

# New Orleans Demand-Driven 4 Year Workforce Innovation and Opportunity Act (WIOA) Plan

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For The Period of July 1, 2016 through June 30, 2020



CITY OF NEW ORLEANS

LWDA 12 (Orleans)  
Local Workforce Development Area (LWDA)

**STATEMENT OF CONCURRENCE**

Pursuant to the Workforce Innovation and Opportunity Act, this is to certify that the Chief Elected Official of the Local Workforce Development Area (LWDA) and the Local Workforce Development Board (LWDB) concur in the attached Regional/Local plan from 2016 through 2020.

**PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES**

**Name of WIOA Title I Local Grant Recipient:**

City of New Orleans  
Address: 3400 Tulane Avenue, 2<sup>nd</sup> Floor, New Orleans, LA 70119  
Telephone Number: (504) 658-4500  
Facsimile Number: (504) 658-4564

**Name of WIOA Title I Local Fiscal Agent (if different from the Grant Recipient):**

Same as Above  
Address: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_  
Facsimile Number: \_\_\_\_\_

**Name of Chief Elected Official or Local Signatory Official for the LWIA:**

Mayor Mitchell J. Landrieu  
Signature and Date  7/28/16  
Address: 1300 Perdido, Rm. 2E10, New Orleans, LA 70112  
Telephone Number: (504) 658-4900  
E-mail Address: mayor@nola.gov

**Name of Local Workforce Development Board Chair:**

Name of LWDB Chair: Shelia Burns

Signature and Date:  7/20/16

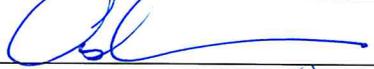
Address: 3400 Tulane Ave., 2<sup>nd</sup> Floor, New Orleans, LA 70119

Telephone Number: (504) 658-4541

E-mail Address: shelia@gcslogistics.com

**Name of WIOA Title I Workforce Development Board Executive Director:**

Ashleigh Gardere/Tammie Washington

Signature and Date:  7/20/16

Signature and Date:  7/20/16

Address: 3400 Tulane Ave., 2<sup>nd</sup> Floor, New Orleans, LA 70119

Telephone Number: 504-658-4541

Facsimile Number: 504-658-4564

E-Mail Address: aggardere@nola.gov/tfwashington@nola.gov

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## Introduction

In implementing the Workforce Innovation & Opportunity Act of 2014, the City of New Orleans is aligning its workforce development system with its economic development strategies-- connecting specific targeted populations of individuals with barriers to quality career pathways.

This process began in the Fall of 2014 when Mayor Mitchell J. Landrieu announced a new comprehensive strategy to connect disadvantaged job seekers and businesses to new opportunities. Spearheaded by the Mayor, the Economic Opportunity Strategy seeks to introduce a new way of connecting all New Orleanians to the city's economic growth through partnerships with local training providers, social service agencies, and community advocates.

The Network for Economic Opportunity (The Network), an initiative of the City of New Orleans, implements the Economic Opportunity Strategy into action by connecting job seekers to pathways to prosperity, linking New Orleans residents with local businesses for career paths in the demonstrated high-demand industries of infrastructure, advanced manufacturing, technology, hospitality and health care.

The Network serves as an Intermediary, bringing together cross-sector partners, employing a data-driven method, leveraging current city programs and creating new ones to provide equitable access to New Orleans' burgeoning economy for all local workers. The Economic Opportunity Strategy leverages the Workforce Innovation & Opportunity Act to move from programmatic innovation among community advocates, training providers, employers and philanthropy to system change. One goal of the Strategy is to establish the New Orleans Workforce Development Board as the local convener, policy maker and lead investor in high-quality workforce development programming and innovation for New Orleans.

Over the next six (6) months, the Board will engage its members, employees and community partners in a strategic planning process with a goal of developing a new vision for operations, services and partnerships that effectively implements WIOA—prioritizing employer needs while improving job seeker services. While the local plan presents a picture of the Board's current work and our commitment to alignment with the state and regional plan, we fully expect to update the local plan to reflect the vision and priorities identified in the strategic planning process and present a new model for coordinating workforce and economic development programs.

## Regional Strategy

The New Orleans Workforce Development Board is a part of the Region One Workforce Development Partnership, which consists of four workforce development boards serving eight parishes (Orleans, Jefferson, The First Planning District (St. Bernard, St. Tammany, and Plaquemines), and the River Parishes (St. Charles, St. James, and St. John)). The four Workforce Development Boards in Region One all share the same vision that incorporates a regional workforce development system aligned with the governor's statewide vision for "Putting Louisiana First" by creating an environment in which our businesses can grow and our people can prosper. The Region's Workforce Development Boards work together to strategically invest in high growth/high wage industries, leverage funds beyond WIOA dollars, develop systems and not "stand alone" programs, work closely with all One-Stop partners and other entities that can contribute to the development of the workforce, and be proactive, not reactive.

The New Orleans Workforce Development Board is committed to ensuring that the local workforce development system is designed to support regional priorities, which includes:

1. To provide relevant and value-added services to businesses and jobseekers
2. To prepare the workforce to meet the current and future needs of businesses
3. To serve as a center for workforce innovation
4. To promote effective regional alignment, collaboration, and partnerships

The New Orleans Workforce Development Board, along with Region One’s partners, believes that setting these overarching priorities will realize the governor’s statewide vision of “Putting Louisiana First” by creating an environment in which our businesses can grow and our people can prosper. Ensuring that the services provided to businesses and job seekers are relevant and value-added will promote a healthier business and workforce environment. Continually assessing the needs of businesses and adapting our strategies to meet those needs allows for nimble workforce system that businesses require. We seek new and innovative service delivery models and promote effective collaboration and partnership allowing for the system to develop new best practices that can serve as a model for other areas of the state. It also provides greater chances for attaining leveraged funding through various grant opportunities.

## Local Strategy

### Local Demographics

The Regional Plan contains a detailed analysis of the regional economic conditions, the knowledge and skills needed to meet industry demands, current labor force data/trends, the educational and skill levels of the workforce. The data below provides a snapshot of the workforce demographics for the local area.

#### Orleans Parish

<b>406.2K</b> 2016 Population	<b>12.6%</b> Population Growth for the Last 5 Years State Growth 3%	<b>435.6K</b> Projected 2020 Population
<b>205,427</b> Total Jobs (2016)	<b>10.1%</b> Growth in the last 5 years	<b>213,233</b> Total Jobs Projected by 2020
<b>Average Earnings (2016)</b>		<b>\$58,139</b>
<b>Unemployed (May 2016)</b>		<b>10,497 (5.8%) (down from 6.4% in May 2015)</b>

### Local Workforce Development System

The New Orleans Workforce Development Board (hereinafter referred to as “Board”) was established in compliance with the Workforce Innovation & Opportunity Act of 2014 (WIOA Sec. 107). The Board is comprised of both private and public sector members. The Chief Elected Official (CEO), who is the Mayor of New Orleans, is responsible for appointing business sector members from nominations submitted by business organizations and trade associations. The CEO appoints public sector members from nominations submitted by their respective agencies or organizations.

