LWDA 12 (ORLEANS) LOCAL PLAN CHAPTERS 4 - 6

The New Orleans Workforce Development Board's Demand-Driven 4 Year Local Plan for the Workforce Innovation and Opportunity Act (WIOA)

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

Introduction

In compliance with the Workforce Innovation and Opportunity Act (WIOA) of 2014, the New Orleans Workforce Development Board is required to submit a four-year regional/local plan to the Governor. The regional/local plan must align with the State's Combined WIOA plan. The regional/local plan outlines the strategies that the Board will utilize to administer employment and training services through the local workforce development system. The WIOA requires that the local Workforce Development Board reviews and updates the regional/local plan every two years. The document contained herein is the 2020 – 2024 plan for the New Orleans Workforce Development Board.

As the Chief Elected Official, Mayor LaToya Cantrell is ultimately responsible for the administration and oversight of all federal WIOA funds allocated to the City of New Orleans. The Mayor appoints the Workforce Development Board to provide oversight of the implementation of WIOA activities. The Mayor has established the Workforce Development Board as the local convener, policy maker, and lead investor in high-quality workforce development programming and innovation for New Orleans. Mayor Cantrell is focused on ensuring that all New Orleanians have access to opportunity and economic growth. She has tasked the Workforce Development Board with developing a workforce development system that provides access to high quality services, and that provides the resources needed to meet people where they are and assist them with acquiring the skills needed to obtain employment that provides family supporting wages.

In implementing the WIOA, the New Orleans Workforce Development Board is aligning its workforce development system with economic development strategies. The Board 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 new way focuses on breaking down silos through partner collaboration and leveraging resources to provide citizens access to the holistic services needed to eliminate barriers to employment.

The Board is focused on linking New Orleans residents with local businesses with career pathways in the demonstrated high-demand industries of infrastructure, advanced manufacturing, technology, hospitality, health care, film and digital media, and transportation and logistics. The Board ensures that the services provided to businesses and job seekers are relevant and value-added to promote a healthier business and workforce environment. Continually assessing the needs of businesses and adapting our strategies to meet those needs allows for a nimble workforce system that businesses require.

For additional information about this plan or services provided through the local One Stop Career Center, please contact Sunae Villavaso, Director – Office of Workforce Development, at Sunae.Villavaso@nola.gov.

Regional Strategy – See Regional Plan Chapters 1, 2, and 3

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 four workforce development boards in Region One have developed a regional workforce plan that outlines strategies for implementation of regional workforce initiatives.

(See "Region One's Demand-Driven 4 Year Workforce Innovation and Opportunity Act Plan" Chapters 1, 2, and 3)

Overview of the Local Workforce Development System

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. The projections for population growth and total jobs do not yet reflect any impacts from the COVID-19 pandemic.

Orleans Parish

393.6K **2020 Population**	**1%** **Population Growth for the Last 5 Years**	**401.7K** **Projected 2024 Population**
230,906 **Total Jobs (2020)**	**4.6%** **Growth in the last 5 years**	**240,868** **Total Jobs Projected by 2023**
Median Earnings (2018)	**$39.6K**	
Unemployed (August 2019)	**9,871 (5.5%)**	
Unemployed (August 2020)	**23,071 (12.7%)**	
Unemployed (February 2020)	**7,520 (4.2%)**	
Unemployed (April 2020)	**38,533 (22.1%)**	

The above data shows a significant increase in the local unemployment rate. In August 2019 the unemployment rate for Orleans Parish was 5.5%, and a year later the rate has increased to 12.7%. The increase in the local unemployment rate is attributed to the COVID-19 pandemic. Before the pandemic impacted the United States, the unemployment rate in Orleans Parish was 4.2% in February 2020. In March 2020, which was the beginning of impacts of the pandemic in the U.S., the unemployment rate increased to 6.0%, and in April 2020 the rate increased to 22.1%. In the last six months, Orleans Parish has received many Worker Adjustment and Retraining Notification (WARN) notices for companies within the hospitality industry. The hospitality industry is a major industry in the city of New Orleans, and this industry has seen major impacts from the COVID-19 pandemic.

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 (Appendix 2). 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, 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/resource mapping with all WIOA mandatory partners – Title II, Adult Education and Literacy and Title IV, Louisiana Rehabilitative Services – as well as core partners identified in the state plan such as the Department of Children and Family Services (DCFS) and Community Services Block Grant (CSBG) services. As required under WIOA, the local Board has developed a Memorandum of Understanding between the Board and the One-Stop partners. This MOU was developed in agreement with the Chief Elected Official and the One-Stop partners to outline the operations of the One-Stop delivery system.

Workforce and Economic Development Programs

The JOB1 Business and Career Solutions Center, which serves as the local American Job Center, remains a high-performing One Stop Career 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. The direction of the One Stop Center has changed within the past two years with the implementation of the Board's strategic plan, providing a great opportunity for the One Stop to reintroduce its services and partnerships and garner feedback regarding its overall impact.

In 2016, the Board engaged its members, job seekers, employers, economic development, 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. Goals identified in the strategic plan include:

1. Position the Workforce Development Board as the convener, connector, partnership broker, and performance evaluator for the NOLA workforce development system.
2. Establish clear sectors of focus for workforce system investment and align career pathways and credentials with employment opportunities in these sectors (Health Care, Hospitality, Information Technology, Skilled Crafts, Advanced Manufacturing, Film and Digital Media, and Transportation and Logistics).
3. Increase consistency, quality and accessibility of jobseeker services through multiple service centers around the city, toward a goal of ensuring gainful employment for those served by the workforce system.
4. Enhance use of, and shared access to, data to improve workforce service delivery quality, case management, and outcomes across system partners.

