

State of Louisiana
Unified Planning Guidance for Submission of the local Demand Driven
PY09/PY10 Workforce Investment Plan for the
Workforce Investment Act Title I, National Emergency Grant
Wagner Peyser Act, American Recovery and Reinvestment Act
Veterans Programs Trade Adjustment Act and STEP

EAST BATON ROUGE LWIA 21
LOCAL WORKFORCE INVESTMENT AREA (LWIA) NAME
STATEMENT OF CONCURRENCE

Pursuant to Section 118 of the Workforce Investment Act, this is to certify that both the Chief Elected Official of the Local Workforce Investment Area (LWIA) and the local Workforce Investment Board (LWIB) concur in the attached:
(Check as appropriate)

_____ PY09/PY10 Title I-B Plan
_____ Modification No ____ to the PY09/PY10 Title I-B Plan

A. PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Local Grant Recipient: City of Baton Rouge/Parish of East Baton Rouge

Address: 4523 Plank Road, Baton Rouge, LA 70805

Telephone Number: 225-358-4579

Facsimile Number: 225-358-8610

E-mail Address: slongwell@brgov.com

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

City of Baton Rouge/ Marsha Hanlon, Finance Director

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Telephone Number: 225-389-3061

Facsimile Number: 225-389-5673

E-mail Address: mhanlon@brgov.com

Name of Chief Elected Official or Local Signatory Official for the LWIA: **Melvin L. "Kip" Holden**

Signature and Date _____

Address: P. O. Box 1471, Baton Rouge, LA 70821

Telephone Number: 225-389-5101

Facsimile Number: 225-389-5203

E-mail Address: mayorholden@brgov.com

Name of LWIB Chair: Gary Littlefield

Signature and Date: _____

Address: Market President Gulf Coast Bank and Trust 7235 Baton Rouge, LA
70806-8116

Telephone Number: 225-932-7245

Facsimile Number: 225-932-7270

E-mail Address: garylittlefield@gulfbank.com

Name of WIA Title I Local Board Director: Sidney M. Longwell

Signature and Date: _____

Address: 4523 Plank Road, Baton Rouge, LA 70805

Telephone Number: 225-358-4509

Facsimile Number: 225-358-8610

E-mail Address: slongwell@brgov.com

Name Title of Wagner-Peyser Act Local Program Manager: Penny Collins

Signature and Date: _____

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The Local Workforce Investment Area (LWIA)/Grant Recipient is ultimately accountable for activities conducted and funds expended under the Workforce Investment Act.

State of Louisiana

Unified Planning Guidance for Submission of the local Demand Driven PY09/PY10 Workforce Investment Plan for the Workforce Investment Act Title I, Wagner Peyser Act, Veterans Programs, National Emergency Grant, American Recovery and Reinvestment Act and Trade Adjustment Act

USDOL NATIONAL STRATEGIC DIRECTION:

A. Vision and Goals related to WIA Title I and Wagner Peyser

Integrated seamless service delivery through one stops

Goal is to ensure full spectrum of community assets used in service delivery system. Assets go beyond funding, and without integration of those assets as well, the system limits its impact and success. Fully integrated staff, regardless of funding source, with shared supervision, work assignments and goals. Regional coordination in the planning process offers governor and state board and the two local boards, opportunity to clearly articulate the goals for integration and to help remove barriers.

B. Demand Driven Workforce Investment System w/business-led boards

Change from current supply side driven system

Prepare workers for high growth/high demand/economically vital industries. Foundation is partnerships among public workforce system, business, education/training provider that develop strategic vision for economic development. Need to know current jobs and where will be in future by (1) identifying workforce needs in high growth/high-demand/economically critical industries, on local, region and statewide level and the necessary preparation required to succeed in those occupations and (2) understanding the workforce challenges that must be addressed to ensure a prepared and competitive workforce. To do this all partners must have a firm grasp of their state/regional/local economies, strategically invest/leverage resources, build partnership between industry and educational institutions that develop solutions to workforce challenges and allocation training dollars to provide skills and competencies necessary to support industry.

Elements include:

- Economic analysis of economic indicators, labor market information, census data, educational data, transactional data, projections and data from the private sector, and one on one interviews with businesses
- Workforce strategies that target industries that are high growth, high demand and critical to the state, region and/or local economy to support economic growth
- Strategic partnerships provide strong foundation for identifying workforce challenges and developing innovative solutions. Workforce system must be the catalyst
- Solutions-based approach that brings strategic partners together to provide synergy for innovative solutions and leverage resources effectively
- Full array of assets available through one-stop delivery system is available to provide solutions to workforce issues identified by business

- Translating demand for workers with the skills businesses need into a demand-driven career guidance must be one of the human resources solutions provided broadly by the workforce investment system

C. System Reform and Increased Focus on Training

Eliminate unnecessary overhead costs and simplify administration. State plan provides platform to promote greater efficiencies by articulating administrative policies for state and local governance processes that encourage increased consolidation and integration of system infrastructure and by articulating state goals for expenditures of resources. This is further mandated through state requirements that all workforce training regardless of funding source be coordinated through the Louisiana Workforce Commission to insure non duplication of services while reducing administrative overhead and improving service delivery.

D. Enhanced Integration through One-Stop Delivery System

While Wagner Peyser and WIA are fully integrated through staff sharing to create a seamless system, other partners continue to share intermittently in the Career Solution Centers due to funding and staffing constraints.

E. New Vision for Serving Youth Most in Need

Improved performance – funding is performance based focused on outcome Youth program now focused on targeting out of school youth and those at risk of dropping out (new vision) (TEGL 3-04). To achieve vision, states should consider this new strategic approach/associated goals across 4 major areas:

- Alternative education
- Demand of business
- Neediest youth – prioritized out of school, foster care, aging out of foster care, offenders, children of incarcerated parents, homeless, MSFW

Governor’s opportunity to promote strategic partnerships across state agencies serving Youth to enhance service delivery and leverage available resources. Also enhance intra state coordination among youth serving agencies

F. Stronger Workforce Information System

Customers making informed choices based on quality workforce information

Go beyond traditional LMI and develop workforce information system that helps drive both economic development and workforce investment for the state. Embrace a wide array of data sources, new strategies for making it available to customers

G. Effective Utilization of Faith-based and Community Based Organizations

Including expanding access of faith based/community orgs’ clients and customers to services of one stop center and increasing the number of faith based/community orgs serving as committed and active partners in the one stop system

H. Increased Use of Flexibility Provisions in WIA

To the extent possible, waivers have been requested and if granted used to making serving both business and participants more productive and easier. Primarily the transfer of funds between the Adult and Dislocated Worker funding streams has been used to increase the number of clients served.

I. Performance Accountability and Implementation of Common Performance Measures

The state's key workforce investment priorities are:

- To strengthen Louisiana's workforce system so that it is fully aligned with state and regional economic development priorities.
- To develop a workforce system that consistently meets current and prospective Louisiana employers' needs for a trained workforce by being easily accessible and quick to respond.
- To develop an agile workforce system that can mobilize quickly to meet the needs of employers or industries who are experiencing rapid growth in employment.
- To develop a workforce system that is prepared to meet the needs of all business customers, including entrepreneurs, small businesses, and women and minority owned businesses.
- To continue to work towards a workforce system that offers easy to access, quality training programs to Louisiana citizens, including adult learning and basic skills upgrades, that will allow our people to acquire, retain and succeed in careers that improve their standards of living.

Planning Instructions:

A. Regional Vision and Priorities

- 1 Describe your LWIAs vision for a regional workforce investment system aligned with the Governor's Statewide Vision.

BRWIB envisions a demand-driven, integrated regional workforce investment system that is infused with the underpinning educational and economic development priorities as set forth by the Governor of the State of Louisiana. Key workforce investment priorities, therefore, are to strengthen the existing workforce investment system such that it is:

- Fully aligned with the identified state, regional, and local area economic development priorities.
- Consistently known as having an impeccable reputation for meeting the current and emerging needs of Louisiana business employers for a well-trained workforce in a consistent and timely manner.
- Inherently infused with the flexibility to respond expeditiously to "just in time" rapid employment growth demands of businesses and industries.
- Sensitive to and capable of proactively responding to the needs of the full spectrum of business customers, including small businesses, women and minority businesses, entrepreneurs, industries, and Fortune 500 companies.
- Accessible and accommodating to the need of our citizens for quality training programs with viable career pathways that will allow them to progress through and succeed in securing and sustaining careers in the state of Louisiana that improve their economic well-being.
- A fully integrated workforce development One-Stop system concentrated on employment and training services, which provides a quality connection between businesses looking for qualified workers and individuals seeking gainful employment.

2 What are the Regional economic development goals for attracting, retaining and growing business and industry in your region?

Within the framework of the regionalized vision, strategic goals that will address these priorities are outlined below:

- Forge relationships with businesses that will allow us to become knowledgeable of their current and anticipated workforce needs, thus better ensuring alignment between supply and demand needs.
 - Deploy effective marketing strategies that communicate a positive image and value of the regional workforce investment system and its ability to ensure a well-trained labor force with the skills to meet the immediate and anticipated needs of businesses with respect to existing and emerging high growth/high demand occupations.
 - Develop working alliances between educational entities and business/industry that will facilitate better understanding and provision of workplace skills and competency expectations of current and future employers.
 - Integrate workforce and economic development initiatives in support of continuous improvement of services germane to the economic well-being of workforce investment system users – businesses/industries, job seekers, incumbent workers, youth, etc.
 - Forge relationships with quality employers in high growth/high demand industries with occupations that increase the earning- potential range of our citizens in an effort to raise not only their Individual standard of living, but also that of the region and the State of Louisiana.
 - Job Placement Teams, working under the authority of the local boards and consisting of a mix of Workforce Investment and Wagner Peyser staff, will provide a single staff structure that is business customer focused and concentrates on employment and training services.
- 3 What is the LWIBs vision for maximizing and leveraging the broad array of resources available in your region in order to ensure a skilled workforce for your Region’s business and industry?

