarships be leveraged in order to serve more participants. Priority for WIA Title I adult grant funds budgeted for intensive and training services are given to TANF or other low-income individuals. Through LWC’s redesign initiative using the career

exploration process, low income individuals (including recipients of public assistance) and other individuals with multiple barriers to employment, will have access to an integrated service delivery system designed to assist them not to just get a job, but develop a long term strategy to achieve the income necessary for their family to be self sufficient. LWC is emphasizing non-traditional employment with the greatest growth and earnings potential and will make this information available through the Business and Career Solutions system. LWC has worked extensively with programs providing services to older workers and individuals with disabilities. Both through the Business and Career Solutions system and through state level funding, activities to assist these special populations will continue.

- **ITAs**

- Policy direction state provided
- Innovative training strategies to fill skill gaps, include state's efforts to broaden scope and reach of ITAs through partnerships with business, education, economic development and how involvement is used to drive this strategy
- State plans for committing all or part of WIA Title I funds to training in high growth, high demand, and economically vital occupations
- State policy for limiting ITAs (\$ or duration)
- Current or planned use of funds for apprenticeship
- State policy on use of financial assistance to employ or train participants in religious activities when the assistance is provided indirectly

Louisiana does not intend to institute any statewide policies limiting Individual Training Accounts. LWIBs have been asked, in the local planning guidelines, to describe in their local plans any limitations that they intend to place on the local use of ITAs. The guidelines specify that such limitations may not be implemented in a manner that undermines the WIA's requirement to maximize customer choice in the selection of eligible training providers. LWIB 71 does not have caps on ITAs. The total cost of training is determined after leverage with other funding sources is determined.

LWC is working with the LWIAs to implement ITA policies that promote training in high skill, high demand, high growth occupations where appropriate. Several LWIAs have sliding scale policies that relate the amount of the ITA to the wage and skill level of the occupation. LWC is implementing a policy to encourage LWIBs to identify a specific set of occupations in targeted sectors and prioritize use of ITAs in these occupations as part of a shift in emphasis from just providing job training assistance to a talent development scholarship system aligned and integrated with the economic development strategies in their region.

As discussed above, the Occupational Forecasting Conference creates the "Top Demand Occupations List" as a tool for developing long-term strategies in providing appropriate training to meet the needs of a skilled labor force related to the targeted cluster industries, as identified by the Department of Economic Development. LWC and the Workforce Commission have developed innovative strategies to address the workforce needs of businesses in these targeted industries. For example, the Louisiana

Health Works Commission identified trained healthcare workers as a critical shortage area. LWC and the Workforce Commission amended the ETPL process to address this shortage and develop a process to address other industries facing skill gaps. Some of the LWIAs have determined that in addition to an inadequate number of eligible training providers in these shortage areas there are also situations where there is a pattern of more applicants than openings, particularly in programs being implemented through the Health Works Commission initiatives. A policy and procedure has been developed to allow LWIAs to leverage resources by participating in class size training projects in programs with insufficient providers.

Louisiana's WIA Eligible Training Provider system is a completely Internet based statewide standardized system which eliminates duplication and provides uniformity in the provider information gathered for the statewide WIA eligible provider list. Potential training providers apply to the system through LWC's Louisiana Occupational Information System's Educational Information Collection Facility component. Each training provider is assigned an individual data entry access code for the system. They complete all applicable information on the school and the programs they wish to include on the eligible provider list. The training provider can update information on the system as needed. Applications are electronically transmitted to the applicable LWIBs for review and approval. The LWIBs electronically transmit those programs they would like to include on the state eligible training provider list to LWC for final certification and inclusion on the statewide eligible provider list. The state SCORECARD system is linked to the ITA system and provides individual program complete information including placement, wage, retention and earning change information using wage records. Through LAVOS, the statewide eligible training provider list is available to Career Solutions operators, clients and interested persons via the Internet. Persons are able to review and compare schools and programs, costs, and complete information on all schools in the State and identify those programs certified as WIA eligible training providers. Through the linkage of the SCORECARD and LAVOS, the system can provide current information on service providers that can enhance and maximize usage of the ITA system. LWC is working with the Department of Education, Board of Regents, Proprietary School Board, Community and Technical College System Board and other training providers to consistently improve the SCORECARD system's performance information on training providers.

LWC is working to increase the connection between WIA and Apprenticeship programs and to integrate the recruitment and assessment process within Louisiana's Business and Career Solutions System. Information on apprenticeship training programs is available through our Louisiana's SCORECARD.

The Local Workforce Investment areas are required to follow the limitations related to sectarian activities as described in the WIA law and regulations. No additional state restrictions apply.

- **ETPL** – state process for providing broad access to list and performance

The provider list is maintained by LWC and available in all Business and Career Solutions centers via the Internet through LAVOS. The system currently displays information on all public training providers and many of the proprietary schools, apprenticeship programs, and community-based organizations in the State. Performance data on programs are available as part of the program information for all schools that provide student data for the purposes of the state Scorecard or WIA program eligibility. The most recent performance data are displayed for programs that are placed on the ETPL, while programs that are not on the ETPL, but part of the Scorecard database, have a detailed report available for prior years.

Throughout the year, Research and Statistics staff conducts workshops for training providers on the process and requirements for participating on the ETPL. They also provide guidance and training to the local WIBs and other community partners.

For PY 2010 the LWC is requesting a waiver on the period of initial eligibility of eligible training providers at 20 CFR 663.530 to provide an opportunity for training providers to re-enroll and be considered as initially eligible providers.

- **EBT/Customized Training (major directions, policies, requirements)**

- Describe governor's vision for increasing use
- How does the state identify jot/ct opportunities
- Market as an incentive to untapped employer pool
- Partner with high growth, high demand industries to develop potential jot/ct strategies
- Tap business partners to help drive the demand driven strategy through joint planning training and curriculum development and determining training length, and
- Leverage other resources to support jot/ct ventures

Employer Based Training (On-the-Job and Customized Training) is an important tool the State uses to support its demand-driven workforce investment system. Both strategies begin with the employer's workforce needs and are built with significant employer involvement at all stages. The employer identifies the criteria for selecting appropriate trainees, assists in the development of training outlines and curricula and commits to hire and retain the individuals upon successful training completion. The employer also invests resources to support part of the training costs. To provide more coordinated services to businesses, LWIAs are developing regional EBT and Customized Training contracts and processes. This will decrease administrative costs and provide an incentive to businesses to use these services. In addition, where feasible, LWC links WIA Title I Employer Based training (EBT) with the State's Incumbent Worker Training Program.

For PY 2010 the LWC is requesting two waivers related to EBT:

- (1) Waiver of the required 50% employer match for customized training at WIA section 101(8)(C) to permit a match based on a sliding scale as follows: (a) no less than 10%

match for employers with 50 or fewer employees, and (b) no less than 25% match for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements continue to apply.

(2) Waiver of WIA section 101(31)(B) to permit LWIAs to reimburse the employer for on the job training on a graduated scale based on the size of the business. The following reimbursement amounts will be permitted: (a) up to 90% for employers with 50 or fewer employees, and (b) up to 75% for employers with more than 50 but fewer than 250 employees. For employers with 250 or more employees, the current statutory requirements will continue to apply.

See **Attachment E, LWIA 71 EBT and Customize Training Policy.**

4. Services to specific population

- **Describe the Area's strategies to ensure full range of services are available and meet needs of DWs, displaced homemakers, MSFWs, women, minorities, inds training for non-traditional employment, veterans, TANF, inds w/multiple barriers such as older workers, limited English and disabled**

Special emphasis is placed on serving the needs of special applicant groups. LWC's LMI section provides census information to each local workforce board on the population figures for these groups. The Caddo Business and Career Solutions Center, in coordination with the system partners, develops service strategies designed to meet the specific needs of these groups. LAVOS gathers information on placement and retention of special applicant groups to determine the best service strategies. LVERs and DVOPs are utilized to the maximum extent possible to provide all-inclusive case management services to veterans. To the extent feasible, services will be taken to the Migrant Seasonal Farm Workers. Faith Based and Community based organizations are being involved in the process both as a provider of services and as a resource to provide the Center with the skills needed to serve special applicant groups.

The following populations with special needs have been identified:

- Offenders
- Disabled individuals
- Displaced homemakers
- Low-income individuals
- Migrant and seasonal farm workers
- Individuals training for nontraditional employment
- Veterans
- Individuals with multiple barriers to employment
- Older Workers

LWC's career exploration process provides a methodology at the local level to structure processes, identify services needed, and make decisions on who will be responsible for

ensuring the services are available across system partners. It serves as a planning guide that system partners can use in deciding who is responsible for given sets of services to ensure comprehensive, non-duplicated services to customers across the system. It can assist with recommended service strategies (employment express, career development, career advancement) needed to assist customers in growing their income and making a successful transition into the labor market and up the career ladder.

All grants under WIA will contain non-discrimination and equal opportunity provisions. LWC's Office of Equal Opportunity and Compliance will monitor compliance with these provisions.

- **Describe reemployment services for UI claimants and worker profiling serviced**

Re-employment services to claimants, in accordance with the Wagner-Peyser Act, will utilize assessment as part of the core services in the Caddo Business and Career Solutions Center to determine the level of service needed to rapidly assist the claimant in returning to work. Re-employment services available to worker profiling and reemployment services claimants include the full array of core, intensive and training services. Current job openings are reviewed and appropriate referrals made if possible. If no current openings are available, Center staff conducts job development activities. Claimants receive intensive placement services by the Recruitment and Placement team, when indicated by assessment.

- **Describe how state administers the UI work test and how feedback requirements for all UI claimants are met**

WORKTEST AND FEEDBACK REQUIREMENTS

All UI claimants must be registered for work within 21 days of filing a claim. If a claimant fails to register, the claimant is disqualified from receiving benefits until s/he comes in and registers for work. Through services available in the Business and Career Solutions centers, the claimant is referred to appropriate job search workshops and supportive services as needed. The full array of core, intensive and training services are made available to the claimant through the Business and Career Solutions system.

Wagner Peyser continues to provide a fully integrated work test program on all unemployment insurance claimants, linking claimant applicants to employers' job orders, referring qualified applicants to appropriate openings whenever possible. Wagner Peyser will report work test failures to the unemployment insurance division within 24 hours.

ELIGIBILITY REVIEW PROGRAM

Unemployment Insurance call center staff provides an eligibility review process that meets the requirements under the Unemployment Insurance law.

- **Describe the Area's strategy for integrating and aligning services to Dislocated Workers provided through WIA Rapid Response, WIA DW, and TAA. Does the state have a policy supporting co-enrollment for WIA and TAA?**

The Trade Adjustment Assistance Unit is integrated with the Rapid Response unit. LWC is in the process of moving delivery of the TAA program locally to the LWIAs with state oversight. LWIA 71 staff participate in Rapid Response orientations in order to allow certified trade-impacted workers to receive seamless employment transition services through the same service delivery system. All TAA funded participants are being co-enrolled in the Dislocated Worker program. This integration providing greater flexibility and maximizes limited resources to provide efficient services to job seekers, displaced workers and the employer community.

- **How is the Area workforce investment system working collaboratively with business/education to develop strategies to overcome barriers to skill achievement and employment by populations above and ensure they are being identified as a critical pipeline of workers?**

The Caddo Business and Career Solutions Center works with the TANF, disabled and ex-offender populations to remove barriers and assist them obtain both the work ready and job specific skills needed to enable them to compete in today's economy, The other Center partners involved in workforce development are working to develop strategies to overcome barriers to skill achievement and employment by special populations. The LEAP program, created through State legislation, provides TANF recipients with integrated services from LWC, Adult Education and the Technical and Community College systems, helping them move from dependency to self sufficiency. This collaboration assists the four entities improve services to all low-income individuals. The Center works with J-CORE project from the probation and parole system to implement a strategy to expand support and increase job opportunities for transitioning ex-offenders. A Disability Navigator assists the disabled community to provide better access services and serve as a coordinator with Vocational Rehabilitation.