The Board is business driven, with a minimum of 51% business sector membership. Other members include representatives from the workforce, local education and training and governmental, economic and community development entities.

A copy of the Board’s membership roster is attached.

The functions of the New Orleans Workforce Development Board include:

- Development of the Local Plan
- Workforce Research and Regional Labor Market Analysis
- Convening, Brokering, Leveraging
- Employer Engagement
- Career Pathways Development
- Proven and Promising Practices
- Integration of Technology
- Program Oversight
- Negotiation of Local Performance Accountability Measures
- Selection of Operators and Providers
- Coordination with Education Providers
- Budget and Administration
- Accessibility for Individuals with Disabilities

The Board is committed to guiding the work of the larger workforce development system through strategic planning and service mapping with all WIOA mandatory partners – Title II, Adult Education and Literacy and Title IV, Louisiana Rehabilitative Services – as well as core partners innumerationed in the state plan such as DCFS and Community Block Grant services.

ResCare Workforce Services currently serves as the operator of local one-stop center, known as JOB1 Business and Career Solutions Centers.

As the One Stop Operator, ResCare is responsible for the administration of all Adult and Dislocated Worker programs and services funded through WIOA formula funds, while the City of New Orleans NOLA Youth Works administers the WIOA funded youth programs.

### **Development of Career Pathways**

Through the Network for Economic Opportunity, the City has developed four initial career pathway sectors for local job seekers, in cooperation with local anchor institutions and training providers. These four sectors—healthcare, advanced manufacturing, construction, technology, and hospitality—were identified after extensive research proved careers in these industries to be the most high-growth current and projected jobs. In partnership with local and regional economic development organizations, training providers, community-based groups and advocates, and local and national philanthropy, the Network offers entry-level opportunities for career advancement in key sector trades while helping the region’s largest employers meet their workforce needs. A local collaborative of major employers, known as the Anchor Collaborative, identifies entry-level positions available for previously hard-to-employ individuals. Local workforce agencies, referred to as Opportunity centers, provide workforce case management and job readiness training to job seekers with multiple barriers to employment to train and prepare them for career pathways. Community-based organizations recruit unemployed and underemployed individuals to Opportunity centers to get connected to career pathway opportunities in New Orleans.

In less than one year, this new pipeline has connected 241 individuals to career pathways in the four high-wage, high growth sectors. 63% of the individuals are African-American men, a population for whom the opportunity gap is most significant. This promising practice that prioritizes employer demand and engagement can inform the broader workforce system. Accordingly, the Mayor and Chief Elected Official for New Orleans—in constituting a new Workforce Development Board in alignment with the Workforce Innovation and

Opportunity Act—recruited employers from the Anchor Collaborative (e.g. Ochsner Health System, Sewerage & Water Board), training partners (e.g. Delgado Community College, Total Community Action, STRIVE New Orleans and the building trades), economic development partners (e.g. New Orleans Business Alliance and Greater New Orleans, Inc.) to join the Board to ensure alignment and cooperation in expanding career pathways in high growth industries that provide family-sustaining wages. The Board plans to align K-12, post-secondary and workforce pathway efforts throughout the city to ensure that both education and training are married to prepare students and jobseekers in high-demand careers.

### **Workforce and Economic Development Programs**

JOB1 remains a high-performing One-Stop Center in the state of Louisiana. However, local and national efforts that emphasize employer engagement and customized services for specific populations present a unique opportunity for JOB1 to reimagine partnerships with local providers. For example, YouthForce NOLA, an education and community partnership focused on increasing career readiness of New Orleans students, and EMPLOY, a cross-sector collaborative in New Orleans working to reconnect Opportunity Youth, are coalitions that did not exist two years ago but offer unexplored partnership potential. Likewise, the direction of the One-Stop Center has changed within the past two years with the launch of the Economic Opportunity Strategy, providing a great opportunity for the One-Stop to reintroduce its services and partnerships and garner feedback regarding its overall impact.

Over the next six (6) months, the Board will engage its members, employees and community partners in a strategic planning process with a goal of developing a new vision for operations, services and partnerships that effectively implements WIOA—prioritizing employer needs while improving job seeker services. While the local plan presents a picture of the Board’s current work and our commitment to alignment with the state and regional plan, we fully expect to update the local plan to reflect the vision and priorities identified in the strategic planning process and present a new model for coordinating workforce and economic development programs. That new model will inform the operator and partnerships RFPs to be released in February 2017.

### **Entrepreneurial Skills Training and Microenterprise Services**

The Workforce Innovation and Opportunity Act provides an opportunity for the Board to focus on entrepreneurial skills training for adult job seekers. JOB1 Business and Career Solutions Center has developed partnerships with community organizations, such as Good Work Network and the Urban League, and Delgado Community College as a referral source for entrepreneurial skills training and microenterprise services for small business owners, specifically those who are interested in technical assistance to grow their businesses

In 2015, The Network launched BuildNOLA, a comprehensive training program to prepare local small and disadvantaged businesses to compete for large-scale public and private contracts. The 8-week training series also provides one-on-one coaching including guidance through the bid process. Partners include: Quality Urban Equities, NewCorp Inc., Goodwork Network, Urban League of Greater New Orleans, Southern University of New Orleans’ Small Business Development and Management Institute, and Delgado Community College.

Currently, Delgado’s Business & Technology Small Business Centers serve the Greater Delgado Community - students, neighbors, friends and family by helping individuals launch and grow their own businesses. The centers have partnered with the Louisiana Small Business Development Center (LSBDC), the New Orleans Chamber, Goldman Sachs 10K Small Business program. Services include helping participants build business plans, networking, and training for specific business skills necessary for launching a successful business.

Moreover, Title II partners offer programming in business basics and financial literacy that can help adult job seekers build entrepreneurial skills.

In Program Year 2016, JOB1 will explore strategies to expand and strengthen partnerships to ensure that customers have access to entrepreneurial training and microenterprise services. Additionally, the Board will explore national best practices and initiatives that focus on entrepreneurial training and microenterprise services.

## Operational Planning Elements

### Overview of the Local One-Stop Delivery System

The City of New Orleans serves as the administrative entity for Workforce Innovation and Opportunity Act (WIOA) funding. The former Workforce Investment Board (WIB) conducted a competitive procurement process for the operations of the local one-stop center, known as JOB1 Business and Career Solutions (JOB1). JOB1 is the local American Job Center. ResCare Workforce Services currently serves as the operator of the JOB1 Business and Career Solutions Center. As the Operator, ResCare is responsible for the administration of the WIOA Adult and Dislocated Worker programs and services. ResCare also provides some of the WIOA youth services. In alignment with the City's procurement policy, the New Orleans Workforce Development Board will conduct a new procurement process in 2017 for the operations of the local one-stop center (JOB1).

