



Louisiana's Demand Driven Workforce Investment Plan

For Title I of the Workforce Investment Act of 1998
and the Wagner-Peyser Act

For the Period of July 1, 2011, through June 30, 2012

Bobby Jindal
Governor

Curt Eysink
Executive Director

updated May 11, 2011





Program Administration Designees and Plan Signatures

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Bobby Jindal, Governor
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As the governor, I certify that for the State of Louisiana, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur. I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor: Bobby Jindal

Signature of Governor: _____

Date: 4.15.2011

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* Updates made May 11, 2011. Subsections with updates are noted accordingly.

I. Introduction

Due to the significant changes in economic conditions nationwide, the U. S. Department of Labor, Employment and Training Administration (ETA) directed all states to modify its current State Plan by April 15, 2011. Pursuant to this directive, Louisiana submits its PY 2011 State Plan for WIA and Wagner-Peyser effective for the period of July 1, 2011, through June 30, 2012.

The governor of Louisiana and the Louisiana Workforce Commission (LWC) consider the development of the Strategic State Plan to be a continual process. The vision, goals, objectives and processes outlined in the State Plan represent the result of ongoing planning efforts that incorporate the governor's vision for economic and workforce development and the strategies for increasing the capacity of Louisiana's workforce system.

Public Comments on Plan

Louisiana's State Plan was posted on the Louisiana Workforce Commission website on April 6, 2011, inviting public comment. Copies of the State Plan were made available at a statewide meeting of all Local Workforce Investment Board directors on April 7, 2011, and the plan was e-mailed to all Local Workforce Investment Board directors for comment on April 8, 2011. The comment period ended on April 13, 2011, and all comments received were reviewed. Some revisions were made to the final State Plan based on comments received.

II. State Vision

Describe the governor’s vision for a statewide workforce investment system. Provide a summary articulating the governor’s vision for utilizing the resources of the workforce investment system in support of the State’s economic development that address the issues and questions.

Since he took office in 2008, Gov. Bobby Jindal's vision for the state's workforce investment system has had a simple, clear mandate: Create an environment in Louisiana in which businesses can grow and people can prosper.

A key part of Gov. Jindal's legislative plan, Act 743, was signed into law in July 2008. This comprehensive workforce development reform legislation included the creation of the Louisiana Workforce Commission (LWC), whose strategic objective can be stated in five simple words: ***We put people to work.***

Gov. Jindal has committed to systemic transformation of Louisiana's approach to workforce development that will require an extensive, sustained effort over several years. His comprehensive plan to redesign workforce development includes these key components:

- Strengthen and prioritize community and technical colleges to match workforce needs, meet market demand, and fill available jobs.
 - Utilize guiding criteria in the funding formula for two-year institutions that will better account for real program costs and create incentives for strengthening high-demand programs.
 - Develop “centers of excellence” at LCTCS campuses to focus on key industries in each economic region and coordinate workforce development planning and activities across relevant public- and private-sector entities. Regular interaction among business leaders, the community and technical college system, Workforce Investment Boards, state agencies, local stakeholders, and four-year universities will consolidate sector-specific information and translate research into curriculum development, flexible workforce training, and quality practice in high-demand fields.
 - “Day One Guarantee” for Louisiana employers that hire workers with LCTCS degrees and/or certificates. The state provides additional training at no cost for workers who do not demonstrate reasonable standards of performance.
- Immediately respond to urgent workforce opportunities and challenges.
 - A standing training fund has been established for high-demand, high-cost training programs at LCTCS as determined by market demand and economic and employment projections. Allocated dollars supplement the higher cost of high-demand occupational training and jump-start the response of frontline LCTCS programs.
 - A nationally recognized “Fast Start” program provides customized, turnkey workforce training solutions for business expansion and recruitment. The program supports LED efforts in partnership with LWC and LCTCS.
- Maximize the input of business and industry to realign and integrate Louisiana’s workforce strategy at the statewide and regional levels.
 - In addition to maintaining the responsibilities of the former Louisiana Department of Labor, the LWC coordinates with other state agencies the integrated delivery of all education, training, employment, and apprenticeship programs across the state. The goal is coordinated or integrated administration, functions, and funding streams for more efficient and effective delivery of workforce training.
 - The Louisiana Workforce Investment Council (WIC) was established to serve as the statewide body to create a common vision for an integrated workforce delivery system and advise the governor with strategies to meet the needs of the state’s employers and

workforce. The WIC includes representatives from key industries to serve alongside organized labor, parish and municipal leaders, and cabinet members from key state agencies.

- Membership of Louisiana’s 18 Workforce Investment Boards (WIBs) is led by business leaders, half whom represent small businesses, in partnership with local government, organized labor, community-based organizations, educational agencies, and other groups. Similar to the state-level integration of programs, WIBs are being encouraged to consolidate and coordinate area workforce training and support services into a regional integrated delivery system that is easy to navigate for job seekers and employers alike.
- Expand career options of high school students.
 - Focus has been given to dual enrollment, which allows students to earn credit for college courses and workforce training while still in high school.
 - Public education reform efforts have had as an overarching goal to better prepare students for jobs, job training or post-secondary education. By exposing students to career and job training opportunities while they are enrolled in high school, their awareness of the relevance of their education increases and they have a greater incentive to graduate.

A. What are the State’s economic development goals for attracting, retaining and growing business and industry within the State?

Louisiana Economic Development (LED) is responsible for strengthening the state's business environment and creating a more vibrant Louisiana economy. To position Louisiana for greater economic success, LED is aggressively pursuing eight integrated economic development strategic priorities:

- Increase Louisiana’s economic competitiveness
- Cultivate top regional economic development assets
- Enhance the competitiveness of the state’s local communities
- Focus on business retention and expansion
- Develop national-caliber business recruitment capabilities
- Cultivate small business, innovation and entrepreneurship
- Develop robust workforce solutions
- Tell the story of Louisiana's economic renaissance

Creating a more vibrant Louisiana economy requires aggressive, focused leadership from LED in two broad areas of activity:

- **Product Development** aims to increase the attractiveness of Louisiana for business investment and economic opportunity.
- **Business Development** aims to influence the investment and location decisions of corporate leaders

LED is:

- Leading efforts to retain and grow jobs and business opportunities for all Louisiana citizens through aggressive, professional business development and marketing efforts; by cultivating Louisiana’s top regional economic development assets; and by delivering turnkey workforce solutions for new and expanding businesses.
- Repositioning Louisiana as one of the best places in the country in which to start and grow a small business, as well as create a more vibrant entrepreneurial culture in our state.