- **Describe how the Area will ensure full array of One-Stop services are available to disabled and that services are fully accessible**

WIA and Wagner-Peyser funded services for persons with disabilities are coordinated with other One-Stop system partners, especially Vocational Rehabilitation. Wagner-Peyser services are available to all persons, including persons with disabilities. All Business and Career Solutions centers are fully accessible in accordance with USDOL TEIN 16-99.

Recognizing the high unemployment rate among individuals with disabilities and the qualified employee shortage businesses are facing, the Caddo Business and Career

Solutions Center is committed to providing reasonable accommodation to all programs, services and facilities.

Louisiana assures that all Business and Career Solutions centers are in compliance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973 requirements that accessibility encompass physical accessibility of the One-Stop sites including the removal of barriers in addition to program accessibility for the various partner programs and service providers. Access to the provision of services offered at each of the Business and Career Solutions centers is equitably available to all individuals, including those individuals with disabilities. LWC continues to ensure all materials and delivery methods are appropriate to diverse cultures, languages and education. This program accommodation includes, as appropriate, the provision of interpreters for individuals with hearing impairments who require such assistance in order to participate in a center program, use of Braille and large print material and enlarged computer screens for individuals with visual disabilities, earphones with enhanced sound for individuals with hearing disabilities, etc. LAVOS is JAWS enabled to assist individuals with visual disabilities access employment and training services via the Internet. LWC's EEO office will provide technical assistance to the Business and Career Solutions centers if necessary and monitor the system for compliance.

- **Describe the role LVER/DVOP staff have in One-Stop delivery system. How will the Area ensure adherence to legislative requirements for veterans' staff. How will services take into consideration the agreement reached between secretary and state regarding veterans' employment program**

Recognizing the current needs of military veterans living in or returning to Louisiana, the Louisiana Workforce Commission has established an integrated delivery system through our statewide Business and Career Solutions centers. The Jobs for Veterans Act of 2002, as well as 38 U.S.C. 41 (as amended by the Jobs for Veterans Act), and the Workforce Investment Act, as amended, all provide guidance and intent for the provision of employment and training services to veterans in our Business and Career Solutions system.

The Jobs for Veterans Act Program is monitored at least annually by the LWC Audit and Security team. They analyze and report on veterans' service delivery and program compliance, particularly in the area of Priority of Service for veterans. The audit results will be communicated to the LWIB Director, State Veterans Employment Representative (SVER), and the USDOL/VETS State Director (DVET). Findings are identified and deadlines for corrective action are issued as appropriate.

The Program Trainer and SVER works closely with Business and Career Solutions Center management and staff to inform, advise, and coordinate the requirements of the Jobs for Veterans Act Program in their office.

The Business and Career Solutions Center has one DVOP and one LVER who is in contact with the veteran population, as well as other Business and Career Solutions staff throughout the statewide system. DVOP and LVER staff is available to work with

the Business Services team and other partners, to coordinate and offer a full array of networked or direct services for veterans. Outreach to employers, veterans, and community service providers are one of the most important program segments that benefit veterans.

The Center has procedures in place to conduct outreach to locate and provide services to veterans in the community. Also, Business Service Representatives, Center staff, and the USDOL/VETS State Director are in contact with employers, employer consortiums, labor unions, chambers of commerce, training providers, and community partners, to develop jobs and training opportunities for veterans and eligible persons. These efforts are coordinated through the LWIA Leadership Team.

Many veterans with barriers to employment are in homeless shelters, VA Hospitals, Veterans' Centers, half-way houses, and other community-based facilities. The DVOP staff, in the interest of assisting veterans in need of intensive services, makes personal visits, network and develops relationships with community providers in order to locate and assist veterans who otherwise would not make themselves available to a Business and Career Solutions center. Center staff also participate in the annual Operation Stand Down that provides services to homeless and non-homeless veterans.

DVOP and LVER roles and duties have been amended by the Jobs for Veterans' Act of 2002, implementing a clearer distinction between their duties. Additionally, priority of service for veterans was extended to all Workforce Investment Area offices that are funded by USDOL. The DVOP/LVER is directly involved with other Caddo Business and Career Solutions staff to offer direct services, and coordinate services to veterans by staff. They are available to assist, advise, inform, and train Center staff, and fully network with all One-Stop partners, employers, and community providers. While DVOPs are primarily involved with Skills Development team and provide staff-assisted intensive services, including case management, to meet the needs of economically or educationally disadvantaged veterans with barriers to employment, the LVERs, working with the Business Services team, conduct outreach to employers to develop jobs or training opportunities for veterans, as well as coordinate with the One-Stop partners to assist, facilitate, or act directly to serve the needs of veterans. The LVER is an advocate for veterans, by enhancing employer knowledge and recognition of the skills and abilities of military veterans, and conducts seminars and networking events with employer organizations and trade associations.

These distinctions in duties form a flexible platform from which services are delivered according to the needs of the veteran, as well as the needs of employers in the state. The flexibility to conduct workshops, seminars, job fairs, outreach for targeted veterans, staff training, and other innovative initiatives, gives these staff members a wide range of choices and tools to assist veterans and employers alike.

In a demand driven system, the needs of the particular customer determines the services rendered. An employer may have a certain need for trained staff, or a veteran applicant has particular areas of interest for employment or training. For veteran

applicants, initial conversational and observational assessment is made by the Membership team in the Center. The Membership team, or DVOPs, can generally determine “job ready” status in a broad sense and recommend appropriate services. The Skills Development team, or DVOPs, will provide staff facilitated services to assist the job ready veteran with resume preparation, job searches, Labor Market Information, job skills self-assessment tools, and other assistance.

The veteran who seems to be unprepared to conduct a job search, or has numerous unsuccessful referrals, will be provided Career Advancement or Career Development services. These services will be provided by either the Skills Development team or DVOPs, who will plan and work with the veteran to invest in needed skills training or skills upgrade that help the veteran become job-ready.

There will be those veterans who have significant barriers to employment, and will be in need of intensive services, in a case-management setting. The DVOP upon discovery or notification of such a veteran, will open a Case Management file, and will in conjunction with other pertinent partners, develop an Individualized Employment Plan that is tailored toward meeting current and longer-term employment and training needs of the veteran. DVOPs are trained in and will use the case management approach developed by the National Veterans’ Training Institute in Denver, CO.

In LAVOS, the veteran applicant is identified separately from other applicants, to afford the Center staff the capability to track and target this applicant group for special programs, initiatives, electronic job referrals, outreach, and case management. Further, this system provides information for the Performance Measures to determine the standing of the state veterans’ employment program, as well as specific information for the ETA 9002 reports.

- **Describe how the Area will ensure access to services by persons with limited English proficiency and how state will meet requirements of TEG 25-02.**

The Office of Equal Opportunity ensures compliance with all federal and state regulations; however, all of LWC has been proactive in meeting the needs of job seekers with limited English proficiency. Critical documents have been translated into Spanish, which is the primary language among the state’s limited English proficiency population. Each office has identified staff and/or local contacts that can assist with service delivery for job seekers of other languages.

- **Describe Area’s strategies to enhance/integrate service delivery through One-Stop delivery system for MSFWs. How will state ensure MSFWs have equal access to employment opportunities through the One-Stop delivery system? Include number of MSFWs the state anticipates reaching annually through outreach to increase their ability to access core, intensive and training services**

The Caddo Business and Career Solutions Center has limited contact with Migrant and Seasonal Farm Workers, anticipating only 5 workers in this category for the entire year. Nonetheless, the requirements of 20CFR653, Subpart B, Service to Migrant and Seasonal Farm Workers (MSFW) will be complied with. The agency will continue to make use of all available resources to accomplish the task of providing information and services to MSFWs. Once identified, the Center will make MSFWs aware of the full range of services available to them through the statewide network of Business and Career Solutions centers including job referrals, counseling, testing, and training referral.

All complaints from MSFWs alleging violations of employment-related standards and laws shall be taken in writing by the State agency and referred to the Monitor Advocate for resolution.

LWC has partnered with Motivation, Education and Training (MET) to assist Louisiana in providing increased services to MSFWs and farm worker employers.

5. Priority of Services

- a. What procedures/criteria in place for governor/local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive/training if funds allocated to local area for adult services are determined to be limited.**
- b. What policies/strategies does the Area have to ensure that (Jobs for Veterans Act) priority of service is provided to veterans who are eligible (TEGL 5-03)**

WIA Title I adult grant funds budgeted for intensive and training services are provided on a priority basis to TANF or other low-income individuals. The goal for LWIA 71 is that either a majority of the participants served are from the target populations, or a majority of the adult funds budgeted for intensive and training services are expended on the target populations.

The Jobs for Veterans Act of 2002 established priority of service for veterans in all USDOL funded programs operated by the Business and Career Solutions centers. The Center will make use of the LAVOS system to help deliver services. Veterans who apply for programs or training opportunities are identified at intake and coded as veterans in the LAVOS system. If the veteran is otherwise qualified for the specific program or training, then the veteran will be placed in a program or training slot before a non-veteran participant.

Priority of service for veterans also occurs with the Center's jobs listing service. Using LAVOS, staff members are able to locate new job orders daily. These may have been entered by employers on the LAWWORKS.NET web site, or called in to the Center where a staff member will assist the employer. Once located, each job order is searched for qualified veterans, who are promptly notified of this job opportunity. If the applicant is

not yet registered after finding a job of interest, the system will prompt the person to electronically register, and then select jobs of interest.

The job order is posted according to the results of the search for applicants, and if any veterans were notified. This information helps the Monitors determine priority of service, as well as analyzing those referred to the job order by veteran or non-veteran status.

LWC Program Monitors periodically review the Business and Career Solutions Centers to determine if veteran's priority is followed according to the mandates of the Jobs for Veterans Act. LWC Program Advisors assist the Business and Career Solutions Centers and the Workforce Investment Boards to comply with this Act, as well as provide technical assistance or training to their staff.

The levels of priority within the veteran population are as follows:

1. Veterans with Service-Connected Disabilities
2. Recently Separated Veterans
3. Campaign/War Veterans
4. Other Veterans and Eligible Persons (certain spouses who qualify for veteran registration and priority of service)

These priority levels should be observed when determining placement in a training program or other program.

On behalf of veterans, Business and Career Solutions offices:

1. conduct Job Fairs that brings employers and veterans together;
2. use media and promotional programs to enhance employer awareness of the skills and training veterans offer;
3. provide immediate job referral information to qualified veterans on new job orders;
4. offer an Internet-based registration system for resumes, background job skills and abilities, and job; search capabilities on a 24-hour basis;
5. employ staff who are trained and aware of veterans' priority of service, who offer core, mediated or intensive services to serve the veteran's employment and training needs;
6. offer a wide network of community services information;
7. offer a variety of training opportunities;
8. electronically networked, using the LAVOS registration and jobs system; and have staff dedicated to priority service to veterans.

D. Rapid Response

Whereas Rapid Response is administered through the Office of Workforce Development, the Caddo Business and Career Solutions Center provides support by participation in orientations and staffing of Worker Transitions Center. In both

activities, future dislocated workers are invited to visit the Center to become members, are provided information on the various training options, supportive services, and other services available to them.

E. Youth

Describe the Area’s strategy for providing comprehensive integrated services to eligible youth. Include any state requirements and activities to assist youth who have special needs/barriers to employment, including pregnant, parenting or disabled. Describe how coordination with job corps and other youth programs will occur.

LWIA 71 follows the LWC’s strategy for providing comprehensive integrated services to eligible youth, therefore, this policy listed is included in this local plan and described below.