Duplication of services and effort is highly prohibitive given the times in which we live. Resources are dwindling, requiring that we shift gears and seek additional resources to effectively implement our strategy. Enhanced collaboration is viewed as the means by which to maximize and leverage resources to ensure a skilled workforce that is key to the economic viability of business and industry in our region as it has the potential to combine existing and new resources to accomplish established goals, promote growth and availability of services, and enable partners to accomplish as a group what they may not have been able to accomplish individually. Thus, BRWIB will identify the goals of collaborative efforts through the exchange of ideas, experiences, and expertise as we explore new and innovative methods to accomplish the group’s goals, individually and collectively, thus resulting in greater efficiency, improved quality of services, and elimination of redundant use of resources with respect to money and time.

4 What is the LWIBs vision for ensuring a continuum of education and training opportunities that support a skilled workforce?

In order to create a demand-driven, integrated, collaborative workforce investment system, BRWIB will:

- Provide training focused on in-demand occupations with career pathways allowing continuous learning and earning potential for jobseekers
- Develop a well-prepared workforce to meet the economic growth needs of existing businesses and that will prove marketable to attract new businesses to the area.
- Promote collaborative partnerships that leverage funds and resources available to the system.
- Ensure access and services to diverse populations.
- Provide continuous enhancement of the quality of services through a system of design-build accountability standards.
- Minimize “bureaucracy” that tends to inhibit potential users of the system.
- Establish clearly defined common goals and tangible outcomes for collaborative partners, to include action steps with a timeline and responsibility designations.

Strategic actions that will be implemented by BRWIB to accomplish these goals include are as follows:

- Develop a means by which to disseminate workforce demand and supply information through an integrated, organized outreach effort that will improve community understanding of the implications of workforce and economic development data.
- Target resources of workforce investment system stakeholders toward fulfilling needs of identified demand occupations.
- Identify the current and future workforce needs of regional employers.
- Expose youth K-16, the emerging workforce, to career awareness and exploration activities that connect to requisite educational expectations so they are better positioned to make informed educational and career choices. (pilot distribution of DVDs to youth middle school and up).
- Work with educational entities to ensure alignment between workplace skills needs and curricula. This includes increased dialogue and collaboration with post-secondary educational entities - community, 2-year, 4-year, technical, etc.
- Develop innovative methods to provide new and incumbent workers with exposure to soft skills, work ethic, etc. (currently preparing USDOL pilot grant that would support purchase of AZTEC software package – life skills/soft skills pre- and post-employment training software to enhance program retention. This type of software is available for many business sectors but BRWIB has chosen to target healthcare insurance telemarketing based on identified demand in the healthcare sector for the region.)
- Work with economic development entities and other collaborative partners to attract new businesses/industries while supporting the growth and expansion of existing businesses/industries.

- Publicize successful economic and workforce development collaborations.
 - Advance economic development initiatives through association with various educational partners, chambers of commerce, and employers.
 - Stimulate and support the development of small businesses by facilitating access to small business development resources available within the region.
 - Establish shared vision and goals to ensure accountability alignment between BRWIB and LWIA#21.
 - Seek improved communication and operational direction between WIB and LWIA which will result in improved leadership integration and decision-making.
 - Emphasize meeting all performance goals through a continuous process of educating staff on performance measures and their role in meeting the goals, greater management focus on meeting performance goals, and developing a plan and timeline for meeting these goals.
 - Continue to interact with community organizations by serving on various boards and advisory councils, thus increasing opportunities to market WIB and feel the “pulse” of the region.
 - Continue to reinforce to youth the value of staying in school and work to connect/correlate remaining in school to future success in the workforce.
 - Seek alternative funding streams to include government and foundation resources.
 - Continue to meet no less than quarterly with LWIA 20 and their WIB to strengthen the regional interaction necessary to meet region wide workforce demand.
- 5 What is the LWIBs vision for bringing together the key workforce development players in the region, including business and industry, economic development, education and the workforce system to continuously identify the workforce challenges facing the region and to develop innovative strategies and solutions that effectively leverage resources to address those challenges?

Established relationships will serve as the backbone of our collaborative partnering activities as we endeavor to develop new partnerships with entities that have valuable resources to contribute to the workforce investment system. In doing so, we must be realistic in our recognition that leveraging critical resources from continuing and new partners will entail: varying levels of service commitment from system partners; infusing new revenue streams; and piloting diverse ways of contributing services. To ensure a seamless integrated system that is business focused and outcome based by integrating Workforce Investment and Wagner Peyser delivery systems in the One-Stop Centers.

- 6 What is the LWIBs vision for ensuring that every youth has the opportunity to develop and achieve career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth and other youth at risk?

BRWIB, with guidance from the Youth Council, will ensure that all youth programs and activities are aligned with the state goals and emphasis areas identified by the Louisiana Workforce Commission. This will include exposing youth K-16, the emerging workforce, to

career awareness and exploration activities that connect to requisite educational expectations so they are better positioned to make informed educational and career choices. Pilot possibilities that will be explored include: distribution of academic/career oriented DVDs to youth middle school and up; and a private sector summer job fair to increase access to summer jobs for youth (Youth Expo), as well as an expanded summer work experience program funded under the Stimulus (ARRA) Grant.

Another pilot possibility is to contact universities, community college, faith-based and community and community organizations to “connect” with their academic youth programs (summer and academic year), especially those that are of minimal or no cost to the youth and may provide a stipend. (NOTE: Various youth-serving programs are currently offered at Southern University, Louisiana State University, Baton Rouge Community College and Louisiana Leadership Alliance). This would be a leveraging point to leave more openings in WIA-funded programs for those youth that may not meet the academic or income eligibility for the previously mentioned academic programs. Partnering with these entities, many of which involve youth in activities that usually have career awareness/exploration activities and even ACT preparation, has the potential to deter youth from needing to access the WIA system. A “Youth Learning/Academics Expo” could be held each year with representatives on site from the partnering entities to explain their programs and take applications from interested youth. Staff from post-secondary institutions could also be on-site to recruit rising and graduating seniors because if they enroll for further academic training they will hopefully not need to access the WIA system in the next several years.

- 7 Given the labor shortage that will increase over the next 25 years, describe the LWIBs vision for how it will ensure that older individuals receive workforce training that will prepare them to reenter the labor market and become a workforce solution for employers.

Older individuals that need to reenter the workforce will be eligible to access services through the One-Stop system. However, BRWIB will approach the impending labor shortage from a different perspective – retention of aging workers. Consideration will be given to piloting phased retirement as a retention incentive for older workers to keep them in the workforce to meet market demand and productivity (also keeps them from returning to the system later as “senior” jobseekers). Employers will be encouraged to begin utilizing older workers to train younger workers coming into the system (which would minimize costs associated with hiring and turnover). Many older workers want to continue working but want options, such as the flexibility of phased retirement, less conventional part-time and flexible work arrangements, even possibly 2-3 day work weeks or several months on and several months if it can be accommodated without economic loss to the companies. BRWIB realizes that this will involve overcoming negative stereotypes about value/worth of mature workers. Nevertheless, motivating employers to be creative in retaining skilled workers that they have invested in over the years merits pursuit as a viable workforce solution.

B. One-Stop Delivery System

- 1 Describe the LWIAs comprehensive vision of an integrated service delivery system, including the role each LDOL program incorporated in the Unified Plan in the delivery of services through the system.

- a. Identify how the LWIA will use WIA Title I funds to leverage other Federal, State, local and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees and individuals in the local/regional workforce investment system?

Dwindling resources demand that we eradicate duplication of services and efforts. Additional resources beyond WIA Title I funds are necessary to effectively serve job seekers and businesses. To fill this void requires proactively heightening efforts to leverage resources through the development of strong relationships with relevant stakeholders of the workforce investment system – private and public entities, academic institutions, faith-based/community-based organizations, etc. These partners must be substantially invigorated and attuned to the impact of resulting benefits on the economic standing of the community and the relevance the individual populations they likewise service. In other words, there must be commonality that unifies stakeholders to commit to actively participating in the system for the good of the whole.

- b. What strategies are in place to address the national strategic directions listed above (see federal register for detailed discussion), the Governor’s priorities and the workforce development issues identified through the analysis of the regional economy and labor market?

Strategies will be employed to address national direction, the Governor’s priorities, and identified workforce development issues that center on continuing development of a collaborative partnership infrastructure that is capable of:

- Identifying workforce needs in high growth/high demand industries;
 - Understand the challenges involved in supplying qualified workers to fill the need; and
 - Facilitating the provision of appropriate skills training to minimize or eradicate the demand-supply “gap” that exists.
- c. Based on the Regional economic and labor market analysis what strategies has the LWIA implemented or plans to implement to identify and target industries and occupations within the region that are high growth, high demand and vital to the regional economy? *Include: Industries projected to add a substantial number of new jobs to the economy. Industries that have a significant impact on the overall economy. Industries that impact the growth of other industries. Industries that are being transformed by technology and innovation that require new skill sets for workers. Industries that are new and emerging and are expected to grow.*

BRWIB will use state, regional, and local labor market information as a determinant of priorities for expenditure of workforce system resources to support training in high growth/high demand occupations. The availability of such occupations, skills requirements, and relevant training options will be disseminated to job seekers (to include new and incumbent workers) and youth who will be encouraged to pursue careers in these areas.