- Identifying and implementing policy and programmatic changes to improve Louisiana's tax, regulatory, and operating climate, thereby increasing the state's economic competitiveness.
- Leading Louisiana's efforts to create a diversified, growing economy through the cultivation of high-potential industry sectors.
- Assisting local and regional communities in their efforts to improve their economic competitiveness.

With small businesses in our state employing about 85 percent of the Louisiana workforce, LED and LWC have a close working relationship. LWC cannot place job seekers in jobs without LED growing the economy, and the economy cannot grow unless LWC addresses Louisiana's workforce gaps.

B. Given that a skilled workforce is a key to the economic success of every business, what is the governor's vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State's business and industry?

A key step in Gov. Jindal's plan for maximizing the impact of state and federal resources on workforce delivery was a realignment of the WIC, emphasizing strategic view of service integration, and to make the LWC, by statute, the leader of statewide workforce development efforts with the authority to carry out integration activities across all state agencies. This ensures that the impact of these activities will be aimed at meeting the needs of our customers—employers and other taxpayers.

With representation of several Cabinet-level agencies on the WIC roster, the council has established several strategic goals that align agency resources toward common objectives:

- Increase the high school graduation rate.
- Increase the post-secondary graduation rate.
- Align post-secondary resources with workforce needs.
- Develop a comprehensive (demand) system that credibly forecasts and effectively communicates workforce demand and identifies workforce and training needs.
- Implement a comprehensive accountability system for workforce development results

As recommended by the LWC to the Commission on Streamlining Government, the Louisiana Legislature approved during its 2010 Regular Session the transfer of programs of Louisiana Rehabilitation Services (LRS), formerly under the then-Department of Social Services, to LWC. Programs transferred were Vocational Rehabilitation, Independent Living Program Part B, Independent Living Older Blind and Randolph-Sheppard. The overriding goal of bringing LRS under LWC is to expand the LRS programs' level of service and increase job placement rates. The move went into effect July 1, 2010.

Between September 2009 and April 2010, the LWC and the Department of Children and Family Services (DCFS) conducted a pilot program in Lafayette to more effectively use available LWC and DCFS resources to identify job-ready customers who are in the state's social service programs and efficiently place them into self-sufficient jobs. Key collaborators included a local community action agency and two local non-profit organizations. The initial pilot was expanded to a regional program involving a number of specific customer/program populations, including vocational rehabilitation clients, food stamp recipients, non-custodial parents, youth transitioning out of foster care and out-of-school youth.

An outgrowth of this pilot is the Louisiana Employment Assistance Program (LEAP), which is a redesign of the Louisiana Job Employment and Training Program (LaJET) and Strategies to

Empower People (STEP) programs. LEAP is designed to enable participants to transition from cash assistance and/or nutrition assistance programs to self-sufficiency by providing intense job readiness activities and job search training with employee contacts, which will ultimately help participants obtain and retain employment. Currently, LEAP program services are being offered in 10 LWIAs representing all major metro areas of the state.

As the state administrator of Community Services Block Grants (CSBG) for the 42 community action agencies (CAAs) that serve Louisiana, LWC actively engages the CAAs to make full use of federal dollars available to help as many low-income Louisiana citizens as possible reach or maintain self-sufficiency. With the help of CSBG funds, LWC was able to offer summer youth employment programs in many areas of the state in Summer 2010. Aligning CSBG funding with other funding streams is also part of LWC's regional service delivery model under development.

The Neighborhood Place initiative is a collaboration among LWC, DCFS, the Department of Health and Hospitals (DHH) and several other agencies to provide access to a broad array of state services through one central location. Neighborhood Place initiatives are currently operating in three areas of the state, including New Orleans.

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

The most critical element of Gov. Jindal's plan for ensuring that workforce supply is always aligned with demand is the connection established between occupational forecasting by the WIC — which is led by business and industry — and performance of our high school, community and technical colleges and our universities. The LWC's labor market information is enhanced with input from our 18 local workforce investment areas and interviews of Louisiana's 150 driver employers and modeled by econometricians with Louisiana State University to produce actionable information by region for the WIC.

The WIC, which serves as the advisory body to the governor, has established several strategic goals that support a skilled workforce through a continuum of education and training opportunities:

- Increase the high school graduation rate.
- Increase the post-secondary graduation rate.
- Align post-secondary resources with workforce needs.
- Develop a comprehensive (demand) system that credibly forecasts and effectively communicates workforce demand and identifies workforce and training needs.
- Implement a comprehensive accountability system for workforce development results.

Implementation strategies in support of these goals include:

- Provide a comprehensive delivery system of continuing adult education and literacy and numeracy programs.
- Fully implement a performance-based funding formula for all postsecondary education systems that is consistent with institutional missions.
- Ensure that articulation and transfer policies facilitate a seamless movement from two- to four-year schools.
- Increase capacity at community colleges through innovative delivery methods, resource sharing, and new investment in LCTCS infrastructure.
- Increase marketing/promotion of associate and technical programs.

- Realign unemployment insurance and workers' compensation programs as re-employment services.
- Coordinate all job placement and business engagement activities across state agencies.
- Integrate Louisiana Rehabilitation Services into the LWC.
- Support training for job seekers that prepares them for jobs that provide financial independence.
- Support the implementation of credible, portable credentials and skills assessments throughout the workforce delivery system.
- Work with business and industry to increase the opportunities for non-traditional sources of labor, including veterans, ex-offenders, people with disabilities and people with language barriers, to achieve sustained employment.
- Increase business engagement by developing and leveraging partnerships through the local workforce investment boards.
- Immediately respond to urgent workforce opportunities and challenges.

Two components ensure almost immediate alignment of workforce training with the needs of employers:

- A standing training fund has been established for high-demand, high-cost training programs at LCTCS as determined by market demand and economic and employment projections. Allocated dollars supplement the higher cost of high-demand occupational training and jump-start the response of frontline LCTCS programs.
- A nationally recognized "Fast Start" program provides customized, turnkey workforce training solutions for business expansion and recruitment. The program supports LED efforts in partnership with LWC and LCTCS.

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

The WIC serves as the statewide body that advises the governor on the needs of Louisiana employers and its workforce. WIC's strategic plan serves to coordinate and integrate a workforce development delivery system to assure efficiency and cooperation between public and private entities. WIC membership includes representatives from key industries that serve alongside organized labor, parish and municipal leaders, and cabinet members from key state agencies, including LWC, LED, DCFS, LCTCS, the Department of Education, Department of Public Safety and Corrections, and the Office of Elderly Affairs.

All stakeholders are accountable for components of the WIC strategic plan.

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

It is the state's goal that every youth is given the opportunity to become a productive, self-supporting citizen. As the state's advisory body on the workforce, the WIC's strategic goals include the career needs of youth who are most in need. Two of the goals — increase the high

school graduation rate and increase the post-secondary graduation rate — directly impact these target groups.