In an effort to improve service delivery to both job seeker and employer customers, JOB1 serves as an Opportunity Center within the City's Economic Opportunity Strategy led by the The Network for Economic Opportunity. As an Opportunity Center, JOB1 collaborates with local workforce development programs, including Urban League, Goodwill Industries, Total Community Action, and STRIVE NOLA, to provide foundational skills training, support services, and training needed to prepare unemployed and underemployed individuals for employment with career pathways in high-demand industries in the region. Additionally as an Opportunity Center, JOB1 participants, that successfully complete foundational and any requisite technical training, have access to the first source pipeline for employment that provides career pathways in healthcare, construction, advanced manufacturing, and information technology. Several major local employers have committed to this initiative.

The JOB1 Business and Career Solutions Center is located at 3400 Tulane Avenue. JOB1 also has a mobile unit that provides services to employers and community organizations, in areas where customers may have difficulty accessing the JOB1 location. The mobile unit is available at job fairs, community events, and at public library sites to increase access for jobseekers and public awareness. JOB1 has an integrated service delivery model that provides WIOA and Wagner-Peyser employment and training services. Services are provided in two areas of concentration, Business Services and Career Services.

The Business Services component of JOB1 in coordination with The Network has adopted the strategic approach to develop and maintain relationships and partnerships with the business community to align with Economic Opportunity Strategy. JOB1 is focused on ensuring that services and service delivery methods meet business demands, including improvement of existing services and development of new business services. The delivery of employer services focuses on: 1) job vacancy processing from receipt to follow-up, 2) recruitment services, and 3) optimum connections between the business and job seeker community.

JOB1 coordinates both employment and training services mandated by the WIOA so that job seekers skills and credentials to meet employers' needs. Customers receive services based on the need required to assist the customer with obtaining employment that leads to self-sufficiency. Every effort possible is made to provide information, access, and opportunity to clients, using services and cohort groups, based on availability of activities and funding.

JOB1 Business and Career Solutions in conjunction with Wagner-Peyser, utilizes a team-based triage-service-delivery system. We provide a coordinated and integrated service approach to our customers, thus avoiding duplication and streamlining costs. Our goal is to provide all job seekers with a focused career path toward self-sufficiency. There are three teams within the service delivery structure: Career Development, Recruitment and Placement, and Business Services.

The Career Development Team (CDT) assists clients with developing the skills needed to obtain employment that leads to self-sufficiency. The CDT provides assistance with job search/job placement, interviewing skills, and resume development. This team also creates the individualized employment plan and conducts assessments to determine if skills up-grade training is needed to obtain self-sufficiency. The Career Development Team matches each customer with needed services.

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

The Business Services team works within the region to develop and execute workforce development strategies that meet the employment and training needs of the regions' employers to increase the access rate in the community. This team works directly with employers to identify employer needs, propose solutions to training gaps and to promote the services and programs available at the JOB1 Career Center. The Business Services team analyzes industry, employer and labor market data and researches the best policies, procedures and programs in order to develop recommendations for appropriate business solutions. Additionally, the team forges on-going relationships with businesses and solicits hiring information based on current and future employment needs.

Services at the JOB1 Business and Career and Solutions Center are delivered through facilitated self-help, individual, and group activities. Our partners assist staff with all activities to ensure service delivery is as seamless as possible. The career center has a resource area that include a bulletin board for job openings, computer access and other relevant information of upcoming job fairs and events, as the central core. Customers requiring assistance accessing service have knowledgeable staff available to provide help using the Internet, software and resume development program, etc. All center staff are trained to recognize customer needs for facilitated self-help and direct customers to career services as required. Those customers requiring more intensive services have access to career aptitude/interest assessments and counseling services. Job seekers have access to job listings and on-line resume services.

Efforts to achieve improved performance and increased customer satisfaction have resulted in a thorough cross training and integration of center staff. This method lends itself to enhanced performance, with additional resources, talents and options, and allows the operation to constantly evolve and respond to the needs of job seeker and business customers. It also helps to support customer satisfaction and accountability through common performance measures and to respond to an ever-changing labor market.

The JOB1 Business and Career Solutions Centers endeavors to offer multifaceted services in a system that advocates customer choice. It is the intent of JOB1 and its partners to provide a progressive delivery system of workforce development services, contained within a single point of contact, in a customer-friendly, accessible environment. All Center partners share this vision.

The services provided by WIOA Adult, WIOA Dislocated Workers, WIOA Youth, Wagner-Peyser, Veterans, Rapid Response, and TAA are available at the JOB1 Business and Career Solutions Center and are coordinated, with focus on quality services to meet employer demand, customer choice and decision making, by cross-trained staff.

## **Eligible Providers of Services**

The New Orleans Workforce Development Board believes that the investment of workforce development resources should yield quality services and meet the needs of both employer and job seeker customers. The Board is committed to providing the support and oversight needed to promote an environment of continuous improvement.

The Board will work with training providers to ensure that training offered are in-demand industries that provide career pathways. The Board will engage local employers and training institutions to ensure that training curricula meet the needs of employers.

The Board will continuously monitor the completion rate, employment rate, and wages of individuals placed in training to ensure that training providers receiving WIOA funding assist job seekers with obtaining employment that leads to family supporting wages and provides opportunities for career advancement.

## **Use of Technology and Other Means**

JOB1 utilizes one of the largest Talent Management systems called HIRE where Businesses and individuals can manage their HIRE accounts. Job Seekers can research in-demand occupations and apply for jobs that match their skills. Businesses can post jobs and access qualified job seekers that meet company requirements with 24 hour access. To better engage employers, The Network is exploring partnership opportunities with Linked-In.

The Network's partner, Code For America, a national non-profit focused on improving civic engagement with the public through technology, is currently developing a mobile phone app to assist jobseekers through the workforce process. The simple and user-friendly interface will be able to address a wide variety of jobseekers; it aims to clearly guide the job seeker through the customized process.

## **Vocational Rehabilitation Services and Individuals with Disabilities**

JOB1 staff will strengthen its partnership with core partner, Louisiana Rehabilitation Services (LRS) for those individuals who can utilize their assisted services. LRS staff will be available at the one-stop to provide training for JOB1 staff, meet with clients, and provide service. In addition, a resource guide has been developed with agencies that provide other services. The center also provides access to equipment for job search and Louisiana Relay, telephone services for individuals who are deaf, deaf-blind, hard of hearing or have difficulty speaking, at [www.larab.org](http://www.larab.org).

The Career Center is responsible for creating partnerships with local mental health organizations and rehabilitation offices in order to more effectively service individuals with disabilities and to provide skilled workers to employers.

The Board will annually assess the physical and programmatic accessibility of the one-stop to comply with section 188 as applicable and of the ADA of 1990.