LDOL-OOIS projections of Demand for Top Occupations to the Year 2010 (RLMA 2) high growth/high demand occupations are within targeted industries and occupations identified as

“Top Demand Occupations” for Louisiana. This listing will serve as the frame of reference for training expenditures and it will be monitored on an annual basis, minimally, for updating with adjustments being made as warranted by emerging industry sectors/occupations shift over time.

- d. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the workforce system, and education partner, community colleges for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries’ workforce challenges?

The BRWIB will continue to aggressively develop collaborative partnerships that are strategically designed to optimize relationships with business and economic development entities, educational institutions and initiatives, and faith-based/community organizations in order to identify and resolve workforce challenges faced by business in RLMA 2. Economic development and business associations represented on the BRWIB provide invaluable assistance in coordinating these efforts. This will be further enhanced by the proposed regional intermediaries concept should it be piloted by the state.

- e. What strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries?

The new one-stop flow currently being developed by LDOL and the LWIAs will be utilized to provide all current and emerging jobseekers with access to high growth/high demand career opportunities. Benefits associated with preparing for and actively pursuing these training/career options will be conveyed in an effort to ensure that one-stop system resources are supportive of training in these areas. The ITA policy currently being developed will delineate occupations for which training funds will be expended based on demand occupations within RLMA2.

- f. What strategies does the LWIA have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses?

Small business entrepreneurship will be stimulated and supported by facilitating access to small business development resources (management, counseling, training, etc.) available within the region to assist individuals establish, stabilize, or expand a business.

- g. Describe the LWIA strategies to promote collaboration between the workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment.

Significant progress has made in establishing “youth-serving” collaborations. These relationships will be the conduit to link youth to the “World of Work” and ongoing services that “engage and connect” youth to the workforce investment system. As indicated previously, all programs and activities will be aligned with the state goals and emphasis areas identified by the Louisiana Workforce Commission.

2 Describe the actions the LWIA has taken to ensure an integrated One-Stop service delivery system.

- a. How is the LWIA ensuring the quality of service delivery through the One-Stop Center by implementing the State issued minimum guidelines for operating comprehensive One-Stop Centers?**

The self-certification process based on a new service matrix currently being developed by LDOL will serve as a measure of service delivery quality. Customer comments are also solicited.

- b. How is LWIA supporting maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers?**

Service integration is facilitated through the Memorandum of Understanding in effective with each One-Stop partner. Policies and procedures of each are considered within the context of service coordination and delivery for ease of access by customers and to minimize duplication of effort. The integrated instruction process being established by LDOL will further enhance the efficiency and efficacy of service delivery through the One-stop delivery system.

- c. What entity(ies) is/are designated as the one-stop operator(s) in accordance with §117(d)(2)(A) and §121(d) of WIA. (Provide names and addresses of entity(ies). What was the process by which the LWIB and Chief Elected Official made this designation (§121(d))?**

The Office of Employment and Training, within the Division of Human Development and Services, is the designated unit by the Chief Elected Official within the City of Baton Rouge-East Baton Rouge Parish governmental structure to function as the One-Stop operator. The physical location is 4523 Plank Road – Baton Rouge, LA.

- d. Describe how the LWIA is moving from co-location of programs to integration of services, in particular WIA Title I and Wagner Peyser program functions and staff. If these programs are being provided in affiliate sites, describe how the LWIA is working toward elimination of duplicative services and reducing administrative/overhead costs.**

Efforts to eliminate duplicative services and reduce administrative/overhead costs are on-going. Collocation and electronic connectivity are in place at both existing full service sites within the local Workforce investment system for all partners. Integrated work processes and services are continuously evolving through staff sharing in those programs funded through the Louisiana Workforce Commission including but not limited to WIA Title 1, Wagner Peyser, Veterans Services, Labor Programs, and Unemployment Insurance to create a seamless service delivery

system. Attach a copy of One Stop Memorandum of Understanding and Cost Allocation Plan. (See Attachments)

C. Plan Development and Implementation

Describe the methods used for joint planning and coordination of the programs and activities included in the Unified Plan. Describe the process used by the LWIA to provide an opportunity for public comment, including comments by representatives of business and representative of labor organizations, and input into development of the Plan, prior to submission of the Plan. The following agencies, groups and individuals should also be consulted: Youth Councils, Educators, Vocational Rehabilitation Agencies, Service providers, Welfare agencies, and Faith-based and Community organizations.

The WIB regional workforce investment system will continue to participate in an on-going planning process to ensure the design and provision of coordinated, unduplicated and effective employment and training services through one-stop resource center locations that address customer needs, deliver quality user-friendly services and are accountable to their customers (both job seekers and businesses) and the public for stimulating economic development and growth throughout the region. All identified partners and stakeholders are provided ample opportunity for public comment, with the WIA Plan along with the American Recovery and Reinvestment Act (ARRA) of 2009 (aka Stimulus Plan) and National Emergency Grant plan(s) being made available either in hard copy for viewing at the WIA offices or on line at the Local Workforce Investment Board Web-Site.

D. Needs Assessment

- 1 Describe the educational and job-training needs of individuals in the overall regional population and of relevant subgroups of all programs included in the Unified Plan.
 - a. Identify the types and availability of workforce investment activities currently in the region.

The Baton Rouge Workforce Investment Board (BRWIB) is responsible for developing and maintaining a workforce investment system that links job seekers and employers. A variety of resources are available to help job seekers find work, plan a career, and receive training. Employers rely on the two (2) One-stop sites within the system to screen and test job applicants, provide training, obtain research, and perform out-placement services.

As an integral part of the Workforce Development System, the Baton Rouge Business and Career Solution Center on Plank Road and the Baton Rouge Career Center on Wooddale Boulevard are designed to provide integration of workforce development services to insure a seamless service environment for their customers-both employers and job seekers alike.

Job Search & Placement Assistance Case Management On-the-Job Training Occupational Skills Training Individual & Group Counseling Private & Public Job Listings Tutorials Unemployment Insurance Claims Processing Financial Aid Information Basic Educational Skills Supportive Services Post Secondary Programs Employer Services	Computers (Internet Access) Fax Machines, Copier, Typewriter Mail Out Services Telephone to contact Employers Testing Supplies/Books Referrals Labor Market Information Job Search Workshops Career Planning Work Experience Software
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**Local Workforce Investment Area #21
Career Center Partners**

Baton Rouge Career Center
 East Baton Rouge Parish Adult Education & Continuing Education Department
 East Baton Rouge Parish Office of Social Services
 Louisiana Department of Labor, Baton Rouge Job Center
 Louisiana Rehabilitation Services
 Post Secondary Institutions
 Senior Employment Program Community Service

Core & Intensive Services

Core Services	Intensive Services
Outreach, Intake, Orientation to job information and One Stops	Eligibility Determination
Initial assessments of skill levels, aptitudes	Comprehensive and Specialized Assessment
Job Search Assistance	Individual Service Strategy (ISS)
Job Readiness/UI Profile Workshops	Career Counseling
Placement Assistance	Short Term Pre-Vocational Training
Brief Career Counseling	Referral to Community Services
Unemployment Claims	Referral to Training
	Supportive Services

Training Services & Assistance

Training Services	Assistance With:
Occupational Skills Training Including Non-traditional Employment	Resumé Writing
On-the-Job Training	Job Search Skills
Skill Upgrading and Retraining	Job Interview Skills
Job Readiness Training	Telephone Inquiries
Adult Education and Literacy	Activities Access to Job Listings
Customized Training	Access to Computers
	Access to the Internet

- b. Objectively assess the literacy needs of individuals in region, including individuals age 18-21, low income students, individuals with multiple barriers to educational enhancement (including individuals with limited English proficiency and criminal offenders in correctional institutions)

There are 2841 individuals ages 18 to 24 who are eligible for adult services.

- c. Estimate the number and characteristics of the expected pool of work registrants in the Food Stamp Employment and Training Program.

For that twelve-month period ending June 30, 2009, there were approximately 7,200 clients referred to the LaJET Program.

- d. Estimate the number of disabled individuals who are eligible for services under the Vocational Rehabilitation order of selection categories 3.

There are 762 eligible individuals who are considered category 3 disabled. Some are being served while others are waiting for service. Vocational Rehabilitation Statistics

- e. Address the educational and training needs of public housing residents and other families receiving housing assistance.

HUD/Housing Authority Statistics are taken into account in selection of services and service providers. Joint projects such as the McKinley- Youth Build program are funded under MOUs.

- 2 WIA Title I and Wagner Peyser Act Economic and Labor Market Analysis. As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this Plan, provide a detailed analysis of the regional economy, the labor pool, and the labor market context. Elements of the analysis should include the following:
- a. What is the current makeup of the regional economic base by industry?

Historically, Louisiana's economy and that of East Baton Rouge Parish, has centered on chemical companies, oil and gas, and related industries. Economic diversification efforts

have slowly changed the composition of our industry sectors. Industries that currently compose the economic base in RLMA 2 include: State and Local Government/Education, Retail Sales stores, Industrial/Chemical plants, Health Care facilities, Distribution Centers, Transportation, Construction, Automotive Technology and Telemarketing.

The 2003 annual average employment in RLMA 2 was 378,935. East Baton Rouge Parish had the highest employment, 243,201 employees, which is 64.2% of the RLMA2 total employment (248,388 employees in 2004).