In 2009, state policymakers passed legislation to create an alternative career diploma, with the goal of improving Louisiana's graduation rate and providing students with career and technical training to enter the workplace after high school. The career diploma was implemented in the 2009-2010 school year.

Louisiana offers more than 125 courses within five programs of study for a career diploma endorsement:

- Agricultural Education
- Business and Marketing Education
- Family and Consumer Sciences
- Health Science
- Technology Education

Louisiana also has in place the Recovery School District (RSD). This is a special statewide school district administered by the Louisiana Department of Education. Created by legislation enacted in 2003, the RSD is designed to take underperforming schools and transform them into successful places for children to learn. Strategic goals of the RSD are:

- Increase school readiness and prepare children to enter school.
- Ensure high academic standards and achievement for all students.
- Create a system of autonomous schools that are held accountable.
- Actively engage families and community as partners in raising student achievement.
- Develop and streamline business practices to ensure efficiency, effectiveness and high standards.
- Provide safe, clean modernized buildings and classrooms that are conducive to learning.

RSD-supervised schools are located in five areas of the state, with the majority of schools in the New Orleans area. Other parishes with RSD-supervised schools are East Baton Rouge, Caddo, Pointe Coupee and St. Helena.

III. State Workforce Investment Priorities

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

Gov. Jindal has committed to a systemic transformation of Louisiana’s approach to workforce development that will require an extensive, sustained effort over several years. His comprehensive plan to redesign workforce development includes these key components:

- Strengthen and prioritize community and technical colleges to match workforce needs, meet market demand, and fill available jobs.
 - Utilize guiding criteria in the funding formula for two-year institutions that will better account for real program costs and create incentives for strengthening high-demand programs.
 - Develop “centers of excellence” at LCTCS campuses to focus on key industries in each economic region and coordinate workforce development planning and activities across relevant public- and private-sector entities. Regular interaction among business leaders, the community and technical college system, Workforce Investment Boards, state agencies, local stakeholders, and four-year universities will consolidate sector-specific information and translate research into curriculum development, flexible workforce training, and quality practice in high-demand fields.
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and coordinate area workforce training and support services into a regional integrated delivery system that is easy to navigate for job seekers and employers alike.

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 - Focus has been given to dual enrollment, which allows students to earn credit for college courses and workforce training while still in high school.
 - Public education reform efforts have had as an overarching goal to better prepare students for jobs, job training or post-secondary education. By exposing students to career and job training opportunities while they are enrolled in high school, their awareness of the relevance of their education increases and they have a greater incentive to graduate.

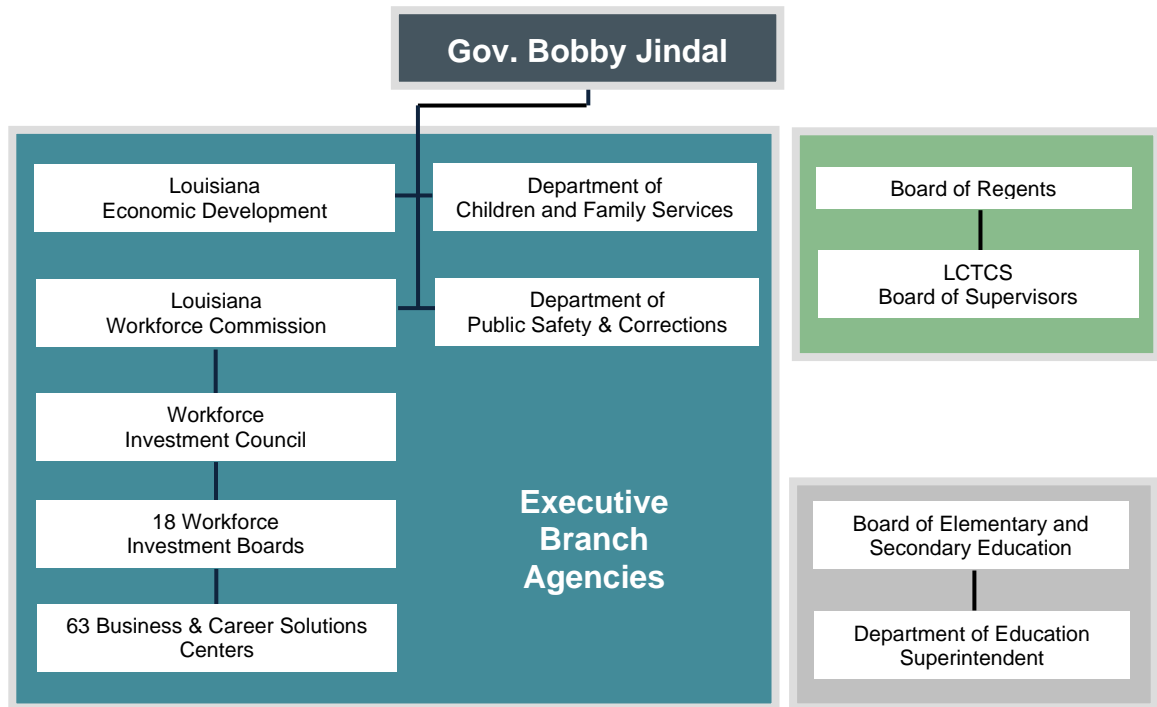
We believe that substantial implementation will result in significant increases in economic development and job opportunities. It will:

- Substantially increase our ability to retain existing businesses and attract new businesses.
- Increase the alignment between workforce programs and market demands.
- Create better job opportunities for workers currently in low-paying positions.
- Reduce reliance on public assistance programs.
- Increase graduation rates at high schools and post-secondary institutions.

IV. State Governance Structure (§ 112(b)(8))

A. Organization of State Agencies

1. Provide an organizational chart that delineates the relationship to the governor of the agencies involved in the workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.



2. Describe how the agencies involved in the workforce investment system interrelate on workforce, economic development, and education issues and the respective lines of authority.

The way LWC interrelates with its partner agencies is described in detail in the organizational chart shown above.

Among the Executive Branch agencies, the lines of authority are very clear. Each agency is run by a Cabinet-level appointee, and these appointees all report to the governor. All of the cabinet members identified above are members of the WIC.

All post-secondary education is governed by a state Board of Regents, some of whose members are appointed by the governor. The Regents' chief executive, State Commissioner of Higher Education Dr. Jim Purcell, is a member of the WIC. Under the Regents' umbrella is the Board of Supervisors for the LCTCS, whose chief executive is President Joe May. He is a member of the WIC.