Through the state and local workforce boards and youth councils, programs are being integrated and coordinated to both provide youth with the resources and skills necessary to succeed in the state’s economy and assist in closing the poverty gap in this state. The system will broaden and enhance youths’ connections to post-secondary education opportunities, leadership development activities, mentoring training, community service, and other community resources. LWC is working with juvenile justice to develop a system to link incarcerated youth being paroled back to their local area with WIA youth programs. As the youth are connected to their parole officer, they will register in LAVOS and be linked to a supportive adult in the Business and Career Solutions center to help them determine if employment and/or training/education is appropriate. This will assist them in linking career planning and goal setting as part of their reattachment process. LWC has implemented a Youth Portal on its website to display workforce information in a format appropriate for younger users linking career planning in high school and reattachment to education for out of school. Business and Career Solutions staff are working to identify youth 18-24 who apply for unemployment insurance as potential WIA participants and provide them with linkages to high demand/growth occupations and assist them in building career plans that provide training and entry to jobs with career ladders.

The vision is to create a future for Louisiana’s youth by creating a system that provides the right interventions at the right time, ensuring Louisiana youth acquire the necessary skills for success in education and employment, and businesses gain a skilled workforce. The guiding principles/goals of this vision are:

1. A System Dedicated to the Success of Young People

All young people will have access to a wide range of “youth-friendly” services and activities which provide “just in time” service interventions, training, and supports which guarantee successful transition into adulthood. Youth will have positive interactions with peers and knowledgeable, caring adults in success-oriented

environments which foster holistic educational, leadership and employment skills development.

2. A System Designed by Young People

Young people are active partners in the design of the system and feel a keen sense of ownership in their community. Youth are empowered to take leadership roles in defining the full range of services that are responsive to both their needs and wants.

3. A System that Includes an Emphasis on Out-of-School Youth

For those young people who have dropped out of school or completed high school but lack employability skills, we will assist them in establishing a career path to further education and a rapid attachment to work. The system will continue to assist youth build transferable skills through post employment strategies not only on their first job, but also their second job and beyond, including service interventions that assist young people attain, retain, and advance to better jobs. The system will design interventions that provide employability and skills training to succeed at each step of a young person's career development.

4. A System that is Locally Driven

To transform our current system, we will develop progressive programming strategies within each of the defined workforce investment areas. Proactive Workforce Investment Boards and Youth Councils will spearhead the governance of the system by taking a clear, no-nonsense approach to identifying and addressing youth issues. These governing bodies will oversee the system by convening partners and advocating strong youth policy and quality programming practices.

5. A System of Committed Partners

No single agency or system partner can single-handedly achieve our vision. It will require all youth-oriented programs and providers to rally together in support of our vision. All partners must come to the table with their expertise in youth programming, putting aside individual interests. We must develop strong linkages among partners to optimize human and financial resources, create a continuum of service interventions and leverage funds to ensure a variety of educational, developmental, and employment-related activities and service interventions are accessible to all youth.

6. A System Responsive to Business Needs

In order for our system to lead to quality employment outcomes, local business participation in the design and delivery of programming activities is essential. Business can greatly benefit the system by articulating the skills young people need for success in the work world, share with education and training providers how these skills are used in real work situations, and help us understand the

opportunities available to first time job seekers and the skill needed for next jobs as young people develop their individual career paths.

7. A System Built on Promising Practices

Louisiana has invested a great deal in changing the way we do business as it relates to youth education and development. Many innovative designs and practices have proven successful from education reform efforts to Tech Prep to employment and training activities. Our goal now is to bring together all of the quality practices of Louisiana's workforce investment system as well as build on lessons learned from other states and communities.

8. A System Committed to Continuous Improvement

The needs of young people and the needs of business are constantly moving targets. What we develop as a system today will not be the system of tomorrow. Partners in the system must have commitment to collecting feedback from its customer groups (young people and business), using customer feedback to make modifications to program design and service interventions, and responding to economic and environmental variables. We must start with the best of what we know about youth development today and make it even better for the future.

Louisiana Workforce Commission's youth and young adult's State Plan. The document effectively integrates three essential themes which will position LWC well:

Positive Goals. The state youth and young adult plan looks above and beyond traditional deficit-focused visions (e.g., preventing teen pregnancy; preventing gang violence; preventing drug use) toward an affirming and engaging vision: to "maximize the potential of each of our state's youth.")

Investment in Youth and Involvement by Youth. Advocacy efforts often focus either on providing more resources to youth, or increasing the involvement of youth. The state youth and young adult's plan will effectively incorporate both critical themes, advocating for increasing both investments in youth and young adults and involvement by youth and youth adults.

An Overarching Policy Framework. Across the country, states are working to increase the coherence and effectiveness of their youth policies. All states have myriad programs, policies and initiatives devoted to changing outcomes for young people; many are now working to develop an overarching "youth policy" that serves as a lens or framework used to coordinate and align these various efforts. This work is not easy – there are important historic reasons why youth policies have not been viewed in a comprehensive fashion through a single lens. Lack of clarity can help protect turf and obscure gaps and overlaps in services and resources. It allows policy makers and advocates taking on any one piece— no matter how small— and declaring victory

During these times of budget crunches, we are looking to make our investments more strategically. And more often than not, when it comes to investments in young people, making more strategic investments means moving from the standard disjointed array of youth and young adult policies toward a more aligned and better coordinated approach based on an overarching plan. The integration of services between agencies will eliminate the duplication of services.

Statewide Youth Policy - One System

Aligning the current array of departments, agencies and programs into a coherent “all youth, one system” approach will not be easy. Indeed, it will require a number of new tools which will allow local and state policy makers to think, plan and act in new, cross-agency ways. These new tools will be needed at all levels.

The State Youth Council would do a great service to local and state efforts throughout Louisiana in the development of One Youth system. Local Area Youth Planning Board

The Louisiana Workforce Commission will establish a statewide Youth Council to meet the objectives of the Shared Youth Vision. The Youth Council will meet quarterly throughout the state. The council will consist of local and active WIA youth council members - One from each local area. LWC’s Investment in Youth and Involvement by Youth are key to the success of our state’s youth. Advocacy efforts often focus either on providing more resources to youth, or increasing the involvement of youth. The state youth council’s plan effectively incorporates both critical themes, advocating for increasing both investments in young people and involvement by young people.

A Coordinating Body - Shared Youth Vision. This will serve as a common vehicle for policy makers across systems (education, juvenile justice, youth employment, community service, etc.) and potentially across sectors (government, foundation, corporate) to take action on the big picture issues of 1) how the pieces of individual efforts connect, 2) how could efforts be better aligned, 3) what blind spots exist, and 4) what does all the activity add up to?

A Youth Policy Impact Tool. Develop common standards that will evaluate whether any given policy promotes positive youth development, regardless of what sector it emerges from.

Youth Policy Report. Use the Shared Youth Vision policy framework and the youth policy impact tool to show a state’s progress across departmental lines, to highlight best practices from across departments, and to present goals and strategies for the future.

Youth Progress Report. An organized, cross-sector way to collect and report indicators of the development of young people that (1) presents the information within a clear framework, and (2) balances indicators of what we want to prevent with what we want to promote.

Youth Options Report. An assessment of the array of services, supports and opportunities which are available to young people, including the range of ways they are being involved in policymaking at all levels, as well as future goals and strategies.

Communications Campaign. Tested messages and messengers that promote a positive picture of youth, and link together the array of things young people need into a coherent agenda.

Program Quality Strategy. That is applied across departments and agencies with clear evaluation criteria, program-quality standards, and capacity building strategies for achieving them.

Statewide Youth Network. An alliance of organizations and individuals committed to youth from across agencies and systems, which are ready and willing to advocate on behalf of young people across issues and agencies.

- **Resource for Employers to meet their human capital needs and create a pipeline to their future workforce:**
 1. Develop an outreach plan that incorporates the use of Business Service Representatives and their connection to human resource professionals. Outreach must be proactive and responsive to youth employment trends e.g. summer employment opportunities and/or entry-level occupations in high growth, high demand sectors.
 2. Assign a Business Service Representative as the point of contact for employers wanting to train and/or hire youth and young adults. Determine additional Business Service Representatives to be assigned to the youth liaison role based on geography and demand.
 3. Connect with each industry partnership workforce intermediary to present the statewide youth initiative and secure employer commitments to train and/or hire youth and young adults.
 4. Present to local Chambers of Commerce, trade groups and business associations.

- **Outreach to and Engagement of Youth**
 1. Establish a youth advisor at the state level responsible to develop a youth agenda. Primary roles will include input from Business and Career Solution Center design and services, LAePortal, information and links, customer satisfaction input and, overall advisory.

2. Establish Centers that are designed with youth input and made to attract more youth. Centers must be more than a traditional computer laboratory. Centers must be opened beyond traditional hours – satellite sites could be instrumental in this regard.
3. Educate youth so they know that the Business and Career Solution Centers are the premier place to find jobs. Follow through with jobs!
4. Utilize LAePortal, which connects youth to the Centers, invites them into the Youth Services Statewide System and provides linkages to service providers, vendors, training opportunities and jobs.
5. Create a job bank specific to youth that includes options for part-time, after school, summer opportunities, apprenticeships, on-the-job-training, as well as traditional openings.
6. Provide work readiness workshops for youth on a consistent and regular basis for those more job ready and have a bank of available jobs that are immediately accessible for referral (staff at Business and Career Solution Center must have the ability to provide the employer contact information). To insure a dual customer approach of satisfying both the youth and the employer, the workshops can serve as a screening tool to measure the appropriateness of the referral to the employer.

Employ an overall public awareness campaign to target the community at large but also other key state agencies/partners that do not provide direct service to youth and young adults but have an investment in their development. Those agencies include, for example, the Department of Education, the Louisiana Economic Development, Department of Corrections and the Department of Social Services. This campaign will create greater awareness among the targeted populations of job skills and abilities that are necessary to be successful in high demand occupations and careers. The objectives of this public awareness campaign are to:

Improve attitudes (especially of high school students and parents) concerning education/school, training, vocational and technical education and careers; create greater awareness of the available tools and resources for training, education, and career opportunities; create greater awareness of the state's workforce needs; increase enrollment in job and skill training programs/programs leading to degrees or technical certifications, particularly those aimed at high demand occupations; hire more people in high demand/high growth industry sectors.

Louisiana recognizes the important role the Youth Councils play in developing and coordinating quality youth programs. Having the expertise of youth advocates dedicated to providing quality services is key to enhanced program delivery.

Youth Eligibility Criterion

Each local workforce board will determine which youth, age 14-21, located in their area require additional assistance to complete an educational program or to secure and hold employment and determine what the barriers to success are. They will use this information to determine a locally defined barrier. This local barrier will be defined in each local WIA plan as their nine youth eligibility criterion and will be in addition to those defined in section 101(13)(C) which includes deficiency in basic literacy skills; school dropout; homeless, runaway, or a foster child; pregnant or a parent; or an offender. Each local WIB will be required to include documentation supporting their decision.

Louisiana will provide comprehensive services to youth in accordance with Title I of WIA and with the vision, goals and emphasis areas outlined in section I of the State Plan. The youth system in Louisiana is closely aligned to the labor market and provides participants with a comprehensive set of service strategies. It is based on several key elements: integrated academic and vocational education; integrated work-based and classroom-based instruction; effective connections to intermediaries with strong links to the job market and employers; and intensive private-sector involvement. To achieve these goals, local youth councils have developed new collaborative initiatives that erase turf issues and bring together local workforce training providers, schools, community organizations and others to strategically align and leverage resources to create community youth assistance strategies that meet the particular needs of youth in their local regions. By working together, our local systems provide youth with skills that include a knowledge of the work world, academic skills linked to occupational learning, and both employability and attitudinal capabilities that will enable them to enter and advance in the job setting. LWC is committed to meeting USDOL's new strategic vision to serve out-of-school youth and at-risk youth. In an effort to serve more out of school youth, LWC has raised the minimum expenditure requirement on out of school youth to 50%. LWC and the LWIAs continue to strive to spend the majority of the state's youth allocation on the populations identified in Training Employment and Guidance Notice No. 3-04. The state's proposed youth performance goals reflect this commitment to move from providing services to in-school youth and focus more resources on this difficult population.