The Board continues to work with mandated partners, economic development partners, and other community partners to implement the priorities identified in the strategic plan. The Board works strategically with local and regional economic development agencies (i.e. City's Office of Economic Development, Greater New Orleans Inc. (GNO, Inc.), New Orleans Business Alliance (NOLABA), and Algiers Economic Development Foundation) to ensure workforce strategies address the needs of business. GNO, Inc. is represented on the NOWDB, and both GNO, Inc. and NOLABA were actively engaged in the development of the Board's strategic plan and the development of strategies to meet the workforce needs of local high growth/high demand industries. The Algiers Economic Development Foundation has partnered with the Board to assist businesses in the Algiers community with connecting to a skilled workforce.

Chapter 4: Operating Systems and Policies – Local Component

A. Coordination and Planning Requirements

The local board has developed a Memorandum of Understanding (MOU) and cost allocation plan with all core and mandated partners to support 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. Local Workforce Development Area 12's Memorandum of Understanding provides a description of the One-Stop delivery system and other information that is essential to the establishment and operation of effective local workforce development systems as required by the WIOA Rule (20 CFR Part 678.705). The Memorandum of Understanding and any subsequent modifications is incorporated by reference into this plan.

The One Stop Operator coordinates quarterly meetings with all mandated partners to review the MOU and cost allocation plan. The core and mandated partners include organizations administering the following programs:

- WIOA Title Adult, Dislocated Worker, Youth
- Wagner Peyser
- Job Corps
- Migrant and Seasonal Farmworker Programs
- Adult Education and Literacy Activities
- Vocational Rehabilitation
- Trade Adjustment Assistance
- Carl Perkins Career & Technical Education
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- Community Services Block Grants (CSBG)
- Jobs for Veterans
- Senior Community Service Employment Activities
- Housing and Urban Development (HUD)
- State Unemployment Compensation Program
- Second Chance Act Programs

Local Workforce Development Area 12's Service Integration Action Plan provides a description of how local workforce partners will align and coordinate services as required by the State of Louisiana Integrated Service Delivery Policy (OWD 2-23.1). The Service Integration Action Plan and any subsequent modifications is incorporated by reference into this plan.

B. Use of Technology

JOB1 utilizes one of the largest Talent Management systems known as HiRE where Businesses and job seekers can manage their own accounts. HiRE is provided by and managed by the Louisiana Workforce Commission. The HiRE platform serves as a virtual recruiter. Job Seekers can research in-demand occupations and training programs, upload resumes, and apply for jobs that match their skills. Businesses can post jobs and access qualified candidates. JOB1 staff has access to HiRE to assist local job seekers and businesses with their employment and workforce needs.

COVID-19 has caused LWDA 12 to develop strategies to deliver services differently. As a result of COVID-19, JOB1 is now utilizing technology to provide services virtually. JOB1 has the ability to provide WIOA intake and case management services virtually. JOB1 is also utilizing DocuSign for required documents. Additionally, JOB1 is offering work readiness workshops and job fairs through virtual platforms.

C. Local Board's Support of Strategies Identified in the Combined State Plan

The City of New Orleans serves as the administrative entity for the Workforce Innovation and Opportunity Act (WIOA) funding. The Workforce Development Board (WDB) conducted a competitive procurement process for the Operator and WIOA Service Provider of the local One Stop center, known as JOB1 Business and Career Solutions (JOB1). JOB1 is the local American Job Center. Equus Workforce Solutions, formerly ResCare Workforce Services, currently serves as the Operator and WIOA Service Provider of the JOB1 Center. As the Operator and WIOA Service Provider, Equus is responsible for the coordination of the One Stop partners and the administration of the WIOA Adult, Dislocated Worker, and Youth programs and services. In alignment with the City's procurement policy and WIOA, the New Orleans Workforce Development Board will conduct a new procurement process for program year 2021 (July 1, 2021 – June 30, 2022) for the Operator of the local One Stop center (JOB1).

The JOB1 Business and Career Solutions Center is located at 3400 Tulane Avenue. JOB1 is a comprehensive One Stop Career Center. JOB1 provides services through an integrated service delivery model, which coordinates WIOA and Wagner-Peyser employment and training services. 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. Services are provided in two areas of concentration, business services and career services.

Additionally, JOB1 partners with New Orleans Public Libraries to provide services to residents in areas where customers may have difficulty accessing the JOB1 location. JOB1 also participates at local job fairs and community events to increase access for jobseekers and public awareness.

The Local Board has developed seven initial career pathway sectors in high growth/high demand industries for local job seekers, in cooperation with local anchor institutions and training providers. These seven sectors, which include healthcare, advanced manufacturing, construction including green infrastructure, technology, hospitality, film and digital media, and transportation and logistics were identified after extensive research proved careers in these industries to have the most current high-growth occupations 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 Board offers entry-level opportunities for career advancement in key sector trades while helping the region's largest employers meet their workforce needs. The Board partners with major employers from high growth/high demand industries to identify entry-level positions available for previously hard-to-employ individuals.

The Chief Elected Official (Mayor) has recruited major employers (e.g. Ochsner Health System, Windsor Court Hotel, LCMC Health, and DXC), training partners (e.g. Delgado Community College, Total Community Action, and the building trades), and economic development partners (e.g. 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.

D. Local Coordination Strategies to Enhance Service Delivery

WIOA Adult, Dislocated Worker, and Youth Services

The Local Board ensures the provision of the Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth services. The adult and dislocated worker services are described in section E, and the Youth services are described in section F.

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 WIOA sec. 107(C)(i-iii) Local Workforce Development Boards. The Board will plan to align the 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 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
- 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:

- Kedilia Family Learning Center
- New Orleans Job Corps Center
- New Orleans Public Library

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. Wagner-Peyser services are provided at the local One Stop Center through an integrated service delivery model incorporated with the WIOA services incompliance with State policy OWD 2-23 Integrated Services Delivery – Title III.