Elementary and secondary education is governed by the state Board of Elementary and Secondary Education (BESE). Eight members are elected from the eight BESE districts and the remaining three members are appointed by the governor. BESE's chief executive is Superintendent of Education Paul Pastorek, who also is a member of the WIC.

B. State Workforce Investment Board (WIB)

- 1. Describe the organization and structure of the State Board. (§ 111.)**
- 2. Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1) of WIA, describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How is the alternative entity achieving the State's WIA goals? (§§ 111(a-c), 111(e), and 112(b)(1).)**
- 3. Describe the process your State used to identify your State Board members. How did you select Board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA? (20 CFR 661.200.)**
- 4. Describe how the Board's membership enables you to achieve your vision as described above. (§§ 111(a-c) and 112(b)(1).)**
- 5. Describe how the Board carries out its functions as required in section 111(d) of WIA and 20 CFR 661.205. Include functions the Board has assumed that are in addition to those required. Identify any functions required in section 111(d) of WIA that the Board does not perform and explain why.**
- 6. How will the State Board ensure that the public (including people with disabilities) has access to Board meetings and information regarding State Board activities, including membership and meeting minutes? (20CFR 661.205).**
- 7. Identify the circumstances which constitute a conflict of interest for any State or Local Workforce Investment 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. (§§ 111(f), 112(b)(13), and 117(g).)**
- 8. What resources does the State provide the Board to carry out its functions (e.g., staff, funding, etc.)?**

Gov. Jindal's comprehensive workforce development reform, signed into law in July 2008, created the Louisiana Workforce Investment Council (WIC). This 41-member council serves as the state Workforce Investment Board and was created for the purpose of:

- The state may receive funds relevant to workforce activities authorized by the law
- Advising the governor on the needs of the state's employers and the state's workforce along with strategies for its continued improvement
- Creating a common vision, a strategic state plan and outcomes that will coordinate and integrate a workforce development delivery system to assure the greatest cooperation between public and private entities
- Directing the Occupational Forecasting Conference in determining the official information that is necessary for planning and budgeting with respect to workforce development

The WIC has representation of all required entities as outlined in WIA legislation. Representation on the council consists of:

- The governor.
- Lead state agency officials representing:
 - The executive director of the Louisiana Workforce Commission;
 - The secretary of the Department of Children and Family Services;
 - The secretary of Louisiana Economic Development;
 - The state superintendent of education;
 - The president of the Louisiana Community and Technical College System;
 - The commissioner of higher education;
 - The secretary of the Department of Public Safety and Corrections; and
 - The executive director of the Office of Elderly Affairs
- Twenty-one members representing business and industry:
 - One member representing the retail and wholesale sector;
 - One member representing the energy sector;
 - One member representing the medical services and biotechnology sector;
 - One member representing the entertainment and tourism sector;
 - One member representing the information technology sector;
 - One member representing the durable goods and manufacturing sector;
 - One member representing the construction sector;
 - One member representing the agriculture and forestry sector;
 - One member representing the financial and insurance sector;
 - One member representing the logistics and transportation sector; and
 - Eleven members representing the general business community
- Two members representing parish and city government who are chief executive officers of a parish or city
- Four members representing organized labor
 - One of the four shall be a certified training director for an apprenticeship program.
- Two members of the Louisiana Senate appointed by the president of the Senate
- Two members of the Louisiana House of Representatives appointed by the speaker of the House

In appointing the members of WIC, the governor considered nominations from state business and trade associations, statewide associations representing chief local officials, the AFL-CIO, and statewide community-based organizations, among other entities. WIC membership represents a wide variety of constituencies' representative of the state's population. This includes both urban and rural representation; local government; small, medium, and large business; woman and minority-owned businesses; and community-based youth programs. This diverse membership allows for the broadest possible input regarding policy development for Louisiana's workforce development system.

The WIC meets six times a year to discuss broad policy issues. The WIC is identified as the entity to establish workforce priority needs so that appropriate training opportunities can be developed to meet demand. Moreover, the vision is to align all programs that the state controls or influences to the highest priority needs as defined by the council.

WIC has taken an active role in providing leadership for the establishment of the state's workforce development system and implementation of WIA. Through Act 743 of the 2008 Regular Legislative Session (R.S. 23:2042), the WIC has been designated to serve as the review and policy-making body for all issues relating to workforce development education and training services within the state. The council develops and makes recommendations to the governor on issues of strategic concern to the advancement of the state's workforce development system, such as those that are key components of the State Plans for Title I, Title II, Title IV, and Perkins III.

For the purposes of planning and development of policies related to the State Plan, wherever "the Governor" or "the State" appears in law, regulation, or planning guidance, WIC shall review, comment, and make recommendations to the governor for consideration. For the purposes of implementation of individual titles of WIA, the agencies that have been designated by the governor or Legislature as the administrative entities for such titles shall have the authority and responsibility to administer those specific titles and shall work closely with WIC as required by law. Areas for coordination and interaction with local Workforce Investment Boards (WIBs) include:

- **Establishing local WIBs** – WIA established criteria for membership of WIBs. The LWC certifies the WIBs and provides reports to the WIC on their status.
- **Negotiating performance levels** – The LWC negotiates performance standards with the WIBs in accordance with federal guidelines and WIC recommendations, and brings the proposed standards to WIC for final review.
- **Certifying eligible training provider lists** – WIC, after receiving recommendations from the LWC and other stakeholders, approved the process for use by local WIBs to certify eligible public and private providers of training services. The LWC develops and maintains the statewide eligible training provider list.
- **Forecasting demand occupations** – WIC, in partnership with the Occupational Forecasting Conference and LWC, has established the criteria for identifying "top demand" occupations for the State and eight Regional Labor Market Areas (RLMA). The final report is made available on the LWC website and distributed to all stakeholders, including education partners, regional economic development agencies, and local WIBs for use in prioritizing and ranking training efforts.
- **Establishing Youth Councils** – After receiving recommendations from the LWC and other stakeholders, the WIC approves the criteria for developing youth councils.
- **Facilitating development of industry-based skills standards and certification system** - WIC created the Industry-Based Certifications (IBC) Committee to carry out the duties and functions currently prescribed under the law. The IBC Committee tracks and oversees the development and integration of IBCs into training curriculums for occupations requiring less than a baccalaureate level of education and training. All agencies involved in workforce development participate on the committee, including DOE, LED, the Department of Public Safety and Corrections, DCFS, Board of Regents, LCTCS, WIC and LWC.

As part of the ongoing efforts of the partners of the Louisiana State Plan, input and open communication has been consistently sought. The WIC ensures that the public has access to board meetings and information regarding its activities. All meetings are subject to the state public meeting law which stipulates that all meetings are open to any citizen. (R.S.