Louisiana continues to build a system to provide comprehensive services to eligible youth who are recognized as having significant barriers to employment especially out of school youth, school dropouts, and other youth facing serious barriers to employment. The Youth Councils include representatives with expertise in serving these population groups. As the LWIBs design programs for youth they are encouraged to maximize resources dedicated to meeting the needs of youth with significant barriers to employment, including linking to and coordinating with current programs in their area addressing these population groups. To meet the accessibility needs of youth with disabilities who access the Career Solutions centers for services, LWC is committed to providing reasonable accommodation to all programs, services and facilities.

Louisiana's youth vision is predicated on providing "just in time" service interventions, training, and supportive services. The strategy is to provide youth with positive

interactions with knowledgeable, caring adults in success-oriented environments which foster holistic educational, leadership, and employment skill development. LWC is working with the Louisiana Workforce Commission's Shared Youth Vision workgroup on youth, local workforce boards, youth councils, and community-based organizations to continue development of the systems needed to provide these comprehensive services to eligible youth, including coordination with Job Corps and other youth programs within each local workforce investment area. TANF and vocational rehabilitation are involved in the development of these service strategies to ensure that youth with special needs, including those who are pregnant, parenting, have disabilities or other barriers to employment are included in the comprehensive service strategy.

LWC remains committed to the funding of the Job Challenge program that is part of the Youth Challenge program operated by the National Guard that provides talent development training in demand occupations for at-risk youth. This program provides work experience and work readiness skills in a structured residential environment coupled with long-term follow-up and one-on-one mentoring for enrolled participants. WIA funds initiatives utilizing the Jobs for Americas Graduates (JAG) model for both in-school and out-of-school youth. LWC is working with partner agencies to continue to identify additional programs to assist dropouts and out of school youth. The Business and Career Solutions system will be linked to the youth service system to ensure a seamless delivery system. Core services including training provider information and job listings will be available to youth.

Each participant is provided with information on the full array of appropriate services available through the Business and Career Solutions system and will receive an objective assessment (WorkKeys) of academic and occupational skill levels, service needs, and will develop an individual service strategy that tailors services to effectively meet each youth's specific needs. Any youth served under WIA will receive some form of follow-up services for at least twelve months. Local programs will determine the specific mix of services for each youth based on each participant's objective assessment and service strategy. The mix of activities for each youth will be tied to their service need and maturity level. Programs will emphasize the connections between school and work as well as linkages to work activities as appropriate. Expenditures for out-of-school youth must be a minimum of 50% of total youth expenditures. Youth aged 18 and over may be co-enrolled in both adult and youth programs.

Programs are designed to meet the individual needs of each youth. The special needs or barriers to employment of youth, including pregnant or parenting youth and disabled youth will be identified during the objective assessment and service strategy design. These youth may be jointly case managed with other appropriate One-Stop partners or community based organizations. Communication and collaboration between the various funding sources identified in the service strategy are critical for a successful outcome. This is a critical function of the local WIBs and youth councils.

Coordination with all entities serving youth, including foster care, education, and TANF assistance, occurs on many levels. Such coordination may include but not be limited to:

membership on the youth council or local WIB, sharing documentation for eligibility determination, sharing assessment and case management notes on joint clients; joint service provision and joint technical assistance sessions and training for staff.

Coordination occurs among WIA youth programs, Job Corp programs operating in the state, apprenticeship programs, and other youth programs operated through community and faith based organizations. Such coordination may include joint marketing to youth for all programs, building upon the assessment results of one program rather than doing an entirely new assessment, enrollment into all programs that will assist the youth, any of the programs referring the youth to entities that may assist the youth with support services, placement credit toward performance standards for all programs in which the youth is enrolled and follow-up conducted to ensure the youth stays employed.

Youth Program Design

LWC has developed strategies to implement various youth program designs. LWC will continue working with the local workforce boards, the State Workforce Commission, Youth Councils, and youth providers to further develop guidelines, coordination strategies, and specific guidance. Louisiana is committed to a fully integrated system of education, training, skill development and employment opportunities for all youth. This commitment is based on its vision of creating a statewide system that provides that right intervention at the right time, ensuring youth acquire the necessary skills for success in education and employment, and businesses gain a skilled workforce. The State Plan addresses the overall, comprehensive strategies for youth.

Preparation for post-secondary educational opportunities

The State is emphasizing articulation across program and funding streams, summer and year-round. WIA Title I youth programs will be strongly coordinated with the following statewide initiative to create a viable youth system:

Career Majors — a primary goal for education in Louisiana is to provide our students with opportunities to develop skills that will prepare them to meet the demands of a global economy. Thus, the Career Options Law (Act 1124) was passed in 1997 by the Louisiana legislature. The law acknowledges career awareness must begin early in a student's education and stipulates that the guidance process will include grades 6-8. . The law mandates the implementation of Five-year Education Plans for all high school students. Students throughout the state complete their five year plan using the LA ePortal System. This law serves as the foundation for career preparation and a jump start to postsecondary educational opportunity.

The legislation parallels the Southern Regional Education Board's *High Schools That Work* initiative key practices, stipulating the following:

- Having students complete a challenging program of study with an upgraded academic core and a major

- Involving each student and his/her parent in a career guidance and individualized advisement aimed at completion of an accelerated program of study with a career major

TOPS — to further enhance the Career Options programs, TOPS (Tuition Opportunity Program for Students) offers scholastic aid for Louisiana’s graduates who plan to attend post-secondary institutions within the state, providing the link to carry them into the fifth year of their plan.

Perkins III — Tech Prep and Secondary — One of the major goals Perkins III — Tech Prep is to strengthen articulation between secondary and post-secondary education, further expanding opportunities for youth. Louisiana made the decision to merge its Tech Prep funding into the Basic Grant program. This merger of funds is intended as an opportunity to strengthen the connection of secondary and postsecondary CTE programs, particularly with implementation of Louisiana Career Pathways.

Under the new arrangement, there will be an intensive focus on outreach activities and recruitment. To coordinate these outreach and recruitment activities, the State has designated College and Career Transition Coordinators located around the State. The role of the College and Career Transition Coordinator will be to work with professional staff from the colleges and school districts, providing knowledge and resources, in order to enhance the knowledge of students, parents, teachers and administrators about CTE opportunities available to secondary students at the postsecondary level. Other focus areas will include: dual enrollment, professional development, career awareness, and collaboration and communication.

In cooperation and collaboration with regional state, and local entities the coordinators will:

- Assist in promoting linkages between secondary and postsecondary CTE programs;
- Facilitate professional development opportunities for CTE teachers, postsecondary faculty and counselors related to CTE;
- Facilitate increased information sharing to counselors, teachers, students, and parents regarding opportunities at the postsecondary level;
- Place a greater emphasis on career guidance and planning;
- Help staff members from colleges, schools and community organizations expose students to information about high-skill, high-wage, high-demand occupations: and
- Enhance and build partnerships with business and industry to support the development of Career Pathways/Programs of Study in high-wage, high-skill and high-demand occupations.

The key outcomes that the College and Career Transition Coordinators will focus on are:

- To increase the number of students dually enrolled;
- To increase CTE enrollment at the postsecondary level in all areas of the State;
- To better inform counselors, teachers, faculty and staff regarding CTE opportunities;
- To increase involvement of business and industry in the development of high-skill, high-wage, and high-demand Career Pathways/Programs of Study.

- Strong linkages between academic/occupational learning

The sixteen educational clusters identified by the U.S. Department of Education are a key component of the Career Major planning process that will form the core linkage between academic and occupational learning. WIA title I participants are exposed to various occupations within each cluster, the skills required for each job and the underlying career ladder. This allows youth to determine not only which career field to pursue but also within each career what educational levels they wish to achieve. This exposure to the world of work enables both in-school and out-of-school youth to determine the career and educational levels needed to meet their future needs.

- Preparation for unsubsidized employment opportunities

Using both short term and long term demand occupation information, youth are provided preparation for employment and training. In-school youth have exposure to learning linked to occupations. Out of school youth are provided skilled training linked to basic skills training and identified needs of the business community. Both groups are provided work maturity/work readiness training geared toward the industry/occupation they will work in.

- Effective linkages w/intermediaries w/strong employer connections

All youth programs funded under WIA will encourage a strong role for youth mentors. From Groundhog Day job shadowing to summer employment experiences, all youth will be able to clearly see the linkages between education and employment. Local boards and youth councils are encouraged to include mentoring in all youth services contracts. LWC and the Workforce Investment Council work with the local areas to identify best practices in this area and share this information and training across regions.

- Alternative secondary school services

LWC, LDOE and the Workforce Investment Council are working to ensure adequate state and local funding is available to alternative education programs. WIA Title I entities work with the local school system to identify true dropouts and provide the needed service strategies to help with dropout recovery. The long-term goal of the local systems is to ensure that the services provided in the alternative setting are available as needed to all youth within the local area.

- Summer employment opportunities

Summer employment opportunities are used as a linkage between academic and occupational learning and as an entry point for out of school youth to serve as a dropout

recovery option. LWC and the LWIBs continue to build a summer youth employment opportunity system that coordinates resources from multiple local funding streams.

- Paid and unpaid work experience

The same strategies used for summer employment opportunities will be used for both paid and unpaid work experience.

- Occupational skill training

Occupational skill training is linked to high growth/high demand occupations in the region. Where feasible, occupational skill training is linked with work experience to ensure relevance. Through the Career Exploration process, youth build career ladders and understand the need for life long learning often referred to as “just in time interventions” that ensure learning is both timely and relevant to the skills needed today in the workplace. LWC provides training to local workforce development staff on O*NET to enable them to better identify and link training to the skills needed by specific businesses in their region.

For PY 2010 Louisiana is requesting a waiver to allow the use of the Eligible Training Provider List by LWIAs to provide Individual Training Accounts to Older Youth, Out-of-School Youth and youth 16 to 17 years of age. The Eligible Training Provider System requires that training providers meet rigid requirements for certification to provide training for Adult and Dislocated Workers. Louisiana believes that the Older Youth, Out-of-School Youth and youth 16 to 17 years of age would benefit from the services provided by these certified training providers through the ITA system. Allowing the LWIBs to use the ETPL to provide ITAs for these youth will result in streamlining services and increasing flexibility. In addition it will help increase the number of participants who receive training and ensure that training services for youth will be available in a faster and more efficient manner. Many LWIBs find it difficult to secure training providers willing to competitively bid to provide youth training. In addition, the time period for matching training providers to youth who are in need is lengthened considerably. Use of the ETPL to provide ITAs will improve youth services through increased customer choice in accessing training opportunities in demand occupations, increase the number of training providers for youth, provide LWIBs more flexibility in securing training providers, promote better utilization of service providers in rural areas and eliminate duplicative processes for service providers.

- Leadership development opportunities

Through local models such as JAG which include opportunities for youth to participate in leadership roles, youth have the opportunity to develop leadership and team building skills needed in the workplace. As part of the goal of a system built on promising practices, the system brings together the quality practices learned by programs such as JAG to help build local capacity. The Louisiana Department of Education is committed to assisting LWC and the LWIBs and youth councils identify best practices and share the information. In addition, the State’s vocational youth organizations and non-profit organizations serve as valuable resources for leadership opportunities.