The Wagner-Peyser employment services are coordinated with WIOA services to provide 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.

Trade Adjustment Assistance (TAA)

The Board has partnered with the state for the coordination of Trade Adjustment Assistance (TAA) programs with WIOA programs provided at the JOB1 Business and Career Solutions Center. TAA programs can provide trade-affected workers access to services such as training, job search assistance, and relocation assistance. TAA eligible participants will access reemployment services in the same manner as other dislocated workers. WIOA staff will initiate enrollment of eligible participants at the local JOB1 Career Center. Once trade impacted workers are certified, local state merit staff will complete the co-enrollment of eligible participants into the TAA program.

Vocational Rehabilitation Services and Individuals with Disabilities

JOB1 staff will strengthen its partnership with Louisiana Rehabilitation Services (LRS) to provide employment and training services to individuals with disabilities. LRS staff will be available at the One Stop to provide training for JOB1 staff, meet with clients, and to provide vocational rehabilitation services. In addition, a resource guide has been developed with agencies that provide other services. The center also provides access to adaptive equipment for job search and Louisiana Relay telephone services for individuals who are hearing impaired, blind, or have difficulty speaking. The Board will annually assess the physical and programmatic accessibility of the One Stop to comply with section 188, as applicable, of the ADA of 1990.

Additionally, the JOB1 Career Center has created partnerships with local mental health organizations and rehabilitation offices to more effectively serve individuals with disabilities and to provide skilled workers to employers.

Migrant and Seasonal Farmworker Program

As required by WIOA, the Board has developed a Memorandum of Understanding with Motivation Education and Training, Inc. for the provision of employment and training services to individuals eligible for services provided through the Migrant and Seasonal Farmworker (MSFW) program. Due to the city of New Orleans being a mostly urban community, this local area has very few individuals eligible for the MSFW program. The JOB1 Business and Career Solutions Center will work with Motivation Education and Training, Inc. to refer individuals who may be eligible for MSFW services. As a mandated partner, Motivation Education and Training, Inc. participates in quarterly partner meetings to share information about available services and eligibility requirements.

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

Veterans

In accordance with the requirements of the Jobs for Veterans Act codified at section 4215 of 38 U.S.C., the 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 and eligible spouses receive a Priority of Service as defined in the Jobs for Veterans Act (JVA), including funding services.

Veterans and eligible spouses 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 or an eligible spouse 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 or eligible spouse:

- Username and password
- A Roadmap to Success that outlines the member's next steps
- Contact information for the Veterans DVOP
- Information on available services provided through WIOA
- A case note documenting the services provided and any other detailed information
- A partner referral is completed and provided 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 Compensated Work Therapy (CWT) program
- Substance abuse recovery programs
- Homeless Veterans' Reintegration Program (HVRP)

Referral Process

The local mandated WIOA partners and other workforce development partners have coordinated to develop a Universal Workforce Partner Agency Referral Form. The Universal Referral Form is utilized to refer individuals to services provided by represented partners. Each partner has dedicated a staff person to receive and follow-up on referrals. The referral is provided through a warm hand-off where the partner is contacted by the referring agency prior to the issuance of the referral to ensure the availability of the services being requested and to provide notification of the referral of a participant for services. The partner agency receiving the referral sends the referring agency a status update on the referral outcome. The Universal Referral Form process is utilized both internally for partners co-located within the one-stop center and externally for partners not co-located.

E. WIOA Adult and Dislocated Worker Services

JOB1 coordinates both employment and training services mandated by the WIOA so that job seekers skills and credentials meet employers' needs. Customers receive services based on their individual needs. 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. JOB1 provides a coordinated and integrated service approach to our customers, thus avoiding duplication and streamlining costs. The 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 assists clients with developing the skills needed to obtain employment that leads to self-sufficiency. This team provides assistance with job

search/job placement, interviewing skills, and resume development. This team also creates the individualized employment plans and conducts assessments to determine if skills upgrade 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.

The Business Services component of JOB1 has adopted the strategic approach to develop and maintain relationships and partnerships with the business community. JOB1 ensures that services and service delivery methods meet business demands. The delivery of employer services focuses on the following: 1) job vacancy processing from receipt to follow-up, 2) recruitment services, and 3) optimum connections between the business and job seeker community.

Services at the JOB1 Business and Career and Solutions Center are delivered through facilitated self-help, individual, and group activities. As a result of COVID-19, many services are now delivered virtually. The JOB1 Career Center facility has been re-designed and outfitted to safely provide services while meeting COVID guidelines. Areas that service customers have adequate spacing and plexiglass partitions for social distancing.

JOB1 works closely with partners to ensure service delivery is as seamless as possible. The career center has a resource area that includes a bulletin board for posting job openings, computer access for job seekers, and other relevant information of upcoming job fairs and events, as the central core of career center operations. Customers requiring assistance accessing services have knowledgeable staff available to provide assistance with using the internet, job search software, and resume development programs. 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 career 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 Center 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 and in a customer-friendly, accessible environment. All One Stop Career 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. Additionally, the local One Stop partners with the Louisiana Workforce Commission (LWC) to provide re-employment services to individuals receiving Unemployment Insurance (U.I.). The LWC has staff assigned at the local One Stop to assist with engaging and addressing the employment needs of U.I. participants. Participants in need of upgrading skills or job placement assistance are connected to the Workforce Innovation and Opportunity Act (WIOA) services and training programs.

Intake and Case Management Information System

The 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 and can be accessed at 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.