42:4.1 et seq.) The schedule of meetings is posted on the LWC website. A record of all proceedings at regular and special meetings of the council are kept and open to public inspection, as provided in R.S. 42:7.1.

Members of the council are recused from voting on matters that would be a violation of R.S. 42:1112 or 1113 (B).

Conflict of Interest Policy

In addition to the requirements at 29 CFR 95.42 and 29 CFR 97.36(b)(3) that address codes of conduct and conflict of interest issues related to employees, it is also required that:

1. A member of a state WIB or youth council shall neither cast a vote on, nor participate in, any decision-making capacity on the provision of services by that member (or any organization that member directly represents), nor on any matter that would provide any direct financial benefit to that member or a member of his immediate family.
2. Neither membership on the WIC/state workforce board, local workforce board or the youth council nor an entity that has received WIA funds to provide training and related services shall be construed, by itself, to violate these conflict of interest provisions.
3. Members of WIBs and youth councils are required to sign and submit to the state a Statement on Conflict of Interest.

Further, the state of Louisiana has a stringent Code of Governmental Ethics which contains restrictions concerning conflicts of interest which must be adhered to by "public employees" including state and WIB members.

The WIC provides full access to all meetings and will also respond to the specific needs of individuals with disabilities, such as sign language interpreters, notices in large print, etc.

The LWC provides resources, including staff, necessary to carry out the duties and functions of the WIC.

C. State Agencies and State Board Collaboration and Communication

- 1. Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State board and agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)**
- 2. Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the public workforce system and between the State agencies and the State workforce investment board.**
- 3. Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/ State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and Career Solutions Career Centers. (§112(b)(1).)**

There is a strong link between LWC and the LWIAs. LWC staff is in regular communication with the field leadership and the network of Business & Career Solutions Centers, offering guidance and technical assistance/support. LWC staff regularly attends LWIA board meetings and WIA directors' meetings. Communication with the LWIAs occurs on numerous levels. New information and changes to policy and procedures are disseminated through Workforce

Investment Policies. These policies and pertinent information are available to the LWIAs electronically. LWC organizes quarterly statewide meetings that engage the various programs that support workforce development, including WIB directors and local area coordinators, LRS field managers, CAA directors and LWC program managers. In addition, Veterans, Trade Adjustment Assistance (TAA), and Management Information System (MIS) program staff regularly visit Business & Career Solutions Centers.

4. Describe any cross-cutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the State promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (§112(b)(18)(A).)

Shared Youth Vision Partnership is to serve as a catalyst at the national, state and local levels to strengthen coordination, communication and collaboration among youth-serving agencies to support the neediest youth and their healthy transition to successful adult roles and responsibilities.

In response to the White House task force report, the U.S. Departments of Education, Health and Human Services, Housing and Urban Development, Justice, Labor, Social Security Administration, Transportation, and the Corporation for National and Community Service formed a Federal Partnership with a focus on serving the neediest youth.

The Partnership:

- Develops, creates and initiates collaborative approaches to prepare the nation's neediest youth for success in a global, demand-driven economy
- Communicates the Shared Youth Vision to States and local workforce system providers and other youth-serving agencies across the nation
- Engages the support of state and tribal leadership
- Facilitates the alignment of programs, policies, and funds
- Leverages resources and promotes outreach to recruit additional partners to connect the neediest youth to quality secondary and post-secondary educational opportunities and high-growth and other employment opportunities
- Provides tools and activities to support state and local Shared Youth Vision efforts
- The Shared Youth Vision calls upon the youth service system at all levels to work collaboratively in designing and coordinating programs focused on serving the neediest youth. States, tribal governments and local areas all play a critical role in the outcomes of youth served through their programs. Youth-serving systems and organizations can implement their Shared Youth Vision initiative by working together to:
 - Conduct an analysis to gather data on the neediest youth; identifying gaps in existing services and infrastructures
 - Target services to the neediest youth
 - Develop strategic plans and coordination initiatives at all levels to better serve the neediest youth
 - Build partnerships and engage economic development agencies, business and industry associations, community-based and faith-based organizations in the development and implementation of collaborative vision activities

In the State of Louisiana, we have a Memorandum of Understanding (MOU) among the Department of Children and Family Services, Office of Juvenile Justice and the LWC. Shared Youth Vision is on file with LWC.

V. Economic and Labor Market Analysis

A. What is the current makeup of the State's economic base by industry?

Historically, Louisiana's economy has revolved around its wealth of natural resources, focusing on oil and gas, agriculture, forestry and fisheries. Like other Southern states, our economic development efforts rely on natural resource extraction and processing and using the low cost of land and lower wage rates to attract manufacturing plants. While these areas continue to be a substantial portion of the state's economy, Louisiana has focused economic development efforts on bringing in additional capacity for extraction and processing, attracting new manufacturing plants, and developing new industries within the state, such as the movie industry.

Louisiana's economy has been marked by periods of growth and decline largely tied to the price of oil and gas. The oil and gas reserves have provided the basis for extraction, refining and related petrochemical industries. Increases in oil and gas prices are accompanied by increases in extraction activities and related increases in construction, shipbuilding, pipeline operation, oilfield instrumentation and machinery production, and water and helicopter transportation. Growth in this arena leads to accompanying growth in trade, services and banking, as well as increased revenues for the state. When oil prices decline over a period of time, there is a decline in all the same activities that rode the wave up. Although our economy today is not as closely tied to oil prices as it once was, there is still a strong link.

Despite the current recession, the Louisiana economy is relatively resilient due to a number of factors: our economy is not heavily dependent upon durable goods manufacturing; we are not a banking center and thus, relatively unscathed by the sub-prime issues; we are an energy-producing state; and there is still some post-Katrina rebuilding, and to a lesser extent, recovery from hurricanes Gustav and Ike.