- Comprehensive guidance and counseling

One of the State's emphasis areas is for all youth to have a five-year career plan or individual service strategy. Therefore each youth, either through in-school career options planning requirements or out-of-school Career Exploration process, develop a comprehensive strategy that will identify the services needed to either stay in school or return to school, develop the skills needed to be successful in the workplace and devise a plan for life long learning. Each individual service strategy will identify not only career goals but also the work readiness skills needed to be successful in the workplace. This front door assessment is the key to identifying the appropriate intervention. LWC has built a statewide comprehensive assessment system. Each workforce investment area has a computerized aptitude assessment system. WorkKeys is available in all Business and Career Solutions centers. This will ensure basic skills assessments are linked to actual skill requirements for specific jobs and industries. The system emphasizes experiential assessment (through "work first" participation where feasible). By building an integrated system not just a series of programs, youth will have positive interactions with peers and caring adults.

- Supportive Services

Louisiana is building a youth system across local entities to provide needed services not programs. The comprehensive plan described above and the local linkages developed through the youth councils ensure that all youth receive the supportive services necessary to achieve their career goals. The goal of developing a system of committed partners envisions that through the youth councils, each area will develop strong linkages among partners to develop a continuum of service interventions accessible to all youth. Local boards are encouraged to formulate partnerships with such agencies as TANF, Child Care, and Juvenile Justice, to provide needed support services to youth, including transportation. The Community Service Block Grant agencies have long been part of Louisiana's Business and Career Solutions system. These entities are assisting the local areas identify available services and identify service gaps. The local planning guidance requires each youth council to inventory and catalog local resources and makes this information to service providers. The system is then be able to better direct scarce resources toward filling the gaps to ensure youth receive the supportive services needed to achieve their individual goals.

- Follow-up Services

All youth are provided follow-up services for 12 months after they complete the program. The intensity of this follow-up will be dependent on the service strategy needed by the youth. However, the system ensures that the youth remains connected to the system to assist the youth attain, retain, and advance in both post secondary education and employment to meet their career goals. This includes linking the youth to the Business and Career Solutions system so they will have available a link to employment and training assistance and a connection to life long learning. Several current programs that are part of the youth system emphasize long-term follow-up. Jobs for America's Graduates (JAG) and Youth Challenge both have 12-month follow-up requirements. As part of the goal of a system built on promising practices, the system brings together the quality practices learned by these programs to help build local

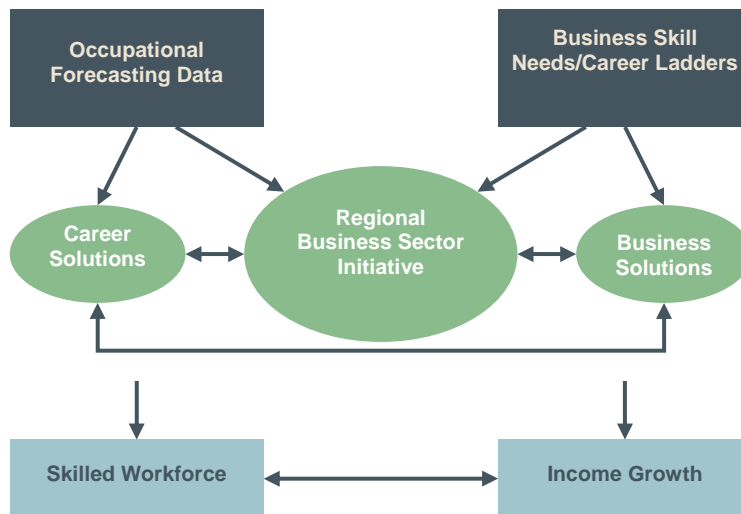
capacity. The goal is for each youth partner to identify what is working in their piece of the system and learn how to share it with all the other partners.

F. Business Services – describe state’s strategies to improve services to employers, including a description of how state intends to:

- Determine employer needs in local areas and on statewide basis
- Integrate business services, including WP Act services, to employers through Career Solutions system
- Streamline administration of Federal tax credit programs within Career Solutions system to maximize employer participation

LWIA 71 uses the LAVOS system to access labor market information and to provide services to business customers. LWC contracts with Louisiana State University to conduct an annual regional Job Vacancy survey to provide the workforce development system insight into the number and types of jobs available in specific industries and regions of the state. Employers can use this information to gauge the existence of labor shortages and to plan solutions to hiring needs. Training providers can use this information to help design just in time training to meet employer needs.

The Business System Information Flow



Employer needs will be determined by a variety of methods. On the local level, Regional Business Sector initiative will be supported through focus groups comprised of representatives from local business and industry. These methods will provide the system with up-to-date information on job requirements, skill shortages, and training needs, with assistance in the development of training curriculum, and with definition of system needs and other services needed by businesses, etc. The team members will use comprehensive strategies and tools such as O*NET and WorkKeys to determine specific job requirements. LAVOS will assist employers in posting job vacancies and filling open positions. The team will work with Economic Development agencies and

local chambers of commerce and assist in providing information on the employment and training needs of their members.

For the business community, Regional Business Sector Initiatives will coordinate services regionally for employers and provide them with a single point of contact with the employment and training system. Each Center has dedicated staff providing services to businesses. The Business Service Representatives (BSRs) work with employers in their community as part of an initiative coordinated across the region. This coordination process will ensure that labor market information, training needs, employment opportunities, etc., is shared among all partner entities. Each partner entity in the region will be involved in a regional planning process utilizing their local staff. Employers are assigned an account representative through the local Business Solutions system. This individual is responsible for connecting that employer to all workforce development services. As LWC refines this model, services will be streamlined to avoid having businesses contacted by multiple programs and provide a single point of contact for service delivery.

An integrated employer account system, accessible by all local partner entities through LAVOS, will provide a comprehensive database of employers' needs. This will allow the system to build a portfolio of employer services that match business needs. This system will also assist the LWIBs and LWC in working with training providers to ensure that skills training, workplace literacy skills training and employability enhancements provided to jobseekers meet employer requirements.

Wagner-Peyser traditional employer relations programs have been integrated into the LWIA Business Sector Teams using BSRs assigned to the local Business and Career Solutions centers, thus broadening their employer contact capabilities. Use of non-traditional methods to generate quicker turnaround and broader exposure for high-demand occupations include unsanitized job openings, employers listing job openings directly on the Internet, and exposure and access to these job openings in nontraditional locations such as housing authority developments (in coordination with HUD), TANF office waiting rooms, community based and faith based organizations, etc. All partner agency staff will share job information that will provide employers with access to a broader range of possible employees.

Administration of the Work Opportunity Tax Credit (WOTC) program will be streamlined by localizing and automating the methods of document input, simplifying the forms and instructions, and integrating the program into the integrated intake process. WOTC will be a part of the portfolio used by the business sector teams, which will broaden exposure in the business community.

Funds leveraged with Businesses utilizing EBT (OJT) contracts will depend on the number of workers proposed for training and availability of training funds. To provide optimal benefits to business customers, contracts are written regionally with buy-ins from other funding sources including WIA, TAA, and NEG.

G. Innovative Service Delivery Strategies

Describe innovative service delivery strategies state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged

- “Fast Start” program to provide customized, turnkey workforce solutions for qualifying business development projects. Approximately \$3 million of state funds were dedicated to this effort.
- A plan has been finalized between LWC and the state Department of Social Services to pilot the integration of vocational rehabilitation and two TANF programs, LaJET and STEP, into our one-stop operations in the Lafayette area. The pilot program begins in June 2008 and is scheduled to expand statewide in December. The marriage of DSS's case management services with LWC's job placement services offers great promise for employing disabled and disadvantaged citizens and keeping them employed to pursue career paths.
- Neighborhood Places, a joint effort between LWC, DSS and several other agencies, is an effort to co-locate a broad array of programs that share the same clientele. It will be piloted in Many, in western Louisiana, this summer.
- LWC has selected and is awarding a contract to an intermediary to work through a grassroots network of community and faith-based organizations across the state to recruit up to 10,000 Louisiana citizens who are under-engaged in our workforce. Many of these people are in their late teens or early 20s and are not employable because of the types of deficiencies La. Ready! will address. Despite the national economy and rising unemployment in Louisiana, our non-farm employment has outpaced 2008 in every month so far this year. Across the state, we have more than 70,000 unfilled jobs, many of them entry-level. The La. Ready! framework will be in place for these recruits this summer, and they can be assisted in becoming employable for many of these job vacancies with minimal additional education and training.

As we move our current system toward the vision of developing a statewide workforce development system that responds to industry demand and that maximizes and streamlines services to its customers, the priority is to create a new system guided by the principles of universal access, increased accountability, individual choice, and comprehensive service delivery for all Louisiana citizens. This new system will have as its goals:

- Create a demand-driven workforce development system that connects employers to a well-educated and highly skilled workforce;
- Develop a labor market system that provides employers, job seekers, incumbent workers, future workers including out-of-school youth and other at-risk and special populations with the labor market information, training, and supportive services they need;

- Implement a governance system focused on unified planning, eliminating duplication, maximizing resources, continuous improvement, and accountability for results;
- Continue development of an effective, high-quality, statewide network of Business and Career Solutions Career Centers that serve as the “front door” to Louisiana’s workforce development system, driven by accurate, timely labor market information;
- Utilize a common intake/assessment system that is customer focused and streamlines workforce education and training programs by eliminating duplication;

To improve the overall operations, effectiveness and outcomes of workforce development in Louisiana, the LWC is implementing a service integration and system alignment model. This system is envisioned to impact the State’s workforce and economy through better linkages between employers and workers, and overall improvements and enhancements toward workforce skill development. The Business and Career Solutions system is the primary service delivery vehicle for LWIBs to fulfill their workforce development role.

Business Solutions	Career Solutions
A strategic approach to develop and maintain relationships and partnerships with the business community	Funding and staffing integration to advance the efficiency and maximize the resources of the one-stop centers processes.
Ensure services and service delivery methods meet business demands, including improvement of existing services and development of new business services	Move from a focus and delineation on “ <i>programs</i> ” to well-structured and customer-appropriate sets of “ <i>services</i> .”
Move to exceptional high quality standards for delivery of employer services, focused on <ol style="list-style-type: none"> 1) job vacancy processing from receipt to follow-up, 2) recruitment services, and 3) optimum connections between the business and job seeker community 	Create highly satisfying services and processes that <ol style="list-style-type: none"> 1) remove wait time and get customers started on services immediately, 2) are clearly identified and easily accessed from start to finish, and 3) provide options for direct entry into the labor market and/or training to build skills to advance in the labor market

H. Strategies for Faith based and Community based Organization

- **Describe activities to be undertaken to (1) increase opportunities for participation of faith based/community organizations as committed/active partners in Career Solutions delivery system and (2) expand access of faith based/community based organization's clients and customers to services offered by One-Stops in state. Outline those action steps designed to strengthen state collaboration efforts with LWIAs in conducting outreach campaigns to educate faith based/community organizations about attributes and objectives of demand driven workforce investment system. Indicate how those resources can be strategically and effectively leveraged in the state's workforce investment areas to help meet the objective of the WIA**

Louisiana is fully committed to providing employment and training services for all citizens; however, many of our most venerable citizens do not access these services. Many faith based and community based organizations have developed relationships with these individuals and can provide the needed connections to help link them with the workforce development system. LWC is utilizing a number of approaches to collaborate with these organizations. The Community Services Block Grant Program (CSBG) program is administrated through LWC. This enables the state to directly involve the forty-two community action agencies with WIA and Wagner Peyser workforce development strategies. The Grassroots" RFP vendor will work with community and faith-based organizations, other state agencies and also directly in communities across the state to recruit from the identified target populations. Community based organizations sit on each Local Workforce Investment Board. In addition, community based organizations that provide occupational specific skills training are contacted for possible inclusion on the Statewide Eligible Training Provider List. Solicitation efforts resulted in several community based organizations being added to the ETPL.