In 2003, health care and social assistance was the leading industry sector in RLMA2 with 12.2% of the total employment (46,288 employees). The largest major industry sector in East Baton Rouge Parish in 2004 was health care and social assistance, with 12.4% of the employment, followed by retail trade (44 & 45) with 11.2%, and education services with 10.3%.

As a result of Hurricane Katrina a shift in emphasis for training was directed by the Workforce Commission. The new identified sectors are construction, healthcare, transportation, advanced manufacturing, oil and gas and culture/recreation/tourism.

While we have these new identified sectors the original industry statistics remain valid.

Industry Group	RLMA Employees	% RLMA Total	EBR Employees	% EBR Total
TOTAL:	378,935	100%	248,388	100%
Health Care and Social Assistance	46,288	12.2	30,695	12.4
Retail Trade (44 & 45)	44,811	11.8	27,804	11.2
Education Services	38,695	10.2	25,679	10.3
Construction	37,323	9.8	24,239	9.8
Manufacturing (31-33)	31,384	8.3	12,108	4.9
Public Administration	31,272	8.3	21,420	8.6
Accommodation and Food Services	29,261	7.7	20,242	8.1
Admin., Support, Waste Mgmt, Remediation	19,336	5.1	15,677	6.3
Professional, Scientific & Technical Svc	16,449	4.3	14,068	5.7
Wholesale Trade	15,593	4.1	9,947	4.0
Transportation and Warehousing (48 & 49)	13,839	3.7	7,933	3.2
Finance and Insurance	13,647	3.6	10,998	4.4
Other Services (except Public Admin.)	12,059	3.2	8,828	3.6
Information	7,190	1.9	5,286	2.1

Real Estate and Rental and Leasing	5,444	1.4	4,030	1.6
Arts, Entertainment, and Recreation	5,341	1.4	3,392	1.4
Management of Companies and Enterprises	4,249	1.1	3,742	1.5
Utilities	3,600	1.0	1,206	0.5
Mining	1,461	0.4	914	0.4
Agriculture, Forestry, Fishing & Hunting	1,417	0.4	180	0.1

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

Region Two Labor Market Information obtained from the LDOL Office of Occupational Information Services (OOIS) projects that the top growing industries (NACIS Code) for the period 2002-2012 will be: Food Services and Drinking Places (722); Administrative and Support Services (561); Ambulatory Health Care Services (621); Professional, Scientific, and Technical Services (541); and Specialty Trade Contractors (238). Top occupations (NACIS Code) based on growth include: Food Preparation Workers (35-2021); Retail Salespersons (41-2031); General and Operations Managers (11-1021); Waiters and Waitresses (35-3031); Cashiers (41-2011); Registered Nurses (29-111); Security Guards (33-9032); and Truck Drivers (53-3032).

Regional information obtained from Economic Development projected growth of the two large Distribution Centers and a Chemical plant in the region, as well as the location of two Sporting Good Companies and another Chemical plant in the region. The location of new industry and the growth of existing industry would have a positive impact on the Transportation and Construction Industries.

Declining industries (NACIS Code) within RLMA 2 are listed as Food and Beverage Stores (445); Federal Government (910); Self-Employed Workers (6010); Crop Production (111); and Waste Management and Remediation Service (562). Declining occupations (NACIS Code) are projected to include: Stock Clerks and Order Fillers (43-5081); Word Processors and Typists (43-9022); Secretaries with the exception of Legal, Medical, and Executive (43-6014); Door-To-Door Sales Workers, News and Street Vendors, and Related Workers (45-2092); and Farmworkers and Laborers, Crop, Nursery, and Greenhouse (45-2092).

According to information provided by LDOL/OOIS, the net job loss in businesses/industries with negative growth between the periods 2002-2012 will be approximately 1,574. The net job increase for the same period will be approximately 23,417. Based on these projections approximately 21,843 additional workers with requisite skills will be needed to meet the projected occupational growth.

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

Industry sectors and occupations expected to experience the most growth based on total openings over the next decade are:

Occupation	Growth	Replacement	Total Openings Projected
Cashiers	1,280	5,659	6,939
Retail Salespersons	2,121	4,767	6,888
Food Preparation Workers	2,530	2,710	5,240
Waiters and Waitresses	1,523	2,714	4,237
General and Operations Managers	1,558	1,541	3,099
Combined Food Prep and Serving Workers	1,096	1,673	2,769
Registered Nurses	1,193	1,269	2,462
Laborers and Freight Movers	372	1,841	2,213
Office Clerks	504	1,640	2,144

d. What jobs/occupations are most critical to the region’s economy?

The jobs/occupations most critical to the RLMA 2 economies are in: health care, education, chemical, construction, transportation, automotive, retail sales, and telemarketing.

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

Workers today and in the future will be required to have highly technical skills, high levels of literacy, and higher order thinking and reasoning skills. In addition to educational skills upgrading, soft skills proficiency, work ethic, job specific skills, and job retention skills, retraining and structured skills training to enhance and upgrade skills levels will be needed.

f. What is the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?

Data obtained from Louisiana Population Projections indicate that by 2015 RLMA 2 will experience population growth of: 5,950 in the 20-34 age group; 9,020 in the 35-64 age group; and 14,440 in the 65+ age group. The minimal growth rate of the 20-34 and the 35-64 age groups may limit the ability to fill highly technical positions in the region.

A LDOL/OOIS Projected Employment by Industry report estimates a 20.1 increase in employment in RLMA 2 by 2010. The Bureau of Labor Statistics predicts that labor force growth will drop to 0.7 percent annually between 2000 and 2025 from a rate of 1.1 percent throughout the 1990s.

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

RLMA 2 has experienced a significant increase in number of Katrina evacuees. This has put a strain on our economy, infrastructure as well as on our workforce. We are addressing this with additional funds from the Louisiana Department of Labor

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

Employer information gathered through employer focus groups, surveys, and through business organization meetings indicate that RLMA 2 is experiencing significant skills gaps with respect to soft skills, literacy, job retention, work ethic, technology skills and occupational skills development. Employees today and in the future will be required to have a higher level of literacy, a higher order of thinking and reasoning skills, and a higher level of technical skills in that jobs today require more skills and education due to the increased use technology.

- i. Based on an analysis of the economy and the labor market, what workforce development issues has the LWIA identified?

An analysis of the occupational projections evidences the fact that various levels of training and education will be required to meet the projected workforce demands and also for jobseekers to access jobs that pay self-sustaining wages. Overcoming the challenge at hand for BRWIB to meet the ever-increasing skill needs of current and emerging employers, given the economic and quality of life challenges that exist, rests solidly on the resource investments that are made to enhance the knowledge and productivity levels of our workforce. Training in basic academic, career, vocational and technical, and professional skills are readily accessible in the form of specialized short-term training certifications, on-the-job training, technical training, and 2-4 year post-secondary degrees. BRWIB has built strong collaborative networks with these educational entities and will continue to capitalize upon them to ensure that training is aligned with projected workforce needs for workers that possess soft, educational and occupational skills.

This chart will be updated when statistics become available.

Assessment Profile

	Baton Rouge	East Baton Rouge Parish	Baton Rouge MSA	Louisiana	United States
Population Estimates					
People	227,818 ©	412,447 (a)	604,000	4,496,334 (a)	282,900,000
Average household size	2.42 ©	2.62	2.66	2.61	2.61
Age					
65 and over	11.4% ©	10%	9%	11%	12%
45 to 64	19.4% ©	24%	23%	24%	24%
25 to 44	27.2% ©	29%	30%	28%	29%
18 to 24	17.5% ©	12%	11%	10%	9%
Under 18	24.4% ©	26%	26%	27%	26%
Education					
Graduate or professional degree		10%	8%	7%	10%
Bachelor's degree		23%	19%	15%	17%
Associate degree		4%	4%	4%	7%
Some college, no degree		24%	23%	21%	20%
High School diploma or GED		20%	26%	32%	30%
Less than high school diploma		18%	19%	21%	16%
Dropouts (ages 16-19)		10%	12%	12%	8%
ACT composite score (2005)		19.4 (b)		19.8 (b)	20.9 (b)
Dropouts (grades 7-12), 2003-04		1,353		18,186	
Dropouts (grades 7-12), 2002-03		1,630		17,801	
Income					
Median household	\$30,368 ©	\$40,824	\$41,724	\$34,141	\$43,564
Median family	\$40,266 ©				
Per capita	\$18,512 ©				

Poverty Rate					
Persons	24.0% ©	21%	18%	20%	13%
People age 65 and over	13.6% ©	13%	13%	15%	10%
Related children under 18	31.4% ©	30%	25%	30%	17%
All families	18.0% ©	17%	15%	17%	10%
Female head of household family		44%	43%	43%	28%

Sources: U. S. Census Bureau, ACS Profile 2003

Louisiana Department of Education, ACT (a)

U. S. Census Bureau, 2000 Census (b)

- j. What workforce development issues has the LWIA prioritized as being most critical to its economic health and growth?

BRWIB will continually identify and monitor projected employment opportunities including projected growth industries and projected demand occupations so as to stay abreast of future workforce supply needs with respect to education and skills requirements for the available employment opportunities. Based on the above findings, program funding resources will be targeted to training that leads to employment in sectors with the highest growth potential. Funding for training in other appropriate occupations will be considered on an individual basis when circumstances are warranted by the unique abilities and needs of individuals that may be served through the system.