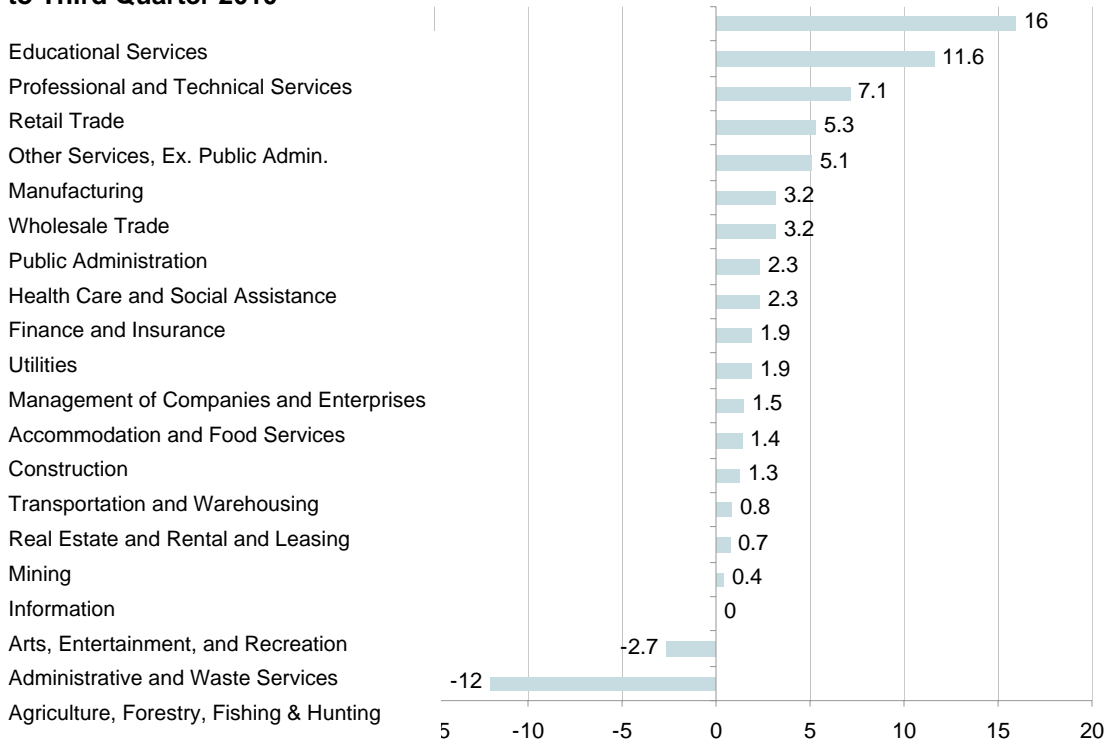
The latest unadjusted nonfarm employment data showed that the state added 21,200 jobs in February 2011 compared to February 2010. This was the largest year-over-year job gain since September 2008 after Hurricane Gustav. This monthly employer-based survey has also shown that February 2011 was the sixth month in a row that private industry employers have hired more workers. The February increase of 30,700 in private industry over the prior year was the largest annual gain since December 2007.

Between third quarter 2009 and third quarter 2010, Louisiana's covered employment grew by 12,778 workers. Average employment increased in 18 of the 20 North American Industry Classification System (NAICS) sectors, while two industries decreased and one showed no change. The largest over-the-year increase occurred in administrative and waste services, with 9,908 additional workers. Almost 4,000 of the job increase was in administrative and support services, which contains private employment services. Some of this gain could be the result of workers hired to help clean up the Louisiana coast after the oil spill in the Gulf of Mexico in 2010. The manufacturing sector is again being hit by losses in the New Orleans region as shipyards and the space shuttle program are affected by federal cutbacks. This trend is expected to continue for the next two years.

Total wages in the third quarter 2010 increased 3.7 percent from third quarter 2009. The average weekly wage of \$789 reflected an increase when compared to the third quarter 2009 average weekly wage of \$761.

Louisiana's unemployment rate has continued to be well below the national average. The unemployment rate for the United States was above 10.0 percent for the first three months of 2010, while Louisiana's unadjusted March 2010 rate was 6.8 percent. February 2011 data showed the United States at 9.5 percent and Louisiana at 8.0 percent unemployed.

Employment Growth by Industry, Percent Change from Third Quarter 2009 to Third Quarter 2010



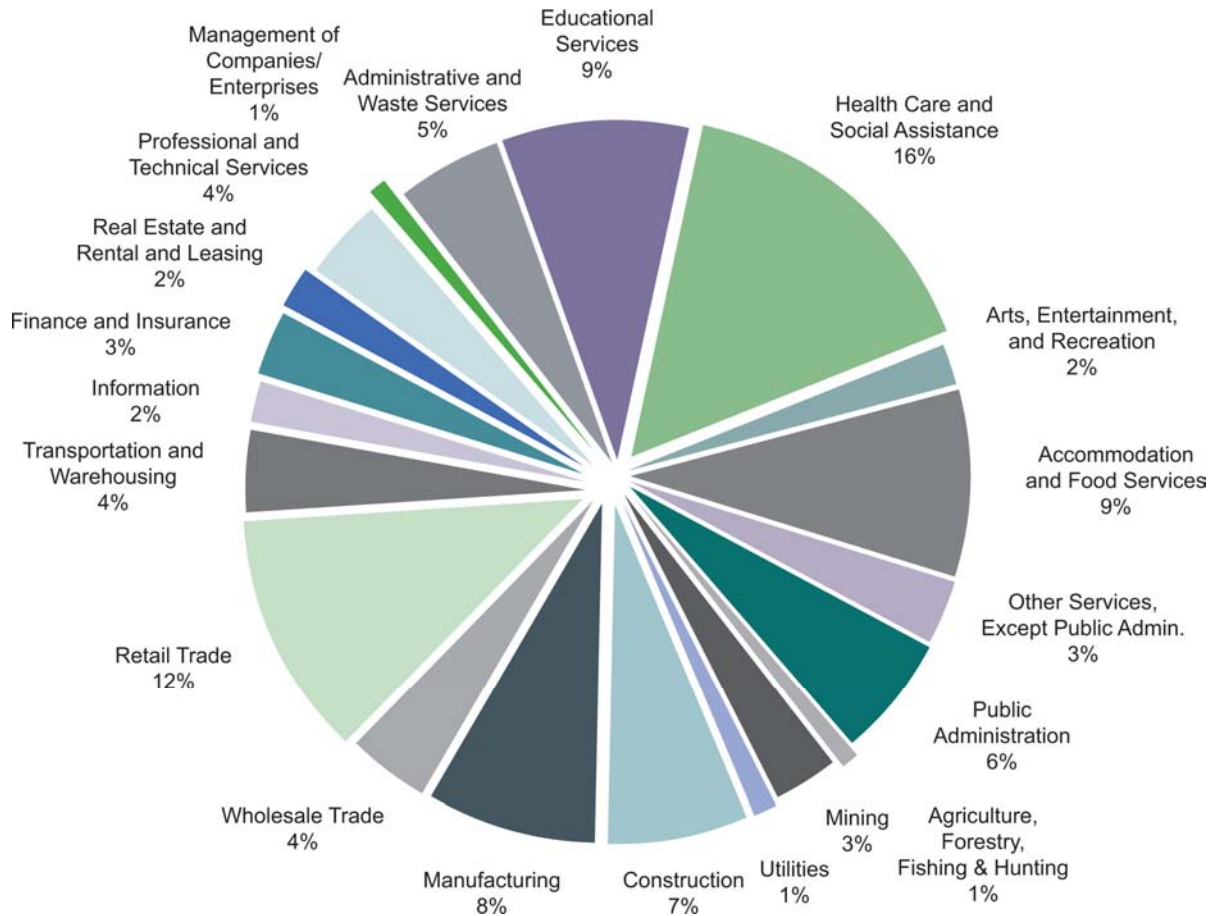
Source: LWC Research & Statistics Unit, Employment & Wages Quarterly Reports