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 are 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
- The Academy – A 24-hour online propriety training platform offered through Equus Workforce Solutions
- Individual Training Account – Occupational skills training programs that leads to certifications for eligible participants
- On-the-Job Training - Participants gain additional skills and training while employed
- Work Experience - Individuals with little to no work experience are placed in subsidized employment. This service is provided to individuals with multiple barriers including ex-offenders and individuals with disabilities.
- Customized Job Fairs - Job Fairs that are customized to meet an identified need
- Foundational Skills Training
- Resume Workshop
- Planning Your Job Search Workshop
- Interviewing Skills Workshop
- Financial Literacy Workshop offered by partners, United Way and 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

Employer Services

Employer Services are a critical component of WIOA basic career service delivery, providing direct value to employers, employer associations, or other such organizations. The JOB1 Business and Career Solutions Center is responsive to the demands of the employers in the local labor market, including small business, while coordinating with other partners within the workforce system who also provide employer and business engagement services. With high quality and tailored services, the goal is that employers will turn to the JOB1 career center for assistance with their hiring needs.

While there are many types of businesses in the region, the career center operator is charged with identifying employers in target industries and occupations. Target companies are those with a significant number of jobs in the region and share the NOWDB's commitment to improving working conditions for their employees. The NOWDB has identified the following seven priority industry sectors based on regional labor market demand:

i. Advanced Manufacturing
ii. Healthcare/Bio-Innovation
iii. Hospitality
iv. Information Technology
v. Skilled Crafts including Blue and Green Infrastructure
vi. Film and Digital Media
vii. Transportation and Logistics

Additional companies and industries are also served based on human resource needs.

The local Board is focused on ensuring that JOB1 provides an employer-driven service delivery system that meets the needs of employers. The main component of employer services is linking employers to and/or retaining a skilled workforce. The JOB1 Business and Career Solutions Center provides customized business services that may include the following services and activities:

- Customized Recruiting and Screening Services
  - Advertising job openings;
  - Providing customized recruitments;
  - Customized screening of applicants;
  - Providing job profiling;
  - Offering job matching;
  - Providing access to space;
  - Conducting job fairs;
  - Providing outplacement services;

- Access to Training Services
  - On-the-Job Training;

- Customized training;

- Employer Professional Development Services
  - Educating businesses on various training models available throughout the region.
  - Providing retention services, including working with employers to design strategies and provide support that helps employees stay on the job or advance after placement.
  - Facilitating, monitoring, and measuring coordination between one stop centers and large employment efforts region-wide, including job fairs; and
  - Developing and implementing an employer satisfaction surveys to measure system-wide coordination for employers.

The Board is targeting more WIOA funding towards customized training. Customized training is provided with the commitment of the employer to hire successful completers, and the training is designed to meet the specified needs of the employer. LWDA 12 has collaborated with two major medical institutions (Ochsner and LCMC) and Delgado Community College to design training to meet their workforce needs. The training provided certifications and employment opportunities with family support wages and career pathways.

Additionally, the Board is focused on assisting small businesses with growth and development. The Board is working with local small businesses to provide customized training to assist them with developing their talent pipeline.

Supportive Services

JOB1 Business and Career Solutions Center provides support for enrolled individuals to assist with completing training and maintaining employment. Supportive services are based on barriers to self-sufficiency determined in the eligibility assessment process. Barriers to self-sufficiency include lack of transportation, lack of childcare for pre-school age children, low-literacy, and eligibility for public assistance.

The types of supportive services outlined in LWDA 12's supportive services policy include:

- Transportation (i.e. bus passes, bus tokens, and mileage reimbursement)
- Child Care Assistance
- Emergency Housing Assistance
- Utilities Assistance
- Uniform Assistance
- Tools and Books
- Licenses Fees and Testing
- Reimbursements

- Transportation Worker Identification Credentials (TWIC)

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. Louisiana Workforce Commission (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.

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, or brochures).

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; and
- Ensuring that once the lay-off occurs, the dislocated worker continues to obtain services, as needed, through the JOB1 Business and Career Solutions Center.

F. WIOA Youth Workforce Investment Activities

The purpose of the WIOA Youth program is to provide effective and comprehensive activities to out-of-school and in-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 and develop an 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

Under the WIOA, the youth eligibility requirements for Out-of-School and In-School Youth are as follows:

<u>Out-of-School Youth</u>

- Youth not younger than age 16 or older than age 24;
- Youth not attending any school (as defined by State law) ; and
- Youth has one or more of the following barriers:
  - A school dropout;
  - A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter;
  - A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English language learner;
  - An individual who is subject to the juvenile or adult justice system;
  - A homeless individual, which may include a runaway youth, a youth in foster care or has aged out of the foster care system, youth eligible for assistance under Sec. 477 of the Social Security Act, or youth in an out-of-home placement;
  - An individual who is pregnant or parenting;

- A youth who is an individual with a disability; or
- A low-income individual who requires additional assistance, which has been defined and approved by the New Orleans Workforce Development Board (NOWDB) to include:

  A youth who has held three or more jobs within the past twelve (12) months, or has never held a full-time job for more than thirteen (13) consecutive weeks, or has been unemployed for the past ninety (90) days prior to enrollment and lacks the work readiness skills necessary to obtain and/or retain employment as documented by the youth's Individual Service Strategy, other assessments, and described in case notes.