E. Local Governance

a. Local Workforce Investment Board

- 1 Describe the organization and structure of the Local Board

The Baton Rouge Workforce Investment Board was established in July 2000, with the implementation of the Workforce Investment Act, to act as a full partner with the chief elected official of East Baton Rouge Parish to provide workforce development services for jobseekers and employers in the local area. The Chief Elected Office of the City of Baton Rouge-East Baton Rouge Parish, in consort with the Board and state guidelines, developed the appropriate size and representation balance on the board. Current membership includes fourteen (14) private sector members and thirteen (13) public sector members.

Core committees of the BRWIB and their duties are as follows:

- Executive Committee – has the authority of the Council to act during the interim between meetings of the full BRWIB.
- Planning Committee – determines procedures for the development of the WIB Plan in concert with Administration; reviews the program mix recommended by the WIB staff; and recommends action to the BRWIB that will accomplish the WIB plan.
- Evaluation and Review Committee – exercises WIB oversight over the WIB Plan execution; monitors ongoing programs and receives monitoring reports from the WIB; and recommends action to the WIB based on its findings.
- Marketing and Public Relations Committee – researches and designs the WIB advertising and marketing strategy.

- Budget/Finance Committee – assists WIB staff in preparation of budgets, monitors expenditures, and provides oversight to the financial activities of the BRWIB.
- One-Stop Committee – coordinates the roles and responsibilities of the one-stop partners.
- Provider Review Committee – rates Requests for Proposals (RFPs).
- Youth Council – advisory group that recommends policy and actions affecting youth to the BRWIB.

2 Identify the organizations or entities represented on the Local Board.

An evaluation of current membership and sector representations is conducted annually with new appointments being made as warranted to maintain compliance with specific membership criteria as mandated by the Workforce Investment Act. Represented agencies are:

Public

- East Baton Rouge Parish School Board (K-12)
- East Baton Rouge Parish School Board (Adult Education)
- AFL/CIO
- Capital Area United Way
- Louisiana Rehabilitation Services
- Southern University Agriculture Center (Post Secondary Education)
- Governor’s Office of Elderly Affairs, Older Worker Program
- Iron Workers Local 623 (Labor Union)
- Baton Rouge Business and Career Solutions Center (WIA, WP, UI, LAJET)
- Cap Strategy (Economic Development)
- State Military Department Louisiana National Guard – Public Vocational Schools

Private

- Entergy Corporation
- American Red Cross
- Kids First Daycare & Learning Center
- Gerry Lane Enterprises, Inc.
- Bergeron Beauty Salon
- Coca Cola Bottling Company
- All Star Automotive
- Acadian True Value Hardware
- Baton Rouge Area Chamber of Commerce
- Gulf Coast Bank and Trust Company
- Our Lady of The Lake Regional Medical Center
- Harmony, LLC
- Jacobs Field Services North America Inc.

- 3 Describe the process used by the chief elected official(s) to appoint Local Board members. How did the chief elected official(s) select Board members, including business representatives who have optimum policy-making authority. Describe how the Board's membership enables you to achieve your vision described above.

Eligible nominees for private sector representative shall be owners of businesses, chief executives, operating officers of non-governmental employers, or private sector executives who have substantial management or policy responsibility. Representatives of the education agencies shall be nominated by local education agencies, vocational educational institutions, institutions of higher learning; or, general organizations of these agencies and institutions; and, private or proprietary schools, or general organizations of such schools. Representatives of organized labor shall be nominated by a state or local labor federation. Representatives of remaining agencies shall be nominated by other interested organizations.

The chief elected official shall appoint representatives from those nominated from appropriate organizations to serve on the Council and submit his selection to the Governor for certification. The membership and composition of the BRWIB shall be certified by the Governor.

- 4 Describe how the Board carries out its functions as required in Section 117.-- 112(b)(6), 1117(b.)

The BRWIB is accountable for ensuring that an organized, coordinated, efficient, fiscally responsible workforce investment system exists in LWIA #21 to meet the current and emerging needs of our customers – employers and job seekers. Therein lies the inherent responsibility to direct efforts of partners on joint planning, integrated service delivery, and continuous performance and quality improvement.

- 5 How will the Local Board ensure that the public (including individuals with disabilities) has access to Board meetings and information regarding State Board activities, including membership and meeting minutes?

The BRWIB exists to serve the public interest. Therefore, meetings of the BRWIB, its committees, and any special task forces or groups of the BRWIB are announced in advance, and in an open manner at sites that are in compliance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973 requirements. At the direction of the BRWIB chairperson, or at its election, the BRWIB or its committees may meet in executive session, provided that all resolutions, rules, regulations, contracts, or appropriations are finally approved in open sessions. Further, the Executive Committee meeting shall not conflict with La. R.S. Section 6.1 of Title 42 regulating Louisiana's public boards, committees, and open meeting laws.

- 6 Identify the circumstances that constitute a conflict of interest for any Local Board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family.

In recognition of the fact that members of the BRWIB may represent organizations that have a vested interest in decisions made by the Board, by-laws outline conflict of interest as follows: no member of the BRWIB or any committee shall cast a vote on any manner which has a direct bearing on services to be provided by that member of any organization which such member directly or indirectly represents, or on any matter which would financially benefit such member or any organization such member represents; provided, however, that such member shall be allowed a direct question from the BRWIB or committee chairperson. Each recipient or subrecipient shall avoid personal and organization conflict of interest in awarding financial assistance and in the conduct of procurement activities involving funds under the Act.

- 7 What resources does the LWIA provide to the Board to carry out its functions, i.e. staff, funding, etc.?

The BRWIB maintains administrative and fiscal responsibility for WIA funds in LWIA #21, with day-to-day oversight conducted by a full-time Board staff. The Board entered into a Memorandum of Understanding with the Office of Employment and Training within the Division of Human Development and Services (City-Parish Government) to coordinate, operate, and deliver One-Stop programmatic aspects of the workforce investment system within LWIA #21 (see attached organization charts for each).

b. Individual Training Accounts (ITAs)

- 1 What is the LWIA policy on ITAs?

Individual Training Accounts are the mechanism used to provide training services to individuals who are in need of additional assistance securing employment after utilizing services at the core and intensive services tiers. ITA policy guidelines are being developed to reflect: type of occupational training (based on demand occupations), maximum length of training, maximum training dollars to be expended; number of times training can be provided within a specified period; level of proof of unavailability of prescribed training through non-WIA resources.

- 2 Describe innovative training strategies used by the LWIA to fill skills gaps. Include in the discussion the LWIA's effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy.

By identifying and tracking projected employment occupations, BRWIB will be in a better position to target economic and workforce development resources. Every effort will be made to exhaust any other funding sources as the preferred payer of choice (i.e., "payer of last resort") with respect to actual expenditure of training funds in an effort to maximize leveraging of funds and to maintain mandated performance measure expectations with respect to earned wages. More training dollars can be expended by pooling dollars, using other available funds, and reserving actual WIA expenditures for instances where no other resources are available after extensive efforts to locate them. This would allow us to serve more individuals with limited funds. The key is collaborating, seeking out other means of funding to minimize duplication of effort.

- 3 Discuss the LWIA's plan for committing WIA Title I funds to training opportunities in high growth, high demand and economically vital occupations.

An analysis of RLMA 2 economy and labor market with respect to high growth/high demand/vial occupations and industry sectors provided by LDOL-OOIS projections of Demand for Top Occupations to the Year 2010 (RLMA 2) high growth/high demand occupations are within targeted industries and occupations identified by an analysis of the State and RLMA 2 economy and labor market. This listing will serve as the frame of reference for training expenditures and it will be monitored on a quarterly basis, minimally, for updating with adjustments being made as warranted by emerging industry sectors/occupations shift over time.

- 4 Describe the LWIAs policy for limiting ITAs (e.g. dollar amount or duration).

The ITA policy has been developed and addresses limitations of use with respect to dollar amount, duration, and frequency. (\$10,000 maximum and of a duration not to exceed two years)

- 5 Describe the LWIAs current or planned use of WIA Title I funds for the provision of training through apprenticeship.

The use of apprenticeships while still underutilized is increasing. The BRWIB has determined that apprenticeships are a viable training possibility. Contracts have been negotiated with the Electrical Worker's Local for training and are currently being negotiated with the Carpenter's Local. Further, a cooperative endeavor allows for the provisions of TWIC certification and licensing, to meet the new Homeland Security Requirements.

- 6 Identify the criteria used by the LWIB in awarding grants for youth activities, including criteria that the LWIB will use to identify effective and ineffective youth activities and providers of such activities.

Preference is given to entities that serve older out-of-school youth, in addition to youth identified through ETA's strategic vision as "most in need". The Youth Council actively works with the BRWIB in monitoring performance of youth activities and providers to identify those that are effective as well as those that are ineffective. Youth grants were awarded in the past year to selected providers who responded to the Youth Request for Proposal.

- 7 Describe the competitive and non competitive processes that will be used to award contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of contracts. Provide a description of (or include as an attachment) the procedure policies and procedures in place for the procurement of goods and services including the award of grants and contracts for activities and services other than ITAs, OJT and customized training. The policy should include a description of how the recommendations of the youth council will be taken into consideration in the award of grants or contracts to eligible providers of youth

activities. Procurement policies and procedures must be consistent with 20CFR Part 95 and Part 97 as applicable.

The competitive and non-competitive procurement process policies for the BRWIB will follow those required by the Workforce Investment Act, state policies, City-Parish policies, and relevant OMB circulars. Awards will be made only to responsible contractors that possess the ability to perform successfully under the terms and conditions of the proposed contract. Consideration in awarding contracts shall be given to contractor integrity, compliance with public policy, past performance indicators, and financial and technical resources. Objective evaluation criteria will be developed and applied during the review process which is conducted by an external review team.