## **Roles and Resource Contributions of the One-Stop Partners**

In times of continued diminishing resources, not only is leveraging resources vital to success and sustainability, so are efforts to increase the flow of resources to the region. The Region One Workforce Development Board partnership has developed a systematic approach to applying for grants that will benefit the region. We will continue to seek out opportunities to leverage financial resources of stakeholder partners including cost allocation.

The New Orleans Workforce Development Board has leveraged resources from the City of New Orleans general fund, and its in-kind contribution of sector leads, local hiring coordinators, and philanthropic funds (e.g. General Electric, Louis Armstrong International Airport), along with Community Development Block Grant (CDBG), and New Orleans Recreational Department (NORD) to enhance services.

All funding opportunities that are aligned with and will promote regional goals and activities continue to be heavily investigated. Concepts for self-generated revenue will also be explored to off-set future budgetary funding cuts and short falls.

The region's commitment to internal collaboration and partnering has garnered great advancement and successes of Region One. The region will continue to explore ways to further align processes and strategies.

### **Employment and Training Activities**

JOB1 offers an array of employment and training services designed to eliminate barriers and to allow participants to achieve a self-sustaining wage. Each participant is assessed and triaged to determine their level of job readiness.

Individuals are triaged and provided a roadmap to success. Based on the initial assessment, the individual is registered as either an Adult or Dislocated Worker. A comprehensive assessment, individual employment plan, career planning and counseling is then provided which determine the appropriate employment and training services. These services can include:

- O\*Net - Tool used for career exploration
- Alison - Online tool that provides free courses and certificates in a variety of topics
- ResCare Academy - 24 hour online propriety training platform
- Individual Training Account - Educational program that leads to certification or degrees for eligible participants
- On the Job Training - Participants gain additional skills and training while employed
- Work Experience - Individuals with little to no experience are placed in subsidized employment. This service is provided to individuals with multiple barriers including ex-offenders and those with disabilities.
- Customized Job Fairs - Specific Job Fairs to meet individual job skills
- Opportunity Center's Three-Week Foundational Skills Training
- Resume Workshop
- Planning Your Job Search Workshop
- Interviewing Skills Workshop
- Financial Literacy Workshop offered by partner, IBERIA Bank
- WooFound – A visual personality assessment to help determine your career path

Additionally, the following Community Education Courses that are offered through Title II partners:

- Computer Basics
- Financial Success!
- College 101
- Career Explorers
- Speak Up!- Public speaking
- Business Basics

## **Rapid Response**

For the purpose of reconnecting dislocated workers to employment quickly, the Board will offer professional and timely support to the state's Rapid Response activities. The Board will coordinate with the Louisiana Workforce Commission (LWC), and other agencies to ensure employees affected by a lay-off due to company closure or downsizing have the resources needed to immediately reconnect to the labor market. The Rapid Response Team will include representatives from the LWC Rapid Response Unit, JOB1 Business and Career Solutions Center, and the LWC Unemployment Insurance Unit (via staff person, pamphlet and brochures, etc.)

The Board's goal is to bring the services directly to the affected employees before their separation date by:

- Meeting with employers' representatives to plan rapid response activities
- Offering on site orientations, job readiness workshops, and job matching /referral services
- Ensuring that once the lay-off occurs, the dislocated worker continues to obtain services, as needed, through the JOB1 Business and Career Center

## **Youth Workforce Investment Activities**

The New Orleans Workforce Development Board has a Youth Committee, established as a subgroup of the Board. The Youth Committee offers expertise in youth policies and assists the Board in:

- Developing and recommending local youth employment and training policy and practice
- Broadening the youth employment and training focus in the community to incorporate a youth development perspective
- Establishing strong partnerships with other organizations serving youth in the local area
- Coordinating with youth serving coalitions to maximize programs and services
- Reviewing a range of issues that can have an impact on the success of youth in the labor market

The membership of the Youth Committee is representative of local agencies that provide services to youth. The membership includes representatives from educational agencies, various youth serving organizations, community based organizations, and Board members with special interest in youth, and employers. Access to the WIOA youth services is available at the JOB1 YouthWork Career Center (YCC) located at 3400 Tulane Avenue, 2<sup>nd</sup> Floor. Youth have access to workshops and resources onsite as well as referrals to partner agencies for additional services wherever appropriate. By leveraging the relationships with other community service providers, the YCC aggressively recruits from organizations serving Opportunity Youth such as shelters, social service agencies, local foster care programs, juvenile offender entities, and secondary education institutions.

The purpose of the WIOA youth program is to provide effective and comprehensive activities to in- school and out-of-school youth seeking assistance in achieving academic and employment success. The fourteen (14) WIOA required program elements will be made available to all eligible youth. These program elements provide the foundation upon which career advisors build a service strategy for participants. Youth come to the program with unique challenges and strengths. Career Advisors assess their needs, skills and abilities to develop Individual Service Strategies (ISS) utilizing any or all of the following WIOA youth program elements:

- Tutoring, Study Skills Training
- Alternative Secondary School
- Paid and Unpaid Work Experience/Summer Employment
- Supportive Services
- Follow-up Services

- Workforce Preparation/ Career Counseling
- Financial Literacy Education
- Services that provide labor market and employment information
- Entrepreneurship skills training
- Occupational Skills Training
- Education offered concurrently with and training for specific occupation or cluster
- Adult Mentoring
- Comprehensive Guidance and Counseling
- Leadership Development
- Activities that help youth prepare for transition to post-secondary education and training

Youth complete an Individual Service Strategy (ISS) which helps the career advisor to understand their interests, academic needs, and supportive service needs. Individuals with disabilities are referred to Louisiana Rehabilitation Services for additional resources and assistance. The center also provides access to adaptive equipment for job search and Louisiana Relay services at [www.larab.org](http://www.larab.org). In addition, a resource guide has been developed with agencies that provide other community services.

The types of assessments/tools utilized at the YCC include:

- ResCare Academy – Through a partnership with ResCare Workforce Services the JOB1 YCC provides 24-hour access to an online training platform that offers more than 4,000 courses and credential earned training in more than 100 industries.
- O\*NET interest profiler – Aids participants in identifying their interests in relation to the world of work.
- ONET My Next Move – Aids participants in career exploration.
- TABE – Test of Adult Basic Education Skills – Assesses the skills and knowledge of adult learners.

The JOB1 YouthWork Career Center is designed based on an integrated, customer centered approach that aligns services and resources across the community into one comprehensive One-Stop System. This design will create an opportunity to provide an integrated approach as well as expand the delivery of services to out-of-school and in-school youth. This model will also increase the annual number of youth to be served throughout the metro New Orleans area. Comparable program models were researched and have been proven effective in other cities such as Chicago, Houston, and Washington, DC.