<u>In-School Youth</u>

- Attending school, including secondary or post-secondary school;
- Not younger than age 14 or older than age 21 at time of enrollment; and
- A low-income individual and has one or more of the following barriers:
  - Basic Skills Deficient;
  - An English language learner;
  - An individual who is subject to the juvenile or adult justice system;
  - A homeless individual, which may include a runaway youth, a youth in foster care or has aged out of the foster care system, youth eligible for assistance under Sec. 477 of the Social Security Act, or youth in an out-of-home placement;
  - An individual who is pregnant or parenting;
  - A youth who is an individual with a disability; or
  - An individual who requires additional assistance to complete an education program or secure/retain employment, which has been defined and approved by the New Orleans Workforce Development Board (NOWDB) to include:
    - *<u>complete an educational program</u>: a youth who attends a state defined low performing school, or has a grade point average below minimal standards of the school attended*
    - *<u>secure and hold employment</u>: an older in-school youth who has held three or more jobs within the past twelve (12) months, or has never held a full-time job for more than thirteen (13) consecutive weeks, or has been unemployed for the past ninety (90) days prior to enrollment and lacks work readiness skills necessary to obtain and retain employment as documented by the youth's Individual Service Strategy, other assessments and described in case notes.*

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. 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:

- The Academy – Through a partnership with Equus Workforce Solutions, 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 out-of-school and in-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 the Mayor's Office of Youth and Families, 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 Opportunity Youth partners 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 partners with the Job Corps, New Orleans Career Center, and YouthForce NOLA. New Orleans Career Center and YouthForce NOLA provide in-school youth career and technical education and internships in high-wage and high-demand industries.

The 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
- Homeless youth programs
- YouthBuild
- Other youth initiatives

Access to the WIOA youth services is available at the JOB1 YouthWork Career Center (YCC) located at 3400 Tulane Avenue, 2nd Floor. Youth have access to workshops and resources onsite as well as referrals to partner agencies for additional services. 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.

JOB1 YouthWorks, in partnership with The Mayor's Office and businesses in the New Orleans area, provides 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.

Additionally, 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 policies and practices;

- 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; and
- 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 consists of representatives 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.

G. Services to Individuals with Barriers

LWDA 12 will give priority for individualized career services and training services to low-income adults, recipients of public assistance, and individuals who are basic skills deficient when the availability of WIOA funding is limited. Additionally, LWDA 12 targets hard to serve populations including justice involved individuals and English language learners.

Re-Entry Services

The 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. Formally incarcerated individuals return to the community 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 to their communities.

JOB1 has a Transition Specialist, who is 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 returning citizens with re-engaging in their local communities and obtaining gainful employment.

Special services that we will offer to re-entry individuals include:

- Additional emphasis on customer assessment to identify transferable skills
- Peer support system
- Guidance on the following topics:
  - How to discuss their background in an interview
  - Interview do's and don'ts
  - Structuring a resume to highlight skills and deflect attention from lack of and/or gaps in employment
  - How to Complete an application honestly and accurately
  - Re-establishing their support system
  - Mending their reputation among family, friends and co-workers

Services to 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 U.S. 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 Leaners 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 who speak Spanish
- Referral partnerships with ESL training providers such as Catholic Charities and Delgado
- Online courses in The Academy platform provided by Equus are available in Spanish
- Staff training on resources and partners that would benefit English Language Learners

Equitable Access to Services

The Chief Elected Official and the New Orleans Workforce Development Board are focused on equity and inclusion and ensuring that all residents have access to workforce development employment and training services. The local Board is utilizing data to determine populations and geographic areas that the Board will target outreach and recruitment efforts. The goal is for all residents to have access to training resources to acquire the skills needed to obtain employment that provides family supporting wages and to decrease economic disparities. The JOB1 staff has participated in Family-Centered

Coaching training, which included equity and inclusion. Staff will continue to have ongoing training sessions as the Family-Centered Coaching model is implemented at the JOB1 Career Center.

Additionally, the Board's Youth Committee is partnering with local youth programs that provide career and technical training (New Orleans Career Center and YouthForce NOLA) to expose more high school students to careers in healthcare, technology, and the skilled trades. These programs allow high school youth to gain certifications and start a career pathway prior to graduation.

H. Training Policies and Activities

LWDA 12 will adhere to all federal, state, and local regulations and policies for the provisions of training activities. The local area has tracking mechanisms in place to ensure the required training expenditures outlined by the State are obtained. The local area has developed policies and procedures for the provisions of Individual Training Accounts (ITAs) for WIOA adults, dislocated workers, and out-of-school youth. Training for youth may also be provided through competitively procured contracts. Customers seeking training will be informed of all available training programs within the identified industry to ensure informed customer choice.

Provision of Training Services

Training services can be essential to the employment success of our job seeker customers. Based on funding availability, these services are accessible to individuals who are WIOA eligible and determined to have a need for training services. Training services includes occupational skills training, on-the-job training, and customized training.

The New Orleans Workforce Development Board believes that the investment of workforce development resources should yield quality services and meet the needs of both the 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 works with training providers to ensure that the training programs offered are in demand industries that provide career pathways. The Board has engaged local employers and training institutions to ensure that training curricula meet the needs of employers.

The State's Eligible Training Provider List (ETPL) is the primary source for access to skills training for WIOA eligible participants. The Board will notify training providers in the local area of the opportunity to apply for status as an approved training provider on the statewide ETPL. The Board will advocate for entry level training that meets the needs of local employers and provide career pathways in high demand/high growth industries.

Additionally, 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.

JOB1 recognizes and adheres to all current and future New Orleans Workforce Development Board's Individual Training Accounting (ITA) program policies. Equus Workforce Solutions (JOB1 Operator) 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 for approval of an ITA:

- 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 in accordance with the 4-year local workforce development plan for high demand jobs;
- ITAs must be utilized for programs approved on the statewide ETPL;
- ITAs are issued on an individual basis. Funding consideration will be granted based on the needs identified on the customer's Household Expense Worksheet and other related documentation;
- Funding from a Pell Grant is included in the Budget/Financial Analysis before an individual enters training services;
- The value of an 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. An ITA is not issued until the total cost of the training program is 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;
- WIOA funds will not be utilized for a course that must be repeated to replace one an individual has failed, if the initial course was paid for with WIOA funds.