F. Funding

1. Describe how the LWIB will use funds allocated from USDOL to leverage other Federal, State, local, and private resources, in order to maximize the effectiveness of such resources.

Additional resources beyond WIA Title I funds are necessary to effectively serve job seekers and businesses. To fill this void requires proactively heightening efforts to leverage resources through the development of strong relationships with relevant stakeholders of the workforce investment system – private and public entities, academic institutions, faith-based/community-based organizations, etc. One method used to meet this need is to require RFP respondents to list in-kind and/or cash matches that will be made available to serve WIA eligible individuals. Consideration is also being given to Fee-For-Service activities as well as fee for workspace.

G. Activities to be Funded

For each of the programs in your Unified Plan, provide a general description of the activities the LWIA will pursue using the relevant funding.

(a) WIA Title I and Wagner Peyser Act and Veterans Program:

1. One-Stop Service Delivery Strategies:
 - a. How will the services provided by WIA Title I Adult/DW, Youth Program, Wagner Peyser, Veterans, Rapid Response, TAA and STEP partners be coordinated and made available through the One-Stop system?

Services of Unified Plan programs are made available in the One-Stop system through co-location, electronic access, and collaboration among partnering agencies. Wagner Peyser and WIA funded staff are indistinguishable to clients seeking service in the One-Stop system as they are jointly supervised while working in teams within the system.

- b. How are WIA Title I youth formula programs integrated in the One-Stop system?

Individuals identified as eligible youth, receive services through a Youth Services Team within the One Stop system. These services are provided by contract based on in depth

assessment provided by the One-Stop staff to the Youth counselors who serve as service navigators, providing counseling and referral to the appropriate service contractors and partner agencies.

- c. What minimum service delivery requirements does the LWIB mandate in the One Stop Centers or affiliate sites?

Minimum service delivery requirements are the delivery of core, intensive, and training services using the 3 tier approach, and required co-location of mandated partners.

- d. What tools and products are used to support service delivery in the One-Stop centers in the LWIA?

Service delivery is currently supported through computer access, staff assistance, printed marketing materials, and on-line assessment.

- e. Does the One-Stop(s) have a uniform method of organizing service delivery to businesses? Is there a common individualized assessment process utilized? Does the One-Stop(s) have a uniform method of developing services to jobseekers in the resource room?

Workforce Information – a fundamental component of a demand driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to economic data, labor market information, census data, educational data, job vacancy surveys, job order information and information obtained directly from businesses.

- f. Describe how the LWIA will integrate workforce information into its planning and decision-making by the LWIB, One-Stop operations and case manager guidance.

Key to the planning and decision making processes within all levels of the workforce investment system for LWIA #21 is continued reliance on the state, partners, and customers for substantive data from which to formulate new and innovative methods to accomplish the goals and strategies, individually as partners and collectively as a seamless delivery system, thus resulting in greater efficiency, improved quality of services, and elimination of redundant use of resources with respect to money and time.

- g. Describe the approach the LWIA will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, schools, libraries, etc.

Marketing of workforce information is done through mass media, (Local Radio and Television), newspaper and printed brochures, flyers, posters and handouts distributed primarily out of the One-Stop Service Centers or provided to partner agencies for distribution. Further information is made available through on-line access and on information boards located at the centers.

2. Adult and Dislocated Workers

a. Core Services

- i. Describe LWIA strategies to ensure adults and dislocated workers have universal access to the minimum required services described in 134 (d) (2).

One of the primary goals of the LWIA is to assist jobseekers find employment that leads to economic self-sufficiency. Individuals who are considered “ready for work” will receive core services – information on job openings, labor market information, skill requirements, and career planning – that are available through self-help resource information or staff assisted services. This assistance is made available through media accessible to individuals with disabilities as well as to those for whom English is a second language.

- ii. Describe how the LWIA will ensure the three tiered service delivery strategy for labor exchange services for job seekers and employers authorized by Wagner Peyser Act includes (1) self service, (2) facilitated self help services and (3) staff assisted services will be available to all customers.

The One-Stop Customer flow process ensures that the three-tiered service delivery strategy is applied to all job seekers that access the system for services. Training is provided to staff of all partners to ensure the procedure is understood and adhered to, and use of Auxiliary Aids and Services both in house and through outside providers are encouraged to insure equal opportunity for all.

- iii. Describe how the LWIA will integrate resources provided under the Wagner Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner agencies to deliver core services.

Resources are integrated as outlined in the Memorandum of Understanding (MOU) and the Cost Allocation Plan with shared staff, shared supervision and a seamless office.

b. Intensive Services

- i. Describe LWIA strategies and policies to ensure adults and dislocated workers who meet the criteria in 134(d) (3) (A) receive Intensive services.

Intensive services are available for individuals unable to obtain or retain employment at or above a level of self-sufficiency. Staff analysis of repeat customers via the virtual one stop system allows for identification of customers in need of intensive or training services. In-depth assessment, career counseling, identification of barriers, supportive services referrals, and pre-vocational training will be available as appropriate.

c. Training Services

- i. Describe the LWIBs vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.

Training services will be made available only when skill level continues to impede employment following the provision of core and intensive services. Where training is identified as an appropriate course of action, LWIA staff will assist the jobseeker in making an informed decision on training with consideration of long term employment opportunities, projected earnings, and potential career pathways. Every effort will be made to exhaust any other funding sources as the preferred payer of choice (i.e., LWIA as “payer of last resort”) with respect to actual expenditure of training funds. The LWIA will leverage funds by partnering with Louisiana Technical College System funded programs such as Pathways to Construction, H1-B Sheet Metal, and other H1-B funded programs such as Nursing, and the Gulf Rebuild: Education, Advancement, and Training initiative. LWIA also leverage funds by utilizing National Emergency Grant and Stimulus Grant funds to pay for occupational and on the job training. The LWIA leverage employers’ funds with our funds to increase our resources through use of OJT. Efforts are made to negotiate the best possible cost for services with active monitoring and ongoing staff oversight to insure delivery of the best possible return on investment in training.

d. Eligible Training Provider List

- i. Describe the LWIA’s process for providing broad customer access to the statewide list of eligible training providers and their performance information.

The statewide list of eligible training providers, which includes their performance record, is available at all One-Stop sites through the Internet and in printed form.

e. On-the-Job Training and Customized Training

- i. Describe the LWIA’s vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and Customized Training.

Over the years On-the-Job Training (OJT) agreements have expanded from “Mom and Pop” establishments to larger business entities such as Shaw Industries (Fortune 500) and Direct General (multi-state). These agreements are procured non-competitively.

The use of customized training is not foreseeable in the future due to budget and cost limitations.

- ii. Describe how the LWIA identifies OJT and customized training opportunities.

Continuing contact with businesses as a result of private sector BRWIB members and through contacts made at various business and economic meetings has proved pivotal in identifying potential OJT contracts.

- iii. Describe how the LWIA markets OJT and customized training as incentives to untapped employer pools including new businesses to the state and employer groups.

The incentive to employers is that they have access to workers they have trained to their own specifications and employees are very likely to remain after training is complete. OJT is particularly encouraged in higher-skill/high growth occupations. Outreach by LWIA staff to new and existing employers, as well as dissemination of information concerning incentives available

to business is shared with local economic development agencies, business associations and chambers of commerce.

- iv. Describe how the LWIA partners with high-growth, high demand industries and economically vital industries to develop potential OJT and customized training strategies.

OJT is marketed to businesses/industries as a means by which to readily obtain workers that can be specifically trained to their specifications so as to reduce the demand-supply gap that often exists. At the same time, the business benefits from savings because of the up to 50% salary reimbursement during the training period. Evidence of this is the transition that has been made over the years from primarily “Mom and Pop” OJT agreements to those with Fortune 500 and Multi-state businesses. A waiver was granted in the second phase of the National Emergency Grant that allow the LWIA to use a sliding scale of 100% salary reimbursement first 30 days, 80% salary reimbursement second 30 days, 60% salary reimbursement third 30 days, and 50% salary reimbursement for the last 90 days.

- v. Describe how the LWIA involved business partners to help drive the strategy through joint planning, competency development; and determining appropriate lengths of training.

Business partners are “bottom line” oriented and see the advantages for business to participate in the OJT component. Reimbursements are for up to 50% of the salary for a period up to the maximum time required to acquire the skill needed for the position per O*Net specifications with consideration given to prior training or experience of the participant. This consideration of transferable training/skills/experience allows for negotiated reduction of the training hours freeing up funds for additional training slots. Negotiations involve comparison of training required for similar jobs with other employers in the area as well as the employers specific training outline.

- vi. Describe how the LWIA leverages other resources and education, economic development, and industry associations to support OJT and customized training ventures.

OJT agreements have primarily been supported with WIA funds. As a means by which to leverage other resources to financially support and expand training and job placement, mutual agreements have been negotiated with such entities as the AFL-CIO to obtain TWICs cards for individuals needing such certification to access various restricted facilities for employment such as ports and refineries.

- f. What policies and strategies does the LWIA have in place to ensure that, pursuant to the Jobs for Veterans Act, priority of service is provided to veterans and certain spouses who otherwise meet the eligibility requirements for all employment and training programs funded by USDOL in accordance with TEGL 5-03?

Veterans are given priority for all services for which they are eligible, provided through the One-Stop. Priority will be accorded to veterans in accordance with requirements of current federal law and state policies:

1. Veterans with service-connected disabilities
2. Recently separated veterans
3. Campaign/War veterans
4. Other veterans and eligible persons (certain spouses who qualify for veteran registration and priority service)

Screening and services will normally be delivered by a veteran representative, but may be provided by other staff.