Louisiana 3rd Qtr 2010 Average Employment & Units by Industry Sector

	Employment			Units		
	QTR 2010-3	QTR 2009-3	% Change From Prev. Year	QTR 2010-3	QTR 2009-3	% Change From Prev. Year
TOTAL	1,827,497	1,814,719	0.7%	130,970	128,649	1.8%
Agriculture, Forestry, Fishing and Hunting	9,887	8,523	16.0	1,507	1,489	1.2
Mining	49,915	47,485	5.1	1,876	1,830	2.5
Utilities	14,574	14,308	1.9	823	822	0.1
Construction	133,450	130,502	2.3	12,387	12,088	2.5
Manufacturing	137,231	136,268	0.7	4,570	4,480	2.0
Wholesale trade	70,386	69,846	0.8	8,113	8,068	0.6
Retail trade	216,336	216,350	0.0	17,922	17,633	1.6
Transportation and Warehousing	75,236	72,931	3.2	4,950	4,823	2.6
Information	29,040	27,586	5.3	1,871	1,848	1.2
Finance and insurance	57,930	57,075	1.5	8,411	8,318	1.1
Real Estate and Rental and Leasing	31,949	30,969	3.2	5,461	5,465	-0.1
Professional and Technical Services	80,911	83,151	-2.7	14,516	14,174	2.4
Management of Companies and Enterprises	23,963	23,519	1.9	762	744	2.4
Administrative and Waste Services	95,262	85,354	11.6	6,899	6,711	2.8
Educational Services	156,022	177,205	-12.0	1,247	1,187	5.1
Health Care and Social Assistance	287,044	283,016	1.4	12,864	12,641	1.8
Arts, Entertainment, and Recreation	39,065	36,482	7.1	1,722	1,666	3.4
Accommodation and Food Services	166,184	162,519	2.3	9,373	9,014	4.0
Other Services, Except Public Administration	45,949	45,751	0.4	9,955	9,776	1.8
Public Administration	104,179	102,831	1.3	3,303	3,301	-0.1

Source: LWC Research & Statistics Unit, Employment & Wages Quarterly Reports

Louisiana 3rd Qtr. 2010 Employment by Summary Sectors



Source: LWC Research & Statistics Unit, Employment & Wages Quarterly Reports

Louisiana's employment base has remained resilient after significant losses from both hurricanes Katrina (2005) and Gustav (2008), and the Gulf oil spill that occurred on April 20, 2010. According to the third quarter 2010 Quarterly Census of Employment & Wages (QCEW), an estimated 12,778 more jobs were recorded from the same period a year ago. The sector that comprises the health care social services & assistance industry represents 16 percent of total state employment and posted 1.4 percent more jobs than in third quarter 2009. The recently released 2008-2018 industry projections estimate that health care social services & assistance jobs will increase by 21.4 percent, or 54,891 more, in employment.

The Gulf oil spill didn't hinder the growth in the mining industry, which gained 2,430 in employment. The projected growth in this industry by 2018 is 7,500 more jobs, with 6,582 more positions in support activities for mining. Additionally, 17 of the 20 major industry sectors reported employment growth during the 3rd quarter of 2010 reporting period.

Administrative & waste services, representing 5 percent of total state employment, experienced relatively strong annual growth, up 11.6 percent or 10,908 more jobs. The projected growth for 2008 – 2018 is 7,902 in employment in the administrative and support services segment.

Over the period of 2008 – 2018, Louisiana is forecasted to add 163,522 more jobs to its 2008 employment base of 2,041,053.

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

Growth

Over the period to 2018, Louisiana is forecasted to add 163,522 jobs to its 2008 employment base of 2,041,053.

The health care and social assistance industry sector is expected to grow the fastest in Louisiana, adding 54,891 workers by 2018. The subsector ambulatory and health care services will add almost half of those jobs. Industries found in this classification include offices of physicians, dentists, outpatient centers, home health care services and medical laboratories. This is in line with the occupational projections that showed registered nurses in the top 10 demand occupations. Registered nurses, personal and home care aides, home health aides and nursing aides, orderlies, and attendants were all in the listing of the top 10 occupations adding the most **new** jobs.

Projections of Top Five Statewide Industries Adding the Most Jobs to 2018:

- Food Services and Drinking Establishments
- Ambulatory Health Care Services
- Hospitals
- Educational Services
- Professional, Scientific, and Technical Services

10 Occupations Adding the Most (New) Jobs Based on Projections to 2018 for Louisiana

Standard Occupational Classification (SOC)	Occupational Title	Average Annual Openings
29-1111	Registered Nurses	1,000
41-2031	Retail Salespersons	660
35-2021	Food Preparation Workers	650
39-9021	Personal and Home Care Aides	600
43-4051	Customer Service Representatives	570
35-3031	Waiters and Waitresses	530
31-1011	Home Health Aides	520
31-1012	Nursing Aides, Orderlies, and Attendants	510
25-2021	Elementary School Teachers, Except Special Education	360
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	320

Source: LWC Research & Statistics Unit, 2018 Occupational Projections

10 Occupations Adding the Most (New + Replacement) Jobs Based on Projections to 2018 for Louisiana

Standard Occupational Classification (SOC)	Occupational Title	Average Annual Openings
41-2011	Cashiers	3,130
41-2031	Retail Salespersons	2,530
35-3031	Waiters and Waitresses	2,340
35-2021	Food Preparation Workers	1,740
29-1111	Registered Nurses	1,660
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,520
43-4051	Customer Service Representatives	1,250
43-9061	Office Clerks, General	960
25-2021	Elementary School Teachers, Except Special Education	950
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	880

Source: LWC Research & Statistics Unit, 2018 Occupational Projections

Decline

Top Five Louisiana Industries Forecasted to Lose Jobs by 2018:

- Transportation Equipment Manufacturing
- Construction of Buildings
- Crop Production
- Oil and Gas Extraction
- Miscellaneous Store Retailers

Occupations Projected to Decline Most Between 2008 and 2018

Two of the occupations showed a strong replacement need as workers will retire or leave occupations for other jobs. Laborers and Freight, Stock, and Material Movers, Hand, will need 1,520 workers a year to replace those leaving for other occupations or retiring. Cashiers, an entry-level occupation, will need 3,130 additional workers a year due to workers moving into other career fields. All of the occupations will have a projected annual replacement demand of at least 50 workers each. Projections demonstrate that even though the overall number of workers in these occupations is declining between 2008 and 2018, there will still be a replacement need in some occupations.