Work-Based Training

In addition to classroom training, the Board offers work-based training opportunities for eligible participants. Work-based training includes on-the-job training, customized

training, and incumbent worker training. These training are provided in partnership with the employers to meet their specified training needs.

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. The Board has developed partnerships with community organizations, such as Good Work Network, and Urban League of Louisiana, 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.

Currently, Delgado's Business & Technology Small Business Centers serve the New Orleans 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, and 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.

JOB1 will continue to 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.

I. Utilization of WIOA Title IB Funds

Transfer of WIOA Title IB Funds

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

Incumbent Worker Training

LWDA 12 will provide Incumbent Worker Training in compliance with WIOA sec.134(d)(4). An incumbent worker must be employed, have an established employment history with the employer for six months or more, and meet the Fair Labor Standards Act requirements for an employer-employee relationship. In the event that training is being

provided to a cohort of employees, not all employees in the cohort must have an established employment history with the employer for six months or more as long as the majority of the employees being trained meet the employment history requirement.

Incumbent worker training will increase the competitiveness of the employees or the employer. The training is designed to meet the requirements of the employer or group of employers and is conducted with a commitment by the employer to retain or avert the layoffs of the incumbent workers trained. The local area will reserve no more than 20% of the combined WIOA adult and dislocated worker allocation for incumbent worker training.

Transitional Jobs

The Board ensures that transitional jobs services are available to eligible adult and dislocated workers in accordance with the Workforce Innovation and Opportunity Act (WIOA). Transitional jobs provide time-limited subsidized work experience for individuals with barriers to employment. These jobs are designed to enable individuals to establish a work history and develop skills that lead to unsubsidized employment. Transitional jobs are administered through the Operator of the JOB1 Business and Career Solutions Center. The local area utilizes no more than 10% of the combined WIOA adult and dislocated worker allocation for transitional jobs services.

Pay-for-Performance Contracts

The WIOA Pay-for-Performance contract strategy is a specific type of performance-based strategy that has the following characteristics:

- Utilizes pay-for-performance contracts as described in 20 CFR 683.510;
- Identifies the workforce development problem, target population, outcomes the local area hopes to achieve, and acceptable costs;
- Includes a strategy for independently validating the performance outcomes achieved; and
- Includes a description of how the local area will reallocate funds to other activities under the contract strategy in the event the service provider does not achieve performance benchmarks.

The Board will determine when it is applicable and most beneficial to utilize WIOA funds for pay-for-performance contracts. LWDA 12 will reserve no more than 10 percent of the total local WIOA adult and dislocated worker allocations for the implementation of Pay-for-Performance contracts for adult training services described in WIOA sec. 134(c)(3). LWDA 12 will reserve no more than 10 percent of the local WIOA youth allocation for the implementation of Pay-for-Performance contracts for youth training services and other activities described in WIOA sec. 129(c)(2).

Chapter 5: Performance Goals and Evaluation – Local Component

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 and regional economic development agencies (i.e. City of New Orleans Office of Economic Development, Greater New Orleans Inc. (GNO, Inc.), and the New Orleans Business Alliance (NOLABA)) 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 is 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 JOB1 Business and Career Solutions Center 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 the JOB1 operator;
- Holding regular meetings to review performance, quality services, and professional staff development;
- Following the continuous improvement model in all aspects of operations;
- 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.

A. 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 negotiated measures for LWDA 12 (Orleans) are as follows:

Negotiated Performance for WIOA and WP/ES Programs PY 2020 and PY 2021 LWDA 12 (Orleans)	
WIOA Adult	
Indicator	**Goals**
Employment Rate 2nd Quarter After Exit	64.00%
Employment Rate 4th Quarter After Exit	66.00%
Credential Attainment	69.00%
Median Earnings 2nd Quarter After Exit	$4,950
Measurable Skills Gain	57.00%
WIOA Dislocated Worker	
Indicator	**Goals**
Employment Rate 2nd Quarter After Exit	66.50%
Employment Rate 4th Quarter After Exit	70.00%
Credential Attainment	75.00%
Median Earnings 2nd Quarter After Exit	$6,700
Measurable Skills Gain	55.00%
WIOA Youth	
Indicator	**Goals**
Employment Rate 2nd Quarter After Exit	73.00%
Employment Rate 4th Quarter After Exit	70.00%
Credential Attainment	59.00%
Median Earnings 2nd Quarter After Exit	$2,500
Measurable Skills Gain	45.00%
Wagner-Peyser	
Indicator	**Goals**
Employment Rate 2nd Quarter After Exit	62.00%
Employment Rate 4th Quarter After Exit	62.00%
Median Earnings 2nd Quarter After Exit	$4,500

B. Current and Planned Evaluation Activities

The local Board is focused on continuous improvement and the evaluation of program outcomes. The Board receives monthly reports from the One-Stop Operator that outline WIOA enrollments, service utilization for each WIOA activity, expenditures for each training component, training completion rates, and job placement rates. Based on the data received in the monthly reports, the Boards can make decisions on the activities to invest funding to receive the best return on investment. WIOA trainings that result in low completion and job placement rates, will receive minimum WIOA funding.

Additionally, in accordance with the New Orleans Workforce Development Board's policy, the Board intends a measurable return on investment of WIOA funds. The anticipated return on investment of WIOA Individual Training Accounts (ITAs) is four times the WIOA funds invested in the training program. As such, for each WIOA dollar invested in an ITA, the annual earnings of the training participants must be at least four times the training investment. For example, a WIOA investment of $6,000 in ITA must produce total annual wages of at least $24,000.