Rapid Response – Describe how the LWIA participants in the delivery of Rapid Response services.

- g.
 - i. How does the LWIA coordinate with the LDOL Rapid Response Unit?

The state Rapid Response Team coordinates and facilitates all WIA rapid response efforts, to include Trade Adjustment Assistance services. This facilitates seamless service delivery for clients from various community resource partners.

- ii. Describe the process involved in carrying out Rapid Response activities.

The Rapid Response Team makes initial contact with the employer to obtain information about all aspects of the layoff to include demographics of workers, worker needs, etc. Based on information obtained, the Team designs a plan for intervention services and aversion strategies.

- iii. What efforts does the Rapid Response team make to ensure that Rapid Response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?

The Rapid Response Team initiates intervention efforts within 48 hours of the layoff notification. Efforts are made to negotiate on-site service delivery and paid time-off to accommodate worker schedules and enable more workers to access services.

- iv. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that are trade affected)?

Based on a determination of the customer’s needs for reemployment services, the Rapid Response Team will assess, coordinate, and plan services. A variety of core services are made available to workers: workshops, assistance completing UI claims, job search, career counseling, career assessment, career testing, job and training fairs, referrals to faith-based and community resources, and labor market information. In addition, supportive services are offered such as assistance in obtaining license or certifications needed to obtain employment or hand tools, uniforms, hardhats, boots and uniforms needed for a new job.

- v. How does the LWIA ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?

One-stop partners and a variety of community partners are included in the rapid response effort at the initiation of the WARN notification. To further ensure seamless transition for service delivery, affected workers are transitioned to their local One-stop center as appropriate.

- vi. Describe how Rapid Response functions as a business services. Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does the LWIA promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?

The Rapid Response Team is part of the state's business service strategy and its services are marketed to businesses by Regional Business liaisons contracted through the Louisiana Chambers of Commerce. Rapid response events are marketed through the media, and at business meetings, and job fairs. Plans are underway to enhance the quality of rapid response services as a result of partnerships being established with Economic Development agencies.

3. Youth – ETAs strategic vision identifies youth most in need, such as out of school youth and those at risk, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth as those most in need of services. LWIA programs and services should take a comprehensive approach to serving these youth, including basic skill remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges.
 - a. Describe your LWIAs strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any activities to assist youth who have special needs or barriers to employment including those who are pregnant, parenting, or have disabilities. Include how the LWIA will coordinate with other agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy.

The Youth Council is responsible for exploring youth-related issues, developing potential initiatives to meet the needs of eligible youth, and establishing performance results based on WIA requirements. Committees have been established within the Youth Council to guide, shape, and identify community needs relative to educational and occupational opportunities for youth. Further progress will be made by developing strategies to leverage resources, link youth-serving organizations, encouraging youth to become actively involved in the decision-making process as it directly affects them, and generating public awareness of youth workforce preparation issues and concerns. Strategies will be developed to connect out-of-school youth and youth identified per ETAs strategic vision as “most in need” to the One-Stop Centers where they will access information and a variety of educational and employment services. The development of these strategies will include information gathered by various survey opportunities, to include youth focus groups, as this will be critical to our

ability to provide meaningful and ongoing services that “engage and connect” youth to the workforce investment system.

The Council is comprised of members that are mandated as partners by WIA and the state, BRWIB members who desired to serve, youth, and a diverse representation of individuals with specific expertise regarding youth. A listing of members and organizations they represent is attached. Partnerships will be expanded where necessary to target those youth that are “most in need”.

- b. Describe how coordination with Job Corps, Job Challenge, and other youth programs will occur.

The BRWIB is committed to making comprehensive services available for the youth within our service area. Job Corps, Eternal Crisis, McKinley Alumni Center and Louisiana State University (LSYOU) currently operate youth-serving programs with efforts being made to negotiate with Job Challenge for services in the coming year. The Job Corps and Job Challenge programs are of particular note as they provide work skills and work readiness skills in addition to long-term follow-up and mentoring support for participants in the “most in need” population, which are foundational elements for entrants into the workforce. These two programs have been recognized by USDOL for innovative practices in serving this clientele

- c. Describe in general, how the LWIA will meet the Act’s provisions regarding youth program design (112(b) (18) and 12(c).

LWIA 21 will use the navigator model, provided by USDOL to serve the needs of youth in this region. This model allows for the Grant Recipient staff to provide certain core and supportive services to eligible youth ages 14 through 21, with formula funds and 16 through 24 with ARRA funds. The services to be provided will be determined based on information obtained through the Youth Application checklist and Youth Enrollment Checklist which address eligibility, interests, skills and needs. As required under the regulations, the ten service elements for each eligible youth selected to participate will be addressed.

To serve the needs of youth in RLMA 2 we will issue an RFP for youth services using the Federal Guidelines, contract with state agencies or conduct cost benefits analysis on various providers to obtain the best mix of services for referral from the staff service navigators.

4. Business Services

- a. Describe how the needs of employers will be determined both in the LWIA and on a regional basis.

Business employer services will continue to be provided through the One-stop system. BRWIB board members will be designated as the key point of contact for industry sectors and called upon: to identify needs not being met by that current workforce; and collect business employer feedback (questionnaires, focus groups, etc.) to be used in strategic planning efforts.

- b. Describe how integrated business services, including Wagner Peyser Act services, will be delivered to employers through the One-Stop system on a regional basis.

Integrated business services will be delivered to employers through the Regional Placement Team.

- c. Describe how the LWIA will coordinate the delivery of services to businesses with other entities in the region including economic development, chambers of commerce, education, etc and ensure non duplication of services.

The LWIA will work with economic development entities and other collaborative partners to attract new businesses/industries while supporting the growth and expansion of existing businesses/industries. To insure this relationship, economic development entities will be part of the Workforce Investment Board, which is responsible for setting policy and direction for activities and spending by the LWIA. Further, to the extent possible, the LWIA will coordinate with each of the partner entities in outreach efforts, grant applications and in planning activities.

- d. How will the system use the Federal tax credit programs within the One-Stop system to maximize employer participation?

Effective communication eliminates duplication. We work closely with Department of Economic Development, Baton Rouge Chamber of Commerce, Education and other agencies. We understand the services provided by each entity and coordinate with each other.

Assistance will be provided by One-stop staff to complete forms for the Tax credit program, which will hopefully serve as an incentive for the business community to take advantage of the associated tax benefits.

5. Innovative Services Delivery

- a. Describe innovative service delivery strategies the LWIA has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals.

BRWIB anticipates approaching each community college and university in the region to consider writing a grant that would target services to a distinct population normally served through LWIA. The grant recipient would administer this non-WIA funded initiative (rather than responding to an RFP from BRWIB) in a collaborative relationship, thus leveraging the ability of BRWIB to serve additional customers (job seekers and businesses).

6. Strategies for Faith-based and Community Organizations

- a. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community organizations' clients and customers to the services offered by the One-Stops in the LWIA.

The BRWIB has established an extensive network of partnerships with Faith-based and Community Organizations to effectively meet the needs of jobseekers as well as businesses. BRWIB will continue to work closely with these entities to ensure that members of their communities receive necessary services. The BRWIB will also provide technical assistance to these organizations in developing effective partnerships with other public and non-profit organizations, as well as with the private-sector.

(b) TANF and STEP

1. Describe how the LWIA coordinates services with TANF to provide assistance to needy families with (or expecting) children and provide parents with job preparation, work, and support services to enable them to leave TANF and become self sufficient.

TANF and the LWIA have implemented an intense 4–week employment related program that focuses on Job Readiness activities. WIA provides the employment related activities through two centers with the integration of Wagner-Peyser services. Job development will also be implemented that will focus only on the needs of the FITAP clients. TANF requires FITAP customers to participate in job readiness activities prior to certification for TANF assistance. TANF also provides the other support services necessary to enable clients to fully participate in the employment related portion of the program so that their focus is to find reliable employment. This collaboration allows for resource leveraging in an attempt to serve more clients and assist them in becoming self-sufficient.

2. Describe how the LWIA coordinates WIA Title I and Wagner Peyser Services with the STEP program. Include how the LWIA provides Wagner Peyser Act services to job ready STEP participants referred to the One-Stop by TANF. Discuss how the LWIA coordinates the Job Readiness program with One-Stop activities, including WIA Title I services.

LWIA #21 is partnering with the Strategies to Empower People (STEP) Program to provide opportunities for work-eligible Family Independence Temporary Assistance Program (FITAP) recipients to acquire the skills required to successfully transition to employment and self-sufficiency. This job readiness component is a structured training and assessment program that consists of a 20-module training curriculum with four (4) major content themes: Getting to Know Yourself; Opening the Door to Employment; Selling Yourself to Employers; and On the Job Success. Recommendations for additional intervention or supportive services are made to the Louisiana Department of Social Services/Office of Family Services staff as deemed appropriate.

© Title V of the Older Americans Act (SCSEP)

1. Describe One-Stop system collaboration efforts to maximize opportunities for SCSEP participants.

As a collaborative partner in the workforce investment system, SCSEP participants are referred to the system for equal accessibility to all One-stop services.

2. Describe how the LWIA will coordinate WIA Title I and Wagner Peyser services with services offered through SCSEP Older Worker Programs.

Services are coordinated as outlined in the Memorandum of Understanding (MOU) to increase the level of integration of service strategies.

Coordination and Non-duplication

- 1 Describe how your LWIA/LWIB will coordinate and integrate the services provided through all the LDOL programs identified in the Unified Plan in order to meet the needs of its customers, ensure there is no overlap or duplication among the programs, and ensure collaboration with key partners and continuous improvement of the workforce investment system. (LWIAs are encouraged to address several coordination efforts in a single narrative).