A major part of the integrated service delivery approach, includes the JOB1 YouthWork Career Center (YCC) collaboration with several local youth initiatives focused on providing services to in-school and out-of-school youth. JOB1 YCC will structure an effective operation and delivery of youth programs and services through the following:

- Providing objective assessments that focus on academic and occupational skill levels, as well as the service needs and career pathways.
- Partnering with YouthForce NOLA, Educate Now!, Children and Youth Planning Board (CYPB) and other stakeholders to reduce dropout rates for In-School youth.
- Prioritizing services to older and out of school youth, specifically disconnected youth.
- Re-engaging disconnected youth through strategic partnerships with EMPLOY and Delgado Community College.
- Increasing the number of youth that attain postsecondary degrees/credentials with a priority on high growth industry sectors as defined by Louisiana labor market information.
- Partnering with employers, education and other partners to connect youth to work-based learning opportunities.

- Co-locating youth programs at JOB1 YouthWork Career Center to strategically align and target youth services and resources to populations of highest need.
- Utilizing technology to increase access and services.
- Partnering with local disability-serving agencies and providers as well as health and mental health providers such as Louisiana Rehabilitation Services (LRS) and Family Service of Greater New Orleans.

To expand services provided to both out-of-school and in-school youth, JOB1 YCC is a partner with the EMPLOY and YouthForce NOLA initiatives. EMPLOY, an Opportunity Youth initiative, is a cross-sector collaborative working to decrease the number of disconnected youth in New Orleans by engaging them in quality education and employment pathways. YouthForce NOLA provides in-school youth career and technical education and internships in high-wage and high-demand regional industries.

JOB1 YouthWork Career Center will also partner with other organizations that will foster the participation of eligible youth. Other youth partners include the following:

- Local public housing authorities
- Local education agencies
- Local human service agencies
- WIOA Title II adult education providers
- Job Corps
- Homeless youth programs
- YouthBuild
- Other youth initiatives

Additionally, JOB1 YouthWorks in partnership with The Mayor's Office and businesses in the New Orleans area provide summer employment opportunities for youth through the NOLA Youth Works Summer Employment Program. The Mayor's Office allocates funding from the City's general fund to provide summer employment opportunities for local youth. NOLA Youth Works is a citywide collaborative effort to use summer and year-round employment opportunities to engage Out of School/Disconnected Youth, as well as In School Youth, who are new to the workforce and career pathways.

### **Secondary and Postsecondary Education**

The New Orleans Workforce Development Board includes a representative of institutions of higher education providing workforce investment activities (including community colleges). There are several opportunities available in building and expanding JOB1's partnership with Delgado Community College:

- Expand Delgado's Youth Opportunities Skill Training Program to Orleans Parish
- Strengthen JOB1 and Delgado's alignment with employers and industry initiatives
- Provide experiential learning opportunities for students in training by utilizing resources for work experience and on-the-job training to align with specific skills and competencies needed in training programs
- Identify ways to expand and refine apprenticeship programs and opportunities
- Continue to design and support customized trainings that are shaped by employers and based on industry trends

## **Supportive Services**

JOB1 Business and Career Solutions Center provides support for enrolled individuals in order to become self-sufficient and maintain employment. The types of supportive services outlined in the Center's supportive services policy include:

- Transportation
- Child Care Assistance
- Emergency Housing Assistance
- Utilities Assistance
- Uniform Assistance
- Tools and Books
- Licenses Fees and Testing
- Reimbursements
- Transportation Worker Identification Credentials

## **Wagner-Peyser Act (29 U.S.C. 49 et seq.)**

The Wagner-Peyser Act of 1933 established Employment Services to be available through a nationwide system of public employment offices. The Act was amended in 1998 to make Employment Services part of the One-Stop services delivery system.

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

## **OWD 2-23 Integrated Services Delivery – Title III**

### **Adult Education and Literacy Activities**

The New Orleans Workforce Development Board includes a representative of eligible providers administering adult education and literacy activities under Title II, which include representatives of local education agencies and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment, in accordance with SEC. 107(C)(i-iii) Local Workforce Development Boards. The Board will plan to align the five (5) Title II adult education providers in Orleans Parish, which will include the mapping of services provided and their connection to workforce.

The Board currently holds representation from an institution of higher education, Delgado Community College, which also serves as a core-mandated, on-site adult literacy partner for JOB 1. As a partner, Delgado Community College receives direct participant referrals from JOB 1 as a result of its comprehensive assessments, individual employment planning, career planning and/or counseling. Additional Title II Funded Programs referred by JOB1 for adult education and literacy activities include:

- Delgado Community College Adult Education Program
- YMCA Educational Services
- Hope House Adult Learning Center
- Youth Empowerment Project/ New Orleans Providing Literacy to All Youth (NOPLAY)

- Catholic Charities

Other community partner organizations and institutions providing adult education and/or literacy activities:

- Pentecost Baptist Church Educational and Outreach Program
- Kedilia Family Learning Center
- BeReal (Lutheran Social Services of the South)
- New Beginnings-Menard Nelson Charter School
- New Orleans Job Corps Center
- New Orleans Public Library

## **Privacy Safeguards**

In accordance with section 444 of the General Education Provision Act (20 U.S.C. 1232g), JOB1 has established privacy safeguards as it relates to sharing and protecting our participants' personal identifiable information. A participant's personal identifiable information is safeguarded at all times while in our Virtual OneStop System ([www.laworks.net](http://www.laworks.net)) as well our case files. JOB1 has also implemented safeguards for distributing personal identifiable information electronically.

JOB1 Business and Career Solutions Center safeguards a participant's personal identifiable information through the following mechanisms:

- Participant information is entered into our Virtual OneStop System ([www.laworks.net](http://www.laworks.net)) which is a comprehensive workforce development software developed by Geographic Solutions, Inc. The Virtual OneStop System allows for the sharing of participant information based on staff privileges. Therefore, only authorized staff can view participant information.
- Participant information is also kept in case files, which are maintained by case managers. Participant files are kept under lock and key at all times. They are only accessed by case managers, supervisors, and quality assurance staff for monitoring purposes.
- A participant's data is not released without written consent from the participant or parent if the participant is under the age of 18 to any individual, agency, or organization, other than those outlined in Sec. 444 (D)(6)(b)(1) of the General Education Act.
- Records are kept of all individuals, agencies, and organizations which have requested or obtained access to a participant's case file, which indicates the legitimate interest that each such person, agency, or organization has in obtaining this information.
- When participant information is transmitted electronically via email, the participant is referred to only by case file number. No personal identifiable information is included within the body of an email. When personal identifiable information is included in attachments, the file is password protected.
- All staff computers contain up-to-date virus protection software and our network is firewall protected.

## **Veterans**

In accordance with the requirements of the Jobs for Veterans Act codified at section 4215 of 38 U.S.C., JOB1 Business and Career Solutions Center has developed a process of referral for individuals determined to have a significant barrier to employment. As a Veteran, the client is provided all services attainable at the JOB1 Business and Career Solutions Center, with the understanding from the staff at the career center that Veterans receive a Priority of Service as defined in the Jobs for Veterans Act (JVA), including funding services.