Chapter 6: Technical Requirements and Assurances – Local Component

A. Fiscal Management

The City of New Orleans serves as the Fiscal Agent for the New Orleans Workforce Development Board. The Board will utilize the City of New Orleans' procurement process for the selection of the One Stop Operator(s) and WIOA adult, dislocated worker, and youth service/training providers.

The Board/Fiscal Agent utilizes a procurement process that maximizes open and free competition. Procurement standards as delineated at 2 CFR Part 215 (Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals and Other Non-Profit Organizations), Louisiana Procurement Code (R.S. 39:1551-1755), and 29 CFR 95, 40-48 are followed as appropriate. The Board/Fiscal Agent is aware of the organizational conflicts of interest of other practices that may reduce competition. Written procurement procedures demonstrating compliance with Section 107 (d) (10) (B, C and D) of the Workforce Innovation and Opportunity Act of 2014 covering the solicitation and award of contracts for goods and services and records sufficient to adequately document each procurement are maintained by LWDA 12.

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/WIOA Service Provider and other WIOA service providers competitively procured by the Board. The JOB1 Operator is responsible for disbursal of grant funds for all other costs related to WIOA program service delivery (i.e. WIOA training, supportive services, work experience, and OJTs).

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. Movables and non-professional services are required to undergo a competitive bid process through the City's Purchasing Department.

The Board will utilize the City's procurement process to conduct a competitive bid process for the One Stop Operator/WIOA Service Provider of the JOB1 Business and Career Solutions Centers for Program Year 2021 (July 1, 2021 – June 30, 2022). Any contracts issued at the sub-recipient level are also required to follow procurement policies.

B. Physical and Programmatic Accessibility

The local One Stop Career Center complies with the Americans with Disabilities Act (ADA) of 1990. All Partners agree to provide reasonable accommodations, including assistive devices, for individuals who have communication challenges, including but not limited to individuals with hearing disabilities, individuals with vision impairments, individuals with speech-language impairments, and individuals with limited English proficiency. The City of New Orleans Senior Compliance Monitor conducts regular reviews of the local One Stop facility to ensure that the facility is in compliance with WIOA Sec. 188 and the ADA of 1990 (42 U.S.C. 12101 et seq.). Additionally, Training addressing the needs of individuals with disabilities is provided to staff co-located at the One Stop Career Center. The One Stop Operator, the Board, and all partners have been provided copies of Title IV services.

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 participants' personal identifiable information. A participant's personal identifiable information is safeguarded at all times while in the Virtual One Stop System (www.laworks.net) as well the 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 One Stop System (www.laworks.net) which is a comprehensive workforce development software developed by Geographic Solutions, Inc. The Virtual One Stop 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. Files 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.

C. Plan Development and Public Comment

Coordination with Regional/Local Plan Programs

This local plan was developed in partnership with Board representatives and mandated partners. 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.

Public Comment of the Local Plan

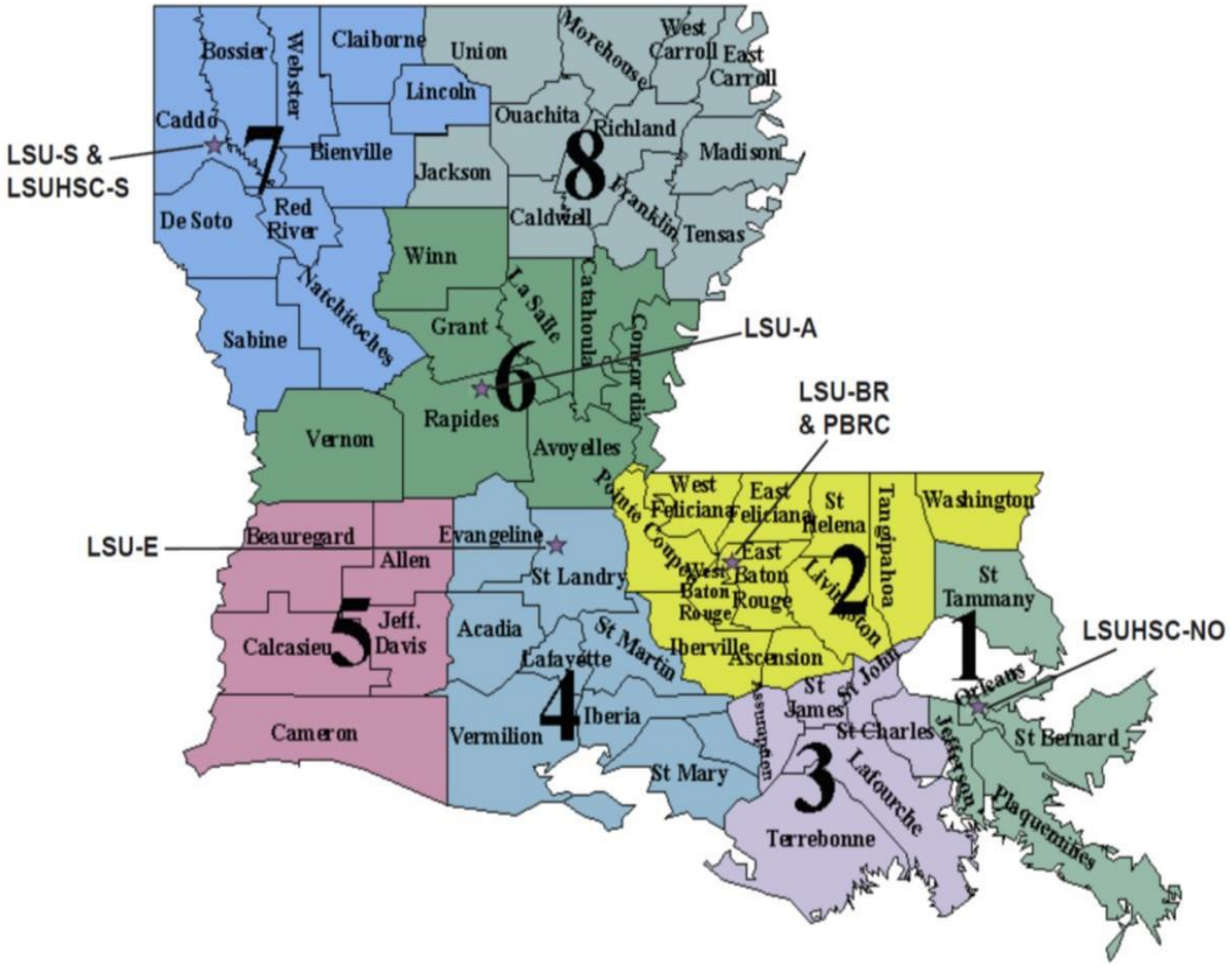
The New Orleans Workforce Development Board made this Regional/Local Plan available for public comment via the City of New Orleans' website for the mandated 30 days, prior to its submission to the Louisiana Workforce Commission. Copies of the plan were provided to core partners for review. Comments were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