A Memorandum of Understanding (MOU) has been developed with BRWIB partners wherein they have agreed to provide a seamless delivery of workforce development services through on-going collaboration, coordination, and elimination of duplicative services. BRWIB staff will meet with ONE-Stop partners once each quarter in an effort to strengthen coordination of services between partners.

- 2 Describe the structure/process for LWIBs in your region to collaborate and communicate with each other. Describe what steps the LWIAs are taking to improve operational collaboration of the workforce investment activities and other related activities and programs within the region (e.g. joint activities, MOUs, coordinated policies, etc). How will the LWIBs eliminate any existing barriers to coordination?

The Local Workforce Investment Boards of LWIA 21 and LWIA 20 meet on an ongoing basis to discuss and act on workforce issues within the RLMA 2. Both areas have worked closely on Eligible Training Providers certification and performance as well as to discuss any problems or issues that arise in regard to Providers. Board and program staff from each workforce area and the LDOL WIA Program Advisor for RLMA 2 meet on a regular basis to coordinate activities and services in the region. Regional meetings have been held to discuss the development of a Memorandum of Understanding (MOU), the regional and local plans, a Shaw Group statewide OJT contract, The Smart Institute Training Program, a shared OJT contract format, and to discuss specific concerns identified in monitoring reports for common contractors.

Both workforce areas in Region Two and the LDOL WIA Program Advisor will continue their regional meetings to coordinate and collaborate on workforce investment activities and programs within the region.

LWIA 21 and LWIA 20 have not encountered any barriers in coordinating regional workforce investment activities in the past and will continue to work together in a collaborative manner to eliminate any perceived or actual barriers that may arise.

- 3 Describe how the LWIB and Youth Council are working with any cross-cutting organizations to develop an integrated vision for serving youth in the LWIA and region within the context of workforce investment, social service, juvenile justice,

and education. Describe any collaborative cross-agency approaches for both policy development and service delivery for youth.

The LWIB and Youth Council are continuing to develop strategies to leverage resources and link youth-serving organizations.

H. Special Populations and Other Groups

- 1 Describe the LWIA's strategies to ensure that the full range of employment and training programs and services delivered through the LWIA's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as MSFWs, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients, and individuals with multiple barriers to employment (including older individuals, people with limited English speaking proficiency and people with disabilities.).

Strategies to ensure the full range of employment and training opportunities – One-Stop system services are available for all populations, to include dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients, individuals with multiple barriers to employment, older individuals, individuals with limited English-speaking proficiency, and individuals with disabilities. The Family Income Growth Strategy (FIGS) system will be implemented as a decision making and planning guide with respect to service provision upon full development by LDOL.

- 2 Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits.

Claimants will have access to all One-Stop services, as deemed appropriate according to the initial assessment at the core service level, which will allow them to transition back into the workforce as quickly as possible.

- 3 Describe the LWIA's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Describe how the LWIA will co-enroll WIA and TAA participants?

LDOL is in the process of moving the delivery of the TAA program locally to the LWIAs. Therefore, integration and alignment of services to dislocated workers will be provided in accordance with policy directives from LDOL.

- 4 How is the LWIB working collaboratively with business and industry and the educational community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed above in this section and to ensure they are being identified as a critical pipeline of workers?

The BRWIB has undertaken the development of alliances between educational entities and business/industry that will facilitate better understanding and provision of workplace skills and competency expectations of current and future employers.

- 5 Describe how the LWIA will ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?

One-stop services are coordinated with other partners, particularly Vocational Rehabilitation. All One-stop sites meet the requirements of USDOL TEIN 16-99, the Americans with Disabilities Act (ADA), and Section 504 of the Rehabilitation Act of 1973. The One-Stop Disability Access Checklist is utilized as a self-evaluation tool at each One-stop site. The state has provided a Disability Program Navigator to serve as a resource to train staff in better serving those with disabilities.

- 6 Describe the role LVER/DVOP staff have in the One-Stop Delivery System?

An integrated service delivery system has been established for the provision of services to veterans. LVER/DVOP staff are available to work with One-stop staff to offer direct services and to coordinate services for veterans.

- 7 Describe how the LWIA will ensure access to services through the One-Stop delivery system by persons with limited English proficiency?

In addition to specifically identified staff, interpreters and translators are available to provide assistance and support for limited English speaking customers of the One-Stop.

- 8 As appropriate, describe the LWIA's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the LWIA ensure that MSFW's have equal access to employment opportunities through the One-Stop delivery system? How will the LWIA coordinate services with USDOL funded MSFW service providers?

Workforce development services will be coordinated with One-Stop partners, the State MSFW contractor, faith-based and community organizations, and other MSFW-serving entities to meet the needs of Migrant and Seasonal Farm Workers (MSFWs).

I. Professional Development and System Improvement

- 1 How is the LWIB building its' capacity to develop and manage a high performing local workforce investment system?

Through effective and continuous training that will be made available through LWC and the Workforce Council, BRWIB will build the strategic planning capacity of board members. This will better position them in their undertakings to develop a demand-driven workforce system that: is market driven, responsive to local economic development needs, contributes to the economic well-being of the community, and promotes workforce quality.

- 2 How is the LWIA growing the capacity of its staff to provide services to job seekers and employers in a demand driven high skill high growth system?

Staff will participate in regular professional and technical training made available by LDOL and other workforce development agencies (in-state and out-of-state). Participation in the staff certification training currently being developed by LSU will be stressed. Cross-functional training between partner agencies will continue as another means for skill improvement.

- 3 Describe the monitoring and oversight procedures the LWIA utilizes to move the system toward the State's vision and achieve the goals identified above?

Regularly scheduled monitoring visits are conducted to determine "positives" and "negatives" of services. Immediate corrective action is initiated if warranted.

J. Performance Accountability – Improved performance and accountability for customer focused results are central features of WIA.

- 1 Describe how the LWIA/LWIB measures the success of its strategies in achieving its goals, and how the LWIA uses this data to continuously improve the system.

Milestones will be established for each goal and action strategy with responsibility being assigned to designated WIB members and staff. Action reports will update progress and signal potential problems that could hamper or prevent timely accomplishment.

- 2 Identify the performance indicators and goals the State and LWIA have established to track progress toward meeting the state's strategic goals and implementing the state's vision for the workforce system. Include a discussion of how the levels compare with the LWIA's previous outcomes taking into account differences in economic conditions, participant characteristics and the services provided. Include a description of how the levels will help the LWIA achieve continuous improvement over the two years of the Plan.

Previous performance indicators and goals results for LWIA #21 were as follows – exceeded 8; passed 6, and failed 1. Both customer satisfaction measures were passed. The reason for failure of the one (1) measure has been assessed and correction action has been implemented to hopefully resolve the matter.

- 3 How does the LWIB evaluate performance? What corrective actions will the LWIB take if performance falls short of expectations? How will the LWIB use the review process to reinforce the strategic direction of the system?

Evaluation of the system is an ongoing process. Performance and training provider activity reports are provided at each WIB meeting. BRWIB will continue to evaluate performance based on the degree to which the mandated WIA performance measures are accomplished (meet, exceed, or fail).

PY09 Performance Measures Levels and Common Measure Goals

Common Measure Goals:	PY 08	PY09
	Adult*	
Entered Employment	72%	72%
Employment Retention	80%	80%
Average Earnings	\$12,100	\$12,100
Youth**		
Placement in Employment or Education	57%	57%
Attainment of a Degree or Certificate	44%	44%
Literacy and Numeracy Gains	52%	52%

* Adult measures include both adult and dislocated worker exiters

** Youth measures include both younger and older youth exiters

K. Assurances

- 1 The Local Workforce Investment Act (LWIA) Grant Recipient assures that it and its subrecipients will fully comply with the requirements of the Workforce Investment Act (WIA), all Federal and State Laws and regulations pursuant thereto, the State Title I WIA Plan, the approved Local Plan, and any instructions from the Louisiana Department of Labor and any subsequent changes to any of the above.
- 2 The Local Workforce Investment Area (LWIA) Grant Recipient assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds under WIA
- 3 The LWIA Grant Recipient assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215).
- 4 The LWIA Grant Recipient assures that it will comply with the confidentiality requirements of section 136(f) (3).
- 5 The LWIA Grant Recipient assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b) (7).)
- 6 The LWIA Grant Recipient assures that it will comply with the nondiscrimination provisions of section 188 of WIA.
- 7 The LWIA Grant Recipient assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188.
- 8 The LWIA Grant Recipient assures that it and its subrecipients will comply with the following OMB Circulars and/or Code of Federal Regulations as applicable:
 - 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 95 --Uniform Administrative Requirements for institutions of higher education, hospitals, and other non-profit organizations
 - OMB Circular A-133 – Single Audit Act

- OMB Circular A-87 - Cost Principles for State, local and Indian Tribal governments
- OMB Circular S-122 – Cost Principles for non-profit organizations
- OMB Circular A-21 – Cost Principles for education institutions
- 45 CFR part 74, Appendix E – Principles for determining costs applicable to research and development under grants and contracts with hospitals
- Federal Acquisition Regulations (FAR) at 48CFR Part 31 – allowable cost for commercial organizations and those non-profit organizations listed in Attachment C to OMB Circular A-122.
- 29 CFR part 31 and 32 --Nondiscrimination and equal opportunity assurance (and regulation) 2
- CFR part 93- Restrictions on lobbying
- 29 CFR part 98 –Government wide debarment and suspension and government wide drug free workplace requirements