Veterans are identified at the point of entry and a determination of appropriate services is made. Every individual that enters the center for services is triaged and then assigned to a service area through a queue system, Lobby Central, by the receptionist. Once a Veteran is identified, the abbreviation "VET" is displayed next to their name in the queue and that individual receives priority of service.

Upon completion of the member triage form, the individual self identifies any barriers to employment through dialogue with the Member Specialist/Case Manager. The individual is then registered in HIRE system based on the information from the triage form. The following information and steps are provided to the veteran:

- Username and password
- A Roadmap to Success that outlines the member's next steps;
- Contact information for the Veterans DVOP at Delgado;
- A case note documenting the services provided and any other detailed information
- A partner referral is completed and emailed to the appropriate Veteran DVOP

The Louisiana Workforce Commission Veterans DVOP has strategies to ensure services to the Veterans that have not come into the JOB1 Business and Career Solutions Center. DVOPs outreach to homeless Veterans shelter and networking with partner programs to get Veterans referred to JOB1 Business and Career Solutions for employment services. These partner programs may include, but are not limited to:

- Veterans' Affairs
- The CWT program
- Substance abuse recovery programs
- HVRP

### **Services to Ex-Offenders**

JOB1 Business and Career Solutions Center provides workforce development services to formally incarcerated youth and adults in areas of academic remediation, job readiness, skills training, and job placement services. JOB1 continues to strengthen partnerships with juvenile and adult courts, local, state and Federal probation and parole offices, Veteran Affairs, local school districts, community agencies, halfway houses, and other nonprofits who serve returning citizens, use evidence-based practices, have a proven track record and can connect ex-offenders to employment. The challenge of released prisoners returning to communities across the nation has increased in the past few decades, because as rates of incarceration have risen, the number of ex-offenders released has also risen. Ex-offenders return with many barriers, ranging from lack of employment history, difficulty finding employment and housing due to their criminal record, as well as coping with other life changes as they adjust returning to their communities.

JOB1 has a transition specialist skilled to work with returning citizens. The transition specialist has an established referral process to ensure clients can be served appropriately. JOB1 staff has participated in pre-release job fairs at the following institutions: Orleans Parish Prison, Louisiana State Penitentiary, Hunts Correctional Institution, and Louisiana Correctional Institution for Women.

Additionally, JOB1 is a partner in the City of New Orleans' Re-Entry initiative. This initiative consists of a collaborative of partners focused on providing resources and services needed to assist ex-offenders with re-engaging in their local communities and obtaining gainful employment.

Special services that we will offer to clients include:

- Additional emphasis on customer assessment to identify transferable skills
- Peer support system

- Guidance on the following topics on how to:
  - Discuss their background in an interview
  - Interview do's and don'ts
  - Structure a resume to highlight skills and deflect attention from lack of and/or gaps in employment
  - Complete an application honestly and accurately
  - Re-establish their support system
  - Mend their reputation among family, friends and co-workers

## **English Language Learners**

The New Orleans Workforce Development Board is dedicated to ensuring that all individuals have access to services provided at the JOB1 Business and Career Solutions Centers. We recognize that English Language Learners are consistently a substantial portion of adults served in US adult education programs and subsequently a part of the workforce development system. Through cross-training, Title II ensures that the Center aims to help adult English Language Learners acquire the skills and knowledge necessary to obtain employment.

JOB1's staff is prepared to provide services to English Language Learners through the following mechanisms:

- Bilingual staff that speak Spanish, Tigrinya and Arabic
- Referral partnerships with ESL training providers such as Catholic Charities, Delgado and University of New Orleans
- Partnership with Louisiana Department of Education, in which WIOA expanded their focus so that the English instruction program must lead to attainment of employment as one outcome
- Online courses in ResCare Academy are available in Spanish
- Staff training on resources and partners that would benefit English Language Learners

## **Cooperative Agreements**

The local board will develop a Memorandum of Understanding (MOU) with core partners that support of a seamless one stop workforce delivery system. The goal of the MOU is to develop a workforce system where core partners are co-located providing unduplicated workforce services and sharing infrastructure costs. Areas outlined in the MOU include services provided by each partner, target populations, participation requirements, site supervision, performance accountability, and cost allocation.

Currently, at the JOB1 Business and Career Solutions Center the WIOA and Wagner-Peyser programs function as an integrated service delivery system. The Board is working with other core partners to co-locate within the JOB1 Center. Staff will be cross-trained to understand services provided by each partner to ensure all customers have access to needed services.

## **Disbursal of Grant Funds**

The City of New Orleans serves as administrative entity for WIOA formula funds, and is responsible for the disbursal of grant funds to the local JOB1 One Stop Operator, ResCare Workforce Services. The JOB1 Operator is responsible for disbursal of costs related to WIOA program service delivery.

## **Award of Subgrants and Contracts**

The local Workforce Development Board and the Office of Workforce Development are entities of the City of New Orleans. Therefore, City procurement requirements apply. Any service-agreements that cost less than \$20,000, an informal bid is advised. Movables and non-professional services are required to undergo a competitive bid process through the City's Purchasing Department.

The Board will be conducting a competitive bid process for the operation of the JOB1 Business and Career Solutions Centers under the WIOA legislation for Program Year 2017. Any contracts issued at the sub-recipient level will be required to follow procurement policies.

## **Local Levels of Performance**

The Workforce Innovation & Opportunity Act (WIOA) programs have federal performance requirements for each funding source (Adult, Dislocated Worker, and Youth). The federal performance requirements are known as the WIOA Common Measures. The Louisiana Workforce Commission (LWC) is responsible for negotiating performance goals with each local area. The negotiations process is not finalized at this time. The measures to be negotiated are as follows:

### WIOA Adult, Dislocated Worker, and Youth

- Entered Employment Rate 2<sup>nd</sup> Quarter After Exit
- Entered Employment Rate 4<sup>th</sup> Quarter After Exit
- Median Earnings 2<sup>nd</sup> Quarter After Exit
- Credential Attainment Rate
- Measurable Skills Gain

### Effectiveness in Serving Employers

- Overall Market Penetration
- Demand Occupation with Staff Referrals
- Repeat Customers
- Employer-Based Training

## **High-Performing Board**

The New Orleans Workforce Development Board (NOWDB) is a strong, business-led, collaborative that continues to support economic growth and a comprehensive workforce development system. The NOWDB is working with local and regional partners to develop workforce development solutions that provide logical mechanisms to solicit and facilitate planning for workforce development issues. The Board works strategically with local economic development agencies to create a pipeline of qualified workers who meet the workforce needs of local and regional employers.

The NOWDB is appropriately positioned to serve the City of New Orleans as the convener of workforce development stakeholders whose goals are to improve employer engagement, further cultivate the regional labor market, and expand local workforce development efforts to meet employer demand. In turn, the Board advocates for and pursues policy recommendations, and actively seeking local and national resources.

The Board believes that accountability in the workforce investment system begins with the Board. The Board's commitment to quality service delivery is evidenced by holding the center operator to a higher standard of professionalism and performance attainment.