LWIA 71 currently has contracts with two faith-based organizations, Community of Faith and Showers of Blessings, to provide services to in-school and out-of-school youth.

- **Waivers in place or planned**

LWIA 71 supports the waivers requested by the LWC. While not all of the waivers have been used in this Area, those that have been utilized allowed the Caddo Business and Career Solutions Center staff to better serve job-seeker and business customers, and make more efficient use of program funds. Louisiana has submitted the following waiver requests. The rational, justification, and implementation of each waiver request is included in the related section of the plan. They are included in the state plan public hearing. LWC firmly believes that the approval of these waivers will enhance the state's ability to move in USDOL's national strategic direction.

1. Waiver of the funds transfer limitation at WA section 133(b)(4) to permit states to approve local area requests to transfer up to 50 percent of local area formula allocation funds between the WIA Adult and Dislocated Worker programs.

2. Waiver of the required 50% employer match for customized training at WIA section 101(8)(C) to permit a match based on a sliding scale as follows: (a) no less than 10% match for employers with 50 or fewer employees, and (b) no less than 25% match for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements continue to apply.
 3. Waiver of WIA section 101(31)(B) to permit LWIAs to reimburse the employer for on the job training on a graduated scale based on the size of the business. The following reimbursement amounts will be permitted: (a) up to 90% for employers with 50 or fewer employees, and (b) up to 75% for employers with more than 50 but fewer than 250 employees. For employers with 250 or more employees, the current statutory requirements will continue to apply.
 4. Waiver to permit implementation of, and reporting only for, the common measures in place of the current WIA measures. The common measures have become the basis of the workforce system's performance accountability. Louisiana Workforce Commission has requested a waiver of the current performance measures referenced in WIA Section 136(b) in order to implement the common performance measures.
 5. Waiver on the time limit on the period of initial eligibility of eligible training providers at 20 CFR 663.530 to provide an opportunity for training providers to re-enroll and be considered as initially eligible providers.
 6. Waiver of the prohibition on the use of Individual Training Accounts (ITAs) for older and out of school youth. (WIA 123, WIA 134(d)(4), 20CFR 661.305(a)(3), 20 CFR 664.510)
 7. An exemption from the competitive procurement requirement for the follow-up and supportive service elements and inclusion of these elements in the design framework of youth services. (WIA 123, 20CFR 664.405(a) (4), 20 CFR 661.305(3)).
- **How the Area measures success of its strategies in achieving its goals and how will use this data to improve system**

1. Describe the Area's performance accountability system

LWIA 71 uses common measures implemented by Louisiana in PY05. These measures are more conducive to development of a demand driven integrated system. Therefore, Louisiana, with the approval of the state Workforce Commission, is requesting a **waiver** of the current performance measures at WIA Section 136(b) in order to implement the common performance measures.

As part of LWC's implementation the USDOL youth vision, the LWIAs are required to spend at least 50% of their youth allocation on out of school youth. The state is emphasizing coordination with programs serving these harder to serve populations such

as youth aging out of foster care and adjudicated youth, As a result of this shift in service design, it may negatively impact the youth performance levels. The state will work with the LWIAs to attempt to continue to improve performance.

2. Describe any targeted applicant groups under WIA, WP or Veterans that the Area tracks

LAVOS has the capacity to track all potential targets groups, including the demographic characteristics required by the Common Measures.

3. Identify any performance outcomes/measures in addition to those prescribed by WIA and what process is the using to track and report them

In order to support the redesign initiative, LWC is continuing to develop a real time scorecard. LWIA 71 and the state are using this data to manage business and job seeker processes, measure the effectiveness of service design and ensure that services are meeting the goals set by the state and LWIBs. In addition, the Scorecard outcomes are significant in determining eligibility under the state's new center certification process.

OWD Scorecard

Job Seeker

1. Number of Career Solutions Members Entered Employment
Number of members served by the Career Solutions Centers who obtain employment following training and/or job referral divided by total number of individuals enrolled.
2. Staff Referrals to Placements
Number of individuals referred to jobs by Career Solutions staff as a percentage of all staff referred placements
3. Individuals in Training
Number of individuals served by Career Solutions Centers who enroll in classroom or employer based training.
4. Percentage of Members Employed in Jobs Earning Above Average Wages
Compared to all Individuals.
Of those members entered employment through the Career Solutions Centers, number placed in jobs paying more than \$10.00/hr using: 1. wage reported at placement, 2. wage on job order, 3. LMI average entry wage.
5. Number of Youth Enrolled in WIA Title I who Enter Employment or Enrolled in Post

Secondary Education

All youth who are employed or enrolled in post secondary education following completion of WIA funded services.

Employer

6. Market Penetration

Percentage of all active registered businesses in Louisiana who hire annually (employing 10 or more employees) that are served by Business Solutions staff (list job vacancy in LAVOS or recruit job seekers by reviewing resumes or engage in employer based training through WIA or IWTP).

7. Percentage of Job Listings over \$10.00 assigned to Placement/Recruitment Team that receive Staff Referral.

Of all jobs listed in LAVOS, the percentage that receives a staff referral.

8. Referral to Hire Ratio

Number of hires as a percentage of number of staff referrals.

9. Number of Employers Provided Employer Based Training

Number of employers who receive on-the-job training, customized training or IWTP funded training for current employers.

10. Business and Career Solutions System Assistance Resulting in UI Trust Fund Cost Savings.

The number of U.I. claimants who enter employment prior to receiving their 10th U.I. check and cease receiving Unemployment Insurance.

4. Describe the state's common data system and reporting processes in place to track progress. Describe what data will be collected from the various Career Solutions partners (beyond that required by DOL), use of quarterly wage records (including how state accesses wage records) and how statewide system will have access to the information needed to continuously improve

LWIA 71 uses LAVOS as the common data system and reporting mechanism to track progress. LAVOS is a comprehensive data collection and management operating system that all Business and Career Solutions staff uses to enter participant and employer data, case notes, activities, assessments, exits and follow-ups. It contains on-line real time case management reports providing local staff with demographic, activities, soft exit, youth goals, and case management information. The system also provides predictive performance reports based on staff entered data as well as the quarterly and annual WIA reports and 9002 and Veteran reports based on wage record data. The predictive reports allow LWIA 71s to determine performance and implement corrective action in a timely manner, without having to wait for wage record data. The system can track services provided by partner agencies. The system can also track services provided to businesses by all partners to prevent duplication. This information includes contacts, services, industries, occupations, skill requirements, and company size.

LWIA 71 can access its own WIA Quarterly Reports that incorporates Louisiana wage records and data from the Wage Record Interchange System. In addition, MIS staff assigned to each local area continually review local reports and work with the Program Advisors to provide technical assistance. At the state level, a data extract is run through the Mathematica Data Validation software to eliminate errors and produce the required Federal reports. The state continues to provide training and technical assistance to WIA, Wagner Peyser, Veteran and TAA staff on performance management.

5. Describe any actions the local board will take to ensure collaboration with key partners and continuous improvement of statewide workforce investment system

LWIB 71 has is committed to the concept of aligning workforce development entities in the Area and state to ensure improved collaboration and support continuous improvement of the local workforce investment system. This collaboration began in the Caddo Business and Career Solutions Center where several of the required partners are located. Center partners have a great working relationship and have already eliminated a number of duplicative service efforts, thus reducing costs. Continuous improvement of the workforce investment system is practiced on a daily basis. The LEAP program is providing an opportunity for LWIA 71, the Department of Social Services, Adult Education and the Technical and Community College system to collaborate on providing services to low income individuals. These efforts are overseen by the LWC.

6. How do local boards evaluate performance? What corrective actions will state take if performance falls short of expectations (including sanctions and TA)? How will state and local boards use the review process to reinforce the strategic direction of the system?

Both the Louisiana Workforce Investment Council and LWIB 71 evaluate overall performance based on the 18 LWIAs' performance on the Common Performance measures. In addition, LWC's computer system calculates the required WIA performance measures for the state and the LWIAs. LWC monitors performance on the performance measures for all of the LWIAs. LWIB 71 receives quarterly reports from the LWC reporting performance measures. This allows Center staff to see where concentrate on areas that may need additional staff and resources. Also, Center staff keep in-house performance-related data to provide an informal means of determining how performance is being met.

If a local area fails the same performance measure two years in a row, LWC works with the local area to develop a corrective action plan. If the area continues to fail, sanctions, including reorganization of the Board are an option. LWC provides technical assistance and training to those areas that have experienced difficulty meeting or exceeding the measures. LWC is reestablishing a training institute to provide training to all levels of staff, with a focus on front-line service delivery staff; in order to help the staff

improve the quality of services delivered to our customers. As part of the OWD Redesign initiative, LWC is also working with subject area experts that are able to work closely with State and local staff to identify problems, improve services, revised operational processes and to provide training that supports those efforts.

The State has developed a Scorecard consisting of both Job Seeker and Business real time measures specifically linked to the Redesign initiative. These measures are being used to determine the effectiveness of services being delivered through the Business and Career Solutions system.

7. Include proposed level for each performance measure for each program year.

Proposed Common Performance Measures for Louisiana

WIA Common Measures			
	PY09 Actual	PY10 Negotiated	PY11 Proposed
Adult			
Entered Employment	56.6%	56.0%	56.0%
Employment Retention	73.4	70.0%	70.0%
Average Earnings	\$12,349	\$12,100	\$12,100
Dislocated Worker			
Entered Employment	64.8%	68.0%	68.0%
Employment Retention	78.4%	72.0%	72.0%
Average Earnings	\$16,148	\$13,900	\$13,900
Youth			
Placement in Employment or Education	54.6%	57.0%	57.0%
Attainment of a Degree or Certificate	54.4%	52.0%	52.0%
Literacy and Numeracy Gains	55.5%	44.0%	44.0%

The performance measurement system goals reflect continuously improving performance over time both in terms of quantity and quality and the goals of LWC's redesign initiative.

J. Administrative Provisions

- **Provide a description of the appeals process referred to in §116(a)(5)(m).**

In accordance with section 116(a)(5) of WIA, a unit of general local government (including a combination of such units) or grant recipient that requests but is not granted designation of an area as a local area under paragraph (2) or (3) of section 116(a) may submit an appeal to the Louisiana Workforce Commission within 30 days of receipt of

written notification of non-designation. The Governor will provide a decision within 60 days of receipt of the appeal. If the appeal does not result in such designation, the Secretary of the U.S. Department of Labor, after receiving a request for review from the unit or grant recipient and on determining that the unit or grant recipient was not accorded procedural rights under the appeal process established in the State plan or that the area meets the requirements of paragraph (2) or (3) of section 116(a) of WIA, as appropriate, may require that the area be designated as a local area.

- **Describe the steps taken by the local Board to ensure compliance with the non-discrimination requirements**

LWIA 71 has an EEO Officer who provides extensive equal opportunity technical assistance and oversight. The EEO Officer: reviews policies and procedures to guarantee that the Area is in compliance with EEO requirements; ensures EEO materials are posted in high volume areas of the Caddo Business and Career Solutions Center; advises Center staff on issues related to EEO; reviews participant data to ensure there are equitable services. Customers and potential customers are made aware of their rights including the right to file a grievance if they feel there has been any discrimination. The EEO Officer attends training at the state and federal level to maintain currency in equal opportunity and non-discriminatory practices.