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 rep- resents, 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; and
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 ITEM I
REGIONAL ECONOMIC DEVELOPMENT REGIONS AND
LOCAL WORKFORCE INNOVATION AREAS

August 14, 2020



APPENDIX ITEM II
New Orleans Workforce Development Board Directory

Name and Committee	***Company, Title & Business Address***
Gregory Curtis **Business** ***NOWDB Board Chair***	Windsor Court Hotel Human Resources Director 300 Gravier Street New Orleans, LA 70130
Melissa Sparks **Business** ***NOWDB Vice-Chair***	Ochsner Health System VP Talent Management—Workforce Development 1450 Poydras, Suite 2600 New Orleans, LA 70112
Allen Square **Business** ***NOWDB Secretary***	Square Button Consulting, LLC CEO 1615 Poydras Street, Suite 2120 New Orleans, LA 70112
Hyma Moore **Business** **Youth Committee Chair**	Greater New Orleans Inc. Energy Centre 1100 Poydras, Suite 3475 New Orleans, LA 70163
Thelma French **Workforce** ***Programs & Services Committee Chair***	Total Community Action President/CEO 1420 S. Jefferson Davis Parkway New Orleans, LA 70125
Floyd James **Business** ***Finance Committee Chair***	Team Fresh Co, LLC & Murphy Business Sales of Louisiana, LLC 508 Time Saver New Orleans, LA 70123
Arlanda Williams **Education & Training** ***Business Engagement Committee Chair***	Delgado Community College 615 City Park Avenue New Orleans, LA 70119
Mikal Anderson **Business**	Prototype Entities Chief Executive Officer 900 Camp Street, Suite 322 New Orleans, LA 70130
Charlene Bonck **Governmental Economic and Community**	Louisiana Rehabilitation Services Regional Manager 6620 Riverside Drive, Suite 101 Metairie, LA 70003

Dottie Bellato **Business**	NOCCI – New Orleans Convention Center President – CEO 1340 Poydras Street Suite 2130 New Orleans, LA 70112
Michael Knapps **Employment Services**	Louisiana Workforce Commission Apprentice Training Representative 1001 N 23rd Street Baton Rouge, LA 70802
Michael Fernandez **Workforce**	New Orleans Job Corps Center Director 8825 Airline Highway New Orleans, LA 70118
Allyson Wilson **Business**	CAG LLC President 1433 North Claiborne Avenue New Orleans, LA 70116
Claire Jecklin **Workforce – Education & Training**	New Orleans Career Center Executive Director 2539 Columbus Street New Orleans, LA 70119
Dan Johnson **Business - Green Infrastructure**	Green Man Dan President P.O. Bo 73202 Metairie, LA 70033
Alexis Korman **Business**	Big Easy Bucha Co-Founder 4040 Euphrosine Street New Orleans, LA 70125
Erin Landry **Education and Training**	Work Ready U 615 Park Avenue New Orleans, LA 70119
Jonathon Floyd **Business**	Entergy Services Inc. Senior Human Resources Executive 639 Loyola Avenue New Orleans, LA 70113
Peter Pappas **Business**	DXC Technology Human Resources Business Partner New Orleans Digital Transformation Center 1615 Poydras Street, Suite 1400 New Orleans, LA 70112

Rodney Wallis **Workforce**	Brotherhood of Electrical Workers Local Union Assistant Agent 3200 Ridgelake Drive Metairie, LA 70002
Amelia Moore **Governmental Economic and Community**	Department of Children and Family Services Snap Regional Program Consultant (Orleans) 3229 36th St. Metairie, LA 70001
Andrew N. O'Brien Sr. **Workforce**	Southeast Louisiana Building & Construction Trades Council 2540 Severn Avenue, Suite 203 Metairie, LA 70002
Terry Scott **Business**	McDonald's Restaurant Franchise/Owner Operator 7156 Thornley Drive New Orleans, LA 70126
Carmen (James) Randolph **Optional/Philanthropy**	Greater New Orleans Foundation Vice President of Programs 1055 St Charles Avenue, Suite 100 New Orleans, LA 70130
Shantay Bolton **Business**	Tulane University Deputy Chief Operating Officer 1555 Poydras Street Suite 964 New Orleans, LA 70112
Sunae Villavaso **Economic Development**	Office of Workforce Development/JOB1 Deputy Director 3400 Tulane Avenue, Suite 200 New Orleans, LA 70119