The Board will ensure that a performance accountability system is in place by:

- Developing a true partnership with our workforce center operator;
- Holding regular meetings to review performance, quality services and professional staff development;
- Following the continuous improvement model (see B1 above) in all aspects of our operations;
- Developing a center operator score card;
- Requiring the submission of a written corrective action plan for performance benchmarks showing as not meeting in the LWC quarterly performance reports; and
- Requiring the career center operator to submit monthly reports to outline service utilization, staff activities, and unsubsidized placements.

## **Training Services**

JOB1 Business and Career Solutions Center holds an annual training providers meeting at the beginning of each program year. Based on the State of Louisiana's Eligible Training Provider and Program list in HIRE, local labor market trends, and industries of high demand, Training Providers are sent an invitation to attend the meeting to discuss and sign local Individual Training Account Contracts.

Eligible Training Provider ITA contracts acknowledge the agreement with the State of Louisiana, the local office, JOB1 Business and Career Solutions, and include details such as billing procedures, methods of recording time and attendance, documenting students' progress report, etc.

Training Providers are given two original ITA contracts to sign, one original for their records and an original for the local office.

Eligible Training Providers are sent out a notification for date and time of the annual meeting. During the meeting, Training Providers:

- Are introduced to Local Center Staff
- Are given an overview of the Local Center's Training Services Process and how customers are approved for training services
- Review the details of the local centers contract and attachments (i.e. Member Referral Form, Scholarship Voucher, Coordination of Training Funds, etc.)
- Review invoicing and billing procedures
- Review methods of recording attendance and progress
- Review compliance regulations

JOB1 recognizes and adheres to all current and future New Orleans Workforce Development Board's Individual Training Accounting (ITA) program policies. ResCare Workforce Services may authorize ITA funds for WIOA eligible individuals who are unable to obtain Federal Pell Grants, NEG and state training funds or who require assistance beyond the provisions the Pell Grant or other assistance programs. The following stipulations are required in order for a training activity to be implemented:

- WIOA eligible Job Seekers receiving ITAs shall be enrolled in family income growth plans leading to self-sufficiency where self-sufficiency is defined as attainment of an annual income of 200% of poverty;

- The New Orleans Workforce Development Board shall establish market values for ITAs on an annual basis in accordance with the 5 year local workforce investment plan for high demand jobs;
- ITAs are issued on a per-individual basis. Funding consideration will be granted based on the needs of the individual identified on the BCSC Household Expense Worksheet and other related documentation;
- Funding from Pell Grant is included in the Budget/Financial Analysis before an individual enters training services;
- The value of any individual ITA is determined by the selected education/occupational program, the general cost and length of the training for the occupation and the individual's need. No ITA is issued until the all costs of the training program are accounted for;
- The sum of the ITA is tracked in the local designated tracking system to ensure the total value of the ITA voucher does not exceed the agreed-upon amount;
- Individuals must receive passing grades in the previous semester/course to be issued the scholarship for the next set of classes;
- ITAs are issued to training organizations for specific individuals and may not be transferred to another student;
- No WIOA funds payment will be made for a class that must be repeated to replace one an individual has failed, if that class was paid for with government funds.

### **Registered Apprenticeships**

The Board recognizes apprenticeship programs as an important component of our talent development strategies. Registered Apprenticeship Programs have a documented success rate connecting job seekers to high paying jobs. Referrals to apprenticeship and pre-apprenticeship programs are routinely integrated into the career guidance and career exploration services offered through the local career center.

Most registered apprenticeship programs are in the construction trade occupations, which are high-demand occupations in the New Orleans region. Currently, LWC is working to develop new non-traditional programs in high-demand industries such as health care and advanced manufacturing. The local board is committed to working with the LWC to provide more apprenticeship opportunities to job seekers.

### **Public Comment of the Local Plan**

The Board made this Regional/Local Plan available for public comment via the City of New Orleans' website for the mandated 30 days, prior to its submission to the Louisiana Workforce Commission. Copies of the plan were provided to core partners for review. Comments were accepted via email and shared with the Board to incorporate additions or revisions accordingly.

### **Intake and Case Management Information System**

JOB1 Business and Career Solutions Center currently operates using an integrated, technology-enabled intake and case management information system called HiRE (Helping Individuals Reach Employment). HiRE is administered and maintained by the Louisiana Workforce Commission. HiRE can be accessed at [www.louisianaworks.net](http://www.louisianaworks.net). HiRE is a comprehensive workforce development program that provides integrated services via the Internet for individuals, employers, training providers, workforce staff, and one-stop partners.

Once an individual is registered, HiRE tracks every service provided. The system reports services delivered from any location, whether the customer is at home, or working with staff. Services are tracked and measured by individual, event, location, and staff member. HiRE tracks the services provided to both employers and job seekers.

The software's advanced case management functionality allows staff to automatically review and determine program eligibility, conduct common intake and program enrollment, record detailed case notes, assign multiple cases, complete Individual Employment Plans (IEPs), assist Veterans, provide referrals, track placement and outcomes, and conduct timely follow-ups.

In the near future, the HiRE software's scanning capabilities will allow LWDA to go paperless. All required documentation for each participant will be scanned directly into the system, eliminating the need for case files.

## Coordination with Regional/Local Plan Programs

The Board consists of members who are representatives of core partners. These representatives serve as members of the Board's Program Committee. The committee meets bimonthly in addition to the full Board meetings to plan and coordinate programs and activities in the Combined Plan. Committee members had the opportunity to give input into the corresponding areas of the local plan.

The initial local plan is the starting point to the development of more collaborative partnerships. Over the next few months the Board will engage in a strategic planning process with core partners and community stakeholders. The local plan will be updated to reflect the vision and priorities identified in the strategic planning process.

## Common Assurances

1. The Local Area has established a policy identifying circumstances that may present a conflict of interest for a Local Board or the entity or class of officials that the member represents, and procedures to resolve such conflicts;
2. The Local Area has established a policy to provide to the public (including individuals with disabilities) access to meetings of Local Boards and local boards, and information regarding activities of Local Boards, such as data on board membership and minutes;
3. The Local Area has established a policy on fiscal control and fund accounting procedures that are necessary to ensure proper accounting for funds allotted to the local area (this applies to Title I and other discretionary funds allotted to the local area);
4. The Local Area has established a policy which describes action to secure compliance with uniform administrative requirements of this Act, including that the Local Area will annually monitor;
5. The Local Area has a policy taking the appropriate action to be in compliance with WIOA section 188, Nondiscrimination, as applicable;
6. The Local Area has implemented a policy to ensure adult-program funds provide a priority in the delivery of career and training services and individualized career services to individuals who are low income, public assistance recipients or basic skills deficient;
7. The Federal funds received to carry out core programs will not be expended for any purpose other than for activities authorized with respect to such funds under that core program.

8. The Local Area will not use funds received under WIOA Title I to assist, promote or deter union organizing in accordance with WIOA section 181(b)(7).