X. Assurances

- A. LWIB 71 assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)
- B. LWIB 71 assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215.)
- C. LWIB 71 assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
- D. LWIB 71 assures that it will comply with the nondiscrimination provisions of section 188.
- E. LWIB 71 assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).
- F. The State assures that it will comply with the grant procedures prescribed by the

Secretary (pursuant to the authority at section 189(c) of the Act) that are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

- General Administrative Requirements:
 - 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
 - OMB Circular A-87 --Cost Principles (as amended by the Act)
- Assurances and Certifications:
 - SF 424 B --Assurances for Non-construction Programs
 - 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20
 - CFR part 93 --Certification Regarding Lobbying (and regulation)
 - 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)
- Special Clauses/Provisions:
 - Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

- G. LWIB 71 certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- H. LWIB 71 assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
- I. LWIB 71 certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
- J. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I--financially assisted program or activity

- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin
 - -- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - -- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - -- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.
- The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

K. LWIB 71 assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws and regulations.

GRIEVANCE PROCEDURES

This policy establishes the procedure to receive, investigate and resolve grievances, and conduct hearings to adjudicate disputes made by WIA participants, applicants for participation, or others as required by Section 181 of the Act and according to the requirements of 20CFR667.600.

A. COVERAGE AND PROVISIONS

1. Any participant, subgrantee, subcontractor, or other interested person may file a grievance alleging a violation of the Act, Regulation, or other agreements under the Act.
2. Grievances alleging intimidation, coercion, or retaliation may be exempted from "exhaustion of local remedies" rule and filed directly at the Federal level.
3. These procedures also provide for resolution of grievances arising from actions, such as audit disallowance's or the imposition of sanctions, with respect to audit findings, investigations or monitoring reports.
4. Any employer-established grievance procedure shall provide for, upon request by the grievant, a review of an employer's decision by the LWIA Grant Recipient and the State.

5. Upon enrollment in a WIA program, each participant shall be provided with a written description of the grievance procedure. Documentation verifying receipt of the grievance procedure is to be maintained in each participant's folder.
6. At the time of hire, each staff member shall be provided with a written description of the grievance procedure. Documentation verifying receipt of the grievance procedure is to be maintained in each staff member's personnel folder.
7. These grievance procedures do not apply to discrimination complaints brought under WIA, Section 188, and/or 29 CFR Part 37. Such complaints may be filed with the local grant recipient/administrative entity Equal Opportunity Coordinator/Complaint Manager; or with the Louisiana Equal Opportunity Officer, Evella Quiett, Compliance Programs Director, Louisiana Department of Labor, P O Box 94094, Baton Rouge, Louisiana 70804-9094, Phone: (225) 342-3075; or with the Director of the Civil Rights Center, U. S. Department of Labor, 200 Constitution Avenue, NW, Room N-4123, Washington, DC 20210.

B. STRUCTURE AND TIMETABLES

1. All grievances with the exception of grievances alleging fraud or criminal activity must be made within one (1) year.
2. Hearings shall be conducted, and a decision rendered within sixty (60) days of the filing of the grievance except in cases alleging fraud or criminal activity.
3. At a minimum, the following steps shall be followed in regard to grievances:

STEP ONE

- a. Any participant, subgrantee, subcontractor or other interested person shall present the grievance to the LWIA Grant Recipient and/or Administrative Entity.
- b. The LWIA Grant recipient and/or Administrative Entity shall acknowledge the grievance and schedule a hearing.
- c. The hearing procedure shall include:
 1. written notice of the date, time and place of the hearing;
 2. opportunity to be represented by an attorney or other representative of the grievant's choice;
 3. opportunity to bring witnesses and documentary evidence;

4. opportunity to question any witnesses or parties;
 5. the right to an impartial hearing officer;
 6. a written decision from the hearing officer to the grievant.
- d. The LWIA Grant recipient and/or Administrative Entity receiving the grievance shall provide the grievant with a written decision within sixty (60) days of the filing of the grievance. This decision should include the name and address to which an appeal may be made at the State level.

STEP TWO

- a. If no decision is reached within sixty (60) days; or either party is dissatisfied with the local hearing decision, they may appeal to LWC.
- b. The LWC shall provide an opportunity for an informal resolution and a hearing to be completed within sixty (60) days of the filing of the grievance or complaint.

STEP THREE

- a. If no decision has been reached by the LWC within sixty (60) days of receipt of the request for appeal of a local level grievance; or an adverse decision has been rendered by LWC, either party to which such decision is adverse may appeal to the Secretary, U. S. Department of Labor.
- b.
 1. The Secretary of the U. S. Department of Labor will make a final decision on an appeal no later than one hundred twenty (120) days after receiving the appeal.
 2. Appeals on adverse decisions issued by LWC must be filed with the U. S. Department of Labor within sixty (60) days of the receipt of the decision being appealed.
 3. Appeals in cases where no decision was reached by LWC within sixty (60) days must be filed with the U. S. Department of Labor within one hundred twenty (120) days of the filing of the appeal of a local grievance with LWC.
 4. All appeals to the U. S. Department of Labor must be submitted by certified mail, return receipt requested, to the Secretary, U. S. Department of Labor, Washington, DC 20210, Attention: ASET. A copy of the appeal must be simultaneously provided to the appropriate ETA Regional Administrator and the opposing party.

Attachment A

Local Workforce Investment Board Membership Matrix

LWIB Name: City of Shreveport Workforce Investment Board

Date Submitted: October 28, 2009

(Revised May 26, 2010)

A. BUSINESS REPRESENTATIVE – Minimum 51%

Board Chair must be a business representative and listed as the first entry.

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Ms. Karen McDonald, WIB Chair Human Resource Manager	Storer Equipment Company, Inc.	10/28/09	10/27/12
Ms. Tahira Abdul-Rahman Owner/Broker	Tahira and Associates Realty	10/28/09	10/27/12
Ms. Mariah Underwood Owner	Mariah's Crib to Teen	10/28/09	10/27/11
Mr. John Hubbard Manager of External Affairs	AEP Southwestern Electric Power Co.	10/28/09	10/27/11
Mr. Bruce Roberts President & CEO	Roberts & Murphy, Inc.	10/28/09	10/27/12
Mr. Kevin Quinlan Human Resource Manager	Foremost Dairy	10/28/09	10/27/11
Mr. Patrick Harrison Owner & President	Sound Fighter Systems	10/28/09	10/27/11
Ms. Susan Thompson Human Resource Specialist	Libbey Glass, Inc.	10/28/09	10/27/12
Ms. Debbie Fortson Human Resource Manager	Willis-Knighton Health System	10/28/09	10/27/12
Ms. Elizabeth Neidlinger Human Resources	CHRISTUS Schumpert Health System	03/21/11	03/20/14
Ms. Sandra L. Johnson Senior Associate-Business Development	The Estopinal Group	11/18/09	11/17/12
Ms. Heather Kasperek Human Resource Manager	Praeses, LLC	11/18/09	11/17/11
Mr. Havard Yerger President	Insurance & Actuarial Consultants, LLC	11/18/09	11/17/12
Mr. Mike Paxton Human Resource Manager	McElroy Metal	11/18/09	11/17/11

B. LABOR REPRESENTATIVES – Minimum of 2

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Mr. William T. Reynolds Business Representative	Central Trades and Labor Council AFL-CIO	10/28/09	10/27/14
Mr. Roosevelt Smalley President	CLC-AFL-CIO	10/28/09	10/27/14

C. EDUCATION REPRESENTATIVES – Minimum of 2

Required Partners: Entities providing Adult education and literacy activities; Post-Secondary educational institutions (Post-Secondary vocational education activities under Carl D. Perkins Vocational and Applied Technology Education Act (WIA § 121(b)(1)(B)(vii) and including representatives of community colleges, where such entities exist (WIA § 117 (b)(2)(A)(ii).

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Ms. Gayle Flowers Director, Career, Adult & Alt. Ed.	Caddo Parish School Board	10/28/09	10/27/14
To be filled			

D. ECONOMIC DEVELOPMENT REPRESENTATIVES – Minimum of 2

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Mr. James “Buck” Trussell V.P., Marketing & Industrial Development	The Coordinating & Development Corporation	10/28/09	10/27/14
Ms. Angie White Vice President , Workforce Marketing	North Louisiana Economic Partnership	10/28/09	10/27/14

E. COMMUNITY-BASED ORGANIZATIONS – Minimum of 2

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Ms. Mattie Smith Vice President & Assistant CEO	Caddo Community Action Agency	10/28/09	10/27/14
Ms. Julie Bass Vice President, Workforce Dev.	Goodwill Industries	03/21/11	03/20/16

REQUIRED ONE-STOP CAREER CENTER PARTNERS

One-Stop Career Center partners may represent more than one funding stream.

F. WIA Title I

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Reece Lewing WIA Program Director/Local Area Coord.	City of Shreveport, Workforce Bureau/ Caddo Bus. & Career Solutions Center	10/28/09	10/27/14

G. WAGNER-PEYSER

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Reece Lewing WIA Program Director/Local Area Coord.	City of Shreveport, Workforce Bureau/ Caddo Bus. & Career Solutions Center	10/28/09	10/27/14

H. UNEMPLOYMENT INSURANCE

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Reece Lewing WIA Program Director/Local Area Coord.	City of Shreveport, Workforce Bureau/ Caddo Bus. & Career Solutions Center	10/28/09	10/27/14

I. CHAPTER 41 OF TITLE 38 (DVOP/LVER)

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Reece Lewing WIA Program Director/Local Area Coord.	City of Shreveport, Workforce Bureau/ Caddo Bus. & Career Solutions Center	10/28/09	10/27/14

J. TRADE ADJUSTMENT ASSISTANCE

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Reece Lewing WIA Program Director/Local Area Coord.	City of Shreveport, Workforce Bureau/ Caddo Bus. & Career Solutions Center	10/28/09	10/27/14

K. POST-SECONDARY VOCATIONAL EDUCATION

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
To be filled			

L. VOCATIONAL REHABILITATION PROGRAMS

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Gerald Dyess Regional Manager	Louisiana Rehabilitation Services	10/28/09	10/27/14

M. TITLE V OLDER AMERICANS

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Sherrill Landry Project Coordinator	Project AYUDA	10/28/09	10/27/14

N. JOB CORPS*

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Lionel B. Fraser, II Center Director	Shreveport Job Corps Center	05/08/10	05/07/15

O. NATIVE AMERICAN PROGRAMS *

Name and Title	Organization or Agency Name	Term Start Date	Term End Date

P. COMMUNITY SERVICE BLOCK GRANT EMPLOYMENT AND TRAINING *

Name and Title	Organization or Agency Name	Term Start Date	Term End Date

Q. HOUSING AND URBAN DEVELOPMENT EMPLOYMENT AND TRAINING *

Name and Title	Organization or Agency Name	Term Start Date	Term End Date
Valerie Ervin Unit Manager	City of Shreveport Housing Unit	10/28/09	10/27/14

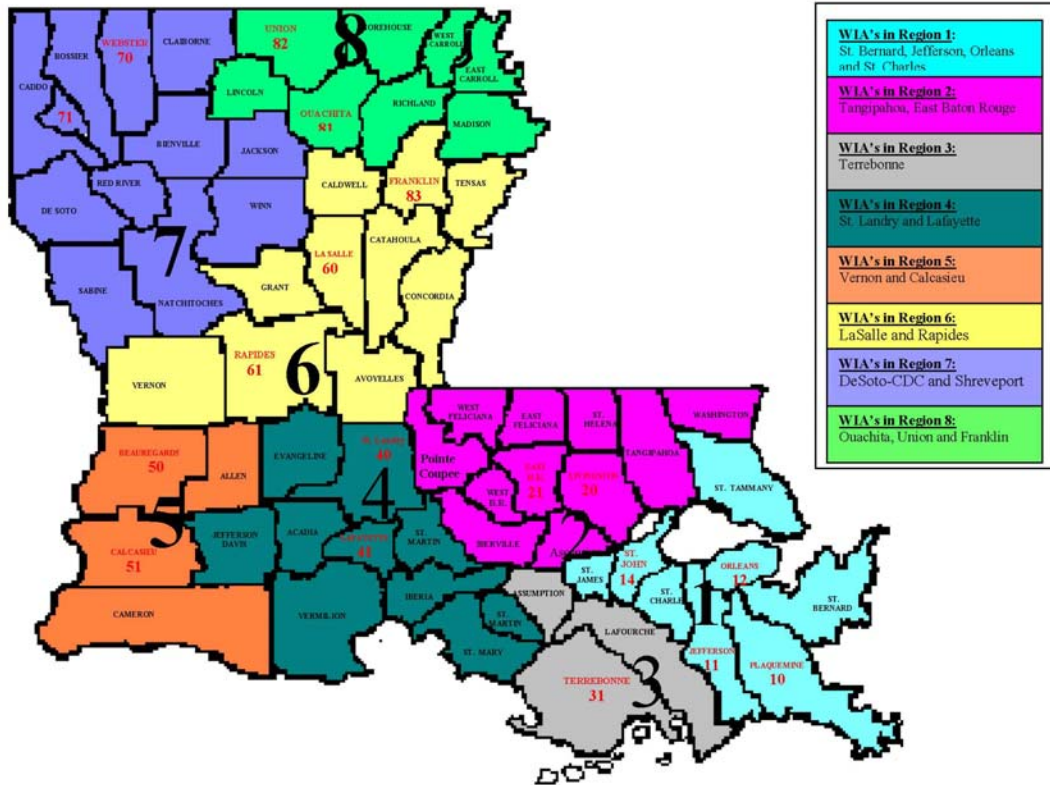
R. OTHER (Add rows as needed)

Name and Title	Organization or Agency Name	Term Start Date	Term End Date

* If represented in the area.

Attachment B

LOUISIANA WORKFORCE INVESTMENT AREAS BY REGIONS



Attachment C

GRIEVANCE PROCEDURES

This policy establishes the procedure to receive, investigate and resolve grievances, and conduct hearings to adjudicate disputes made by WIA participants, applicants for participation, or others as required by Section 181 of the Act and according to the requirements of 20CFR667.600.

C. COVERAGE AND PROVISIONS

1. Any participant, subgrantee, subcontractor, or other interested person may file a grievance alleging a violation of the Act, Regulation, or other agreements under the Act.
2. Grievances alleging intimidation, coercion, or retaliation may be exempted from “exhaustion of local remedies” rule and filed directly at the Federal level.
3. These procedures also provide for resolution of grievances arising from actions, such as audit disallowance’s or the imposition of sanctions, with respect to audit findings, investigations or monitoring reports.
4. Any employer-established grievance procedure shall provide for, upon request by the grievant, a review of an employer’s decision by the LWIA Grant Recipient and the State.
5. Upon enrollment in a WIA program, each participant shall be provided with a written description of the grievance procedure. Documentation verifying receipt of the grievance procedure is to be maintained in each participant’s folder.
6. At the time of hire, each staff member shall be provided with a written description of the grievance procedure. Documentation verifying receipt of the grievance procedure is to be maintained in each staff member’s personnel folder.
7. These grievance procedures do not apply to discrimination complaints brought under WIA, Section 188, and/or 29 CFR Part 37. Such complaints may be filed with the local grant recipient/administrative entity Equal Opportunity Coordinator/Complaint Manager; or with the Louisiana Equal Opportunity Officer, Evella Quiett, Compliance Programs Director, Louisiana Department of Labor, P O Box 94094, Baton Rouge, Louisiana 70804-9094, Phone: (225) 342-3075; or with the Director of the Civil Rights Center, U. S. Department of Labor, 200 Constitution Avenue, NW, Room N-4123, Washington, DC 20210.

D. STRUCTURE AND TIMETABLES

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must be made within one (1) year.

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- b. The LWIA Grant recipient and/or Administrative Entity shall acknowledge the grievance and schedule a hearing.
- c. The hearing procedure shall include:
 1. written notice of the date, time and place of the hearing;
 2. opportunity to be represented by an attorney or other representative of the grievant's choice;
 3. opportunity to bring witnesses and documentary evidence;
 4. opportunity to question any witnesses or parties;
 5. the right to an impartial hearing officer;
 6. a written decision from the hearing officer to the grievant.
- d. The LWIA Grant recipient and/or Administrative Entity receiving the grievance shall provide the grievant with a written decision within sixty (60) days of the filing of the grievance. This decision should include the name and address to which an appeal may be made at the State level.

STEP TWO

- a. If no decision is reached within sixty (60) days; or either party is dissatisfied with the local hearing decision, they may appeal to LWC.
- b. The LWC shall provide an opportunity for an informal resolution and a hearing to be completed within sixty (60) days of the filing of the grievance or complaint.

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1. Appeals on adverse decisions issued by LWC must be filed with the U. S. Department of Labor within sixty (60) days of the receipt of the decision being appealed.
 2. Appeals in cases where no decision was reached by LWC within sixty (60) days must be filed with the U. S. Department of Labor within one hundred twenty (120) days of the filing of the appeal of a local grievance with LWC.
 3. All appeals to the U. S. Department of Labor must be submitted by certified mail, return receipt requested, to the Secretary, U. S. Department of Labor, Washington, DC 20210, Attention: ASET. A copy of the appeal must be simultaneously provided to the appropriate ETA Regional Administrator and the opposing party.

Attachment D

SHREVEPORT WORKFORCE INVESTMENT BOARD

1237 MURPHY

SHREVEPORT, LOUISIANA 71130

P.O. BOX 31109



CHARLES E. DAVIS
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KEITH HIGHTOWER
MAYOR

ADDENDUM TO YOUTH BARRIERS

According to WIA guidelines, an eligible youth may be defined as an individual who is 14-21, low income, and who requires additional assistance to secure and hold employment.

The purpose of this addendum is to establish an operational definition for the statement "who requires additional assistance to secure and hold employment" as a youth barrier under the Board's Policy established on September 25, 2001.

The Board has defined the above term as also including an individual who resides in an unhealthy home life, who has a history of domestic violence, or who suffers from low self esteem. The Board has made this determination on the basis that many social service agencies tend to identify the hard to employ as individuals with these characteristics.

Information or records obtained from WIA youth service providers, school personnel, social service agencies, faith-based organizations, law enforcement or court officials, may be used in making a determination as to an individual's possession of this barrier.

Approved 
Chairman, Workforce Investment Board

Date 6-7-05

Attachment E

LWIA 71 EMPLOYER BASED TRAINING (EBT) POLICY

1. CONTRACT PROCEDURE

A. WIA - EBT CONTRACT

The EBT contract procedure begins with a face-to-face meeting between a prospective Employer and a Representative of LWIA 71. In this initial meeting, the employer is interviewed to determine the description of the training slot(s), number of training slots requested, number of hours per week, and hourly wage to be paid. The LWIA Representative provides the Employer with a list of required documents that include:

- Federal Identification Number
- Louisiana Unemployment Insurance Account Number
- Insurance Account Number
- Workers Compensation Policy
- City of Shreveport Required Forms Packet

Once all required documents have been provided, a contract is written between the Employer and LWIA 71, which states the terms and conditions under which payment will be made to the Employer for services rendered. Once signed, the contract remains in effect until its completion unless it is terminated by mutual agreement by the Employer and LWIA 71. The contract may be modified when circumstances require changes to the contract. The contract obligates the Employer to provide employment and training for eligible trainees, and states the circumstances under which such employment and training will be carried out. Funds are obligated by LWIA 71 as stipulated in the contract. Any contractual changes require written notification.

B. REPORTING AND INVOICING

The Employer will be reimbursed for training upon the submission of the proper monthly invoice. The invoice will certify the number of trainees by occupations; the total number of hours in training status for each occupation, the reimbursable amount per hour and the amount to be paid. A final invoice may be used to de-obligate unused funds.

C. REGULAR EMPLOYEE/TRAINEE RATIO

EBT trainees at companies less than one year old may not represent more than 25% (1/4) of an Employer's workforce. EBT trainees at companies

more than one year old may not represent more than 33 1/3% (1/3) of an Employer's workforce.

2. PROGRAM ELEMENTS

The basic mandatory elements of the LWIA 71 EBT program are Employer Based Training Occupational slots. Payment is made to the Employer for these elements at a fixed hourly rate for those hours during which the trainee is in pay status. These elements cannot be subcontracted. Overall length of a specific program is based on the skill level of the job. The rate of reimbursement for basic elements (EBT) is up to 50% of the hourly wage.

3. WAGE AND GENERAL WORKING CONDITIONS

Employees hired under the LWIA 71 EBT program will be paid no less than the Employer's normal entrance wage rate for the occupation for which training is offered, provided that wage rate is no lower than the federal minimum wage rate or the rate listed in the contract.

The newly hired employees shall be accorded the same working conditions, hours and benefits (e.g. over time, sick leave, etc.) as other employees and shall be subject to the same rules and regulations.

4. METHODS OF PAYMENT TO THE CONTRACTOR

Payment to the Employer will be based on the individual hourly rate for each occupation in which EBT has been offered. This information is submitted on an invoice form at the end of each calendar month.

Hours in pay status will be hours during which the employee/trainee is compensated by the Employer. The number of hours in pay status, as certified in the invoice, is the primary basis for payment. The employer will be entitled to payment in accordance with the terms and conditions of the contract for every hour in which the EBT trainee is in pay status up to the full number of hours authorized in the contract for a specific occupation.

5. RETENTION OF DOCUMENTATION

Proper documentation to verify all reimbursable components must be maintained by the Employer for a period of three years following the end of the contract. This documentation includes time and attendance records.

6. UNACCEPTABLE CONTRACTS

- A. Training will not be conducted in sites that do not possess the following:
Sanitary facilities, space for supervision and elements of performance.

- B. The Act provides the following prohibition regarding sectarian activity: Participants shall not be employed on the construction, operation or maintenance of so much of any facility as is used or will be used for sectarian instruction or as a place of worship.
- C. The training site must meet all the requirements of Section 504 of the Rehabilitation Act of 1973, as amended, which deals with facilities and services being handicapped accessible.

7. RECRUITMENT

Recruitment and certification of applicants for training under the contract will be carried out by LWIA 71 assigned staff.

8. CRITERIA FOR EMPLOYEE/TRAINEE ELIGIBILITY IN THE EBT PROGRAM

All Employee/Trainees must meet the eligibility criteria as established by the U. S. Department of Labor, and be enrolled by designated personnel as a WIA participant. Dislocated workers eligible for Trade Adjustment Assistance (TAA) and/or the National Emergency Grant (NEG) program can participate. Preference for training will be given to veterans, public assistance recipients, and low-income individuals.

9. WHO MAY PARTICIPATE UNDER THE WIA-EBT PROGRAM

Any public or private, profit or nonprofit employer agreeing to hire an eligible participant may be eligible to participate.

10. EVALUATION OF CONTRACT

Prior to approval, Employer contracts shall be reviewed by LWIA 71 to determine whether the contract meets WIA guidelines and that funds are available at the time of submission. The contract then enters the City of Shreveport contract review/tracking system. Once the contract is signed by both parties, the trainee may begin employment/training. A monitor is assigned to ensure contract compliance.

CUSTOMIZED TRAINING: is training designed to meet the special requirements of an employer (including a group of employers), is conducted with a commitment by the employer to employ an individual on successful completion of the training, and is paid for in part by the employer (not less than 50% of the cost of the training). Customized training contracts must meet applicable sections listed above, with the addition that incumbent workers who are not earning a self-sufficient wage as determined by LWIA 71 can be included in a customized training contract.

Employer Based Training and Customized Training contracts allow for other LWIAs in the state of Louisiana to “buy-in” through a coordination agreement between the two LWIAs.