## Appendix 1: Local Workforce Development Area Performance Goals

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

	PY 2016 / FY 2017		PY 2017 / FY 2018	
	Proposed/ Expected Level	Negotiated/ Adjusted Level	Proposed/ Expected Level	Negotiated/ Adjusted Level
<b>Employment (Second Quarter after Exit)</b>				
Adults	%		%	
Dislocated Workers	%		%	
Youth	%		%	
<b>Employment (Fourth Quarter after Exit)</b>				
Adults	%		%	
Dislocated Workers	%		%	
Youth	%		%	
<b>Median Earnings (Second Quarter after Exit)</b>				
Adults	\$		\$	
Dislocated Workers	\$		\$	
Youth	\$		\$	
<b>Credential Attainment Rate</b>				
Adults	%		%	
Dislocated Workers	%		%	
Youth	%		%	
<b>Measureable Skill Gains</b>				
Adults	B		B	
Dislocated Workers	B		B	
Youth	B		B	
<b>Effectiveness in Serving Employers</b>				
Adults	B		B	
Dislocated Workers	B		B	
Youth	B		B	

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

## Appendix 2: Local Workforce Development Area Business Metrics Performance Goals

	PY 2016 / FY 2017			
	PY15 Proposed Performance Levels	PY15 Performance Range 80%	2016 Proposed Performance Levels	2016 Negotiated/ Adjusted Level
Overall Market Penetration	24%	19 - 24%	%	
Targeted Market Penetration	20%	16 - 20%	%	
Demand Occupations Staff Referrals	45%	36 – 45%	%	
Repeat Customers	66%	53 – 66%	%	
Employer Based Training (EBT)	20	16 - 20		

### Appendix 3: 2016 New Orleans Workforce Development Board Directory

<i>Name-Committee-Sector</i>	<i>Company, Title &amp; Business Address</i>
<p>Sheila Burns  <b>Business</b>  <i>Board Chair</i></p>	<p>QCS Logistics  <i>Executive Vice President</i>                      660 Plaza Drive, Suite 307                      New Orleans, LA</p>
<p>Robin Barnes  <b>Business</b></p>	<p>Greater New Orleans, Inc  <i>Executive Vice President</i>                      1100 Poydras Street, Suite 3475                      New Orleans, LA 70163</p>
<p>Charlene Bonck  <b>Governmental Economic and Community</b></p>	<p>Louisiana Rehabilitation Services  <i>Regional Manager</i>                      6620 Riverside Drive, Suite 101                      Metairie, LA 70003</p>
<p>Angela Shiloh-Cryer  <b>Workforce</b></p>	<p>Strive NOLA  <i>Director</i>                      1340 Poydras Street 1<sup>st</sup> Floor                      New Orleans, LA 70112</p>
<p>Gregory Curtis  <b>Business</b></p>	<p>Windsor Court Hotel  <i>Human Resource Director</i>                      300 Gravier Street                      New Orleans, LA 70130</p>
<p>Patricia Delucca  <b>Business</b></p>	<p>Boh Brothers  <i>Human Resources Manager</i>                      730 South Tonti Street                      New Orleans, LA 70119</p>
<p>Michael Fernandez  <b>Workforce</b></p>	<p>New Orleans Job Corps  <i>Center Director</i>                      8825 Airline Highway                      New Orleans, LA 70118</p>
<p>Thelma French  <b>Workforce</b>  <i>Programs &amp; Services Chair</i></p>	<p>Total Community Action  <i>President/CEO</i>                      1420 S. Jefferson Davis Parkway                      New Orleans, LA 70125</p>
<p>Ashleigh Gardere  <b>Governmental Economic and Community</b>  <i>Business Services Committee Chair</i></p>	<p>City of New Orleans                      The Network for Economic Opportunity  <i>Director</i>                      1340 Poydras Street                      New Orleans, LA 70112</p>
<p>Brian Gary  <b>Business</b></p>	<p>Entergy Services INC  <i>Workforce Planning Manager</i>                      639 Loyola Ave                      New Orleans, LA 70113</p>

Robert "Tiger" Hammond <b>Workforce</b>	Greater New Orleans AFL-CIO <i>President</i> 837 N. Carrollton Avenue New Orleans, LA 70119
La Tonya Hunter <b>Business</b>	Hyatt Regency New Orleans <i>Director of Human Resources</i> 601 Loyola Avenue New Orleans, LA 70113
Lee Jackson <b>Business</b>	Jackson Offshore <i>President &amp; CEO</i> 1217 MacArthur Avenue Harvey, LA 70058
Carmen James <b>Optional/Additional Board Member</b>	Greater New Orleans Foundation <i>Vice President of Programs</i> 1055 St Charles Avenue, Suite 100 New Orleans, LA 70130
Erin Landry <b>Education and Training</b> <i>Youth Committee Chair</i>	Delgado Community College <i>Director for Adult Education</i> 615 Park Avenue New Orleans, LA 70119
Angela Latino-Geier <b>Business</b>	Associated Builders & Contractors, Inc <i>President/CEO</i> New Orleans/Bayou Chapter 101 Riverbend Drive St, Rose, LA 70087
Kirk Lee <b>Workforce</b>	Cement Masons Local 567 <i>Business Manager</i> 2126 Simon Bolivar Avenue New Orleans, LA 70113
Dr. Larissa Littleton-Steib <b>Education and Training</b> Board Secretary	Delgado Community College <i>Vice Chancellor for Workforce Development</i> 615 Park Avenue New Orleans, LA 70119
Rachel Mackey <b>Governmental Economic and Community</b>	St. Tammany Business and Career Center Solutions Center <i>Operations Manager</i> 524 Gause Blvd Slidell, LA 70458
Quentin Messer <b>Governmental Economic and Community</b>	New Orleans Business Alliance <i>President &amp; CEO</i> 935 Gravier Street Suite 2020 New Orleans, LA 70112
Amelia "Amy" Moore <b>Governmental Economic and Community</b>	Department of Children and Family Services <i>ES Program Consultant</i> 1450 Poydras Street, Suite 702 New Orleans, LA 70112

<p>Laura Russett <b>Business</b></p>	<p>New Orleans Convention and Visitors Bureau <i>Director of Administration</i> 2020 Saint Charles Avenue New Orleans, LA 70130</p>
<p>Jeffrey Serpas <b>Business</b> <i>Board Vice-Chair &amp; Finance Committee Chair</i></p>	<p>General Electric <i>Software Engineering</i> 201 Saint Charles Avenue New Orleans, LA 70170</p>
<p>Melissa “Missy” Hopson- Sparks <b>Business</b></p>	<p>Ochsner Health System <i>Assistant VP Talent</i> 1514 Jefferson Highway New Orleans, LA 70121</p>
<p>Robert Wooderson <b>Business</b></p>	<p>Durr Heavy Construction LLC <i>Senior Project Manager</i> 817 Hickory Avenue River Ridge, LA 70123</p>