Standard Occupational Classification (SOC)	Occupational Title	Job Loss 10 Year
43-5081	Stock Clerks and Order Fillers	-1,630
43-6014	Secretaries, Except Legal, Medical, and Executive	-1,170
43-4071	File Clerks	-1,040
45-2092	Farm workers and Laborers, Crop, Nursery, and Greenhouse	-970
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	-960
53-7064	Packers and Packagers, Hand	-750
11-1021	General and Operations Managers	-670
41-2011	Cashiers	-640
43-4151	Order Clerks	-600
39-9099	Personal Care and Service Workers, All Other	-590

Source: LWC Research & Statistics Unit, 2018 Occupational Projections

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

Labor shortages can seriously impede economic growth and development; if labor is scarce, new firms cannot open and existing firms cannot expand. Labor shortages also indicate a general mismatch between worker supply and demand. Reported open-for-hire vacancies provide the most direct evidence of a labor shortage. A job vacancy survey is one way of determining the number and types of jobs available in specific industries at a specific point in time.

The LWC's Research and Statistics Division conducts Job Vacancy Surveys annually in cooperation with Louisiana State University.

Observations and findings from the second quarter 2010 survey results:

- 30,181 statewide job vacancies in 2010-Q2, down from 40,049 in 2009-Q2
A vacancy rate of 1.7% versus a rate of 2.1% in 2009
 - Wages rose slightly for vacant positions
 - 44 percent of the vacancies offered an average hourly wage of \$10.56 or more, while 56 percent offered less. Thirty percent of the vacancies offered an average hourly wage between \$7.56 and \$10.55.
 - There was a decrease in the number of vacancies in eight industry sectors, while four sectors saw gains in vacancies
 - Vacancies requiring up to two years of experience increased from 24 percent to 29 percent of all vacancies in 2010 – 2
 - No experience or some experience in any field made up 34 percent of all vacancies
 - Increase in demand for two-year and advanced degrees
 - High school education level or less had the most openings

Vacancies by Experience Level

Category	2010 Q2 Vacancies	Percent of Vacancies
No experience	37,205	26.8
Some in any field	26,711	27.9
Up to 2 years	20,987	29.3
More than 2 years	10,494	16.0

Source: LWC Research & Statistics Unit, 2010 Job Vacancy Survey

Vacancies by Education Level

Category	2010 Q2 Vacancies	Percent of Vacancies
High school diploma or less	17,724	63.1
Vocational Training	4,572	16.3
Two-year college degree	1,902	6.8
Bachelor's degree	2,750	9.8
Advanced degree	1,138	4.1

Source: LWC Research & Statistics Unit, 2010 Job Vacancy Survey

Top 10 Vacancies with the Most Reported Vacancies

Title	Vacancies
Welders, Cutters, Solderers, and Brazers	1,448
Retail Salespersons	1,226
Waiters and Waitresses	1,125
Personal and Home Care Aids	1,112
Truck Drivers, Heavy and Tractor-Trailer	1,031
Bartenders	713
Cashiers, except Gaming	686
Registered Nurses	640
Construction Laborers	590
Secretaries, except Legal, Medical, and Executive	514

Source: LWC Research & Statistics Unit, 2010 Job Vacancy Survey

Hourly Wage of Vacancies

Category	2010 Q2 Vacancies	Percent of Vacancies
over \$18.00	3,236	14.02
\$13.01-\$18.00	4,789	20.75
\$10.56-\$13.00	2,000	8.67
\$7.56-\$10.55	7,027	30.44
\$6.56-\$7.55	4,548	19.70
\$6.55 or less	1,484	6.43

Source: LWC Research & Statistics Unit, 2010 Job Vacancy Survey

The industry group that had the greatest number of vacancies was Education and Health Services with 6,849. The smallest number of vacancies was in the Public Administration group. A list of the industry groups, ranked in order of the highest number of vacancies, is shown in the table below. The vacancy rate is also provided. The vacancy rate is the number of vacancies divided by the total employment in the industry group.

Second Quarter 2010 Job Vacancies by Industry Groups

Industry Group	Number of Vacancies	Industry Employment	Median Hourly Wage	Vacancy Rate,%
Construction	2,313	136,103	\$15.00	1.7
Education & Health Services	6,849	464,513	12.62	1.5
Financial Activities	1,821	88,048	10.41	2.1
Information	501	27,361	14.42	1.8
Leisure & Hospitality	4,168	199,968	7.35	2.1
Manufacturing	1,630	138,964	15.00	1.2
Natural Resources & Mining	523	56,480	22.78	0.9
Other Services	2,556	48,005	8.00	5.3
Professional & Business Services	3,497	195,814	12.00	1.8
Public Administration	412	102,180	11.00	0.4
Trade, Transportation, & Utilities	5,262	381,837	11.00	1.4
Unclassified	649	4,945	9.50	13.1
Total:	30,181	1,844,218	\$10.71	1.6

Source: LWC Research & Statistics Unit, 2010 Job Vacancy Survey

D. What jobs/occupations are most critical to the state's economy?

Occupational projections provide estimates of occupations that are growing or declining based upon historical industry trends. Total occupational demand is the sum total of demand due to replacement plus demand due to new job growth. New growth can be considered as a proxy for critical occupations. Based upon those occupations showing the most new growth during the period to 2018 and having annual pay greater than \$24,000/year, the following top 10 list of high growth occupations was developed:

**Louisiana Top 10 Occupations Adding the Most Jobs Annually Through 2018
Annual Pay >\$24,000**

Occupational Code	Occupational Title	Annual Total Openings 2008 – 2018	2010 State Annual Average Wage	Educational Requirements	Occupational License Required
11-1021	General and Operations Managers	850	\$97,474	Work experience + Bachelor's or higher degree	
29-1111	Registered Nurses	1,660	\$60,721	Associate degree	Lic. Req.
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	660	\$52,664	Moderate-term training & Experience	
25-2021	Elementary School Teachers, Except Special Education	950	\$44,622	Bachelor's degree	Lic. Req.
29-2061	Licensed Practical and Licensed Vocational Nurses	730	\$37,564	Postsecondary vocational	Lic. Req.
53-3032	Truck Drivers, Heavy and Tractor-Trailer	690	\$35,203	Moderate-term training & Experience	Lic. Req.
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	780	\$34,002	Work experience in a related occupation	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	710	\$31,615	Moderate-term training & Experience	
43-4051	Customer Service Representatives	1,250	\$27,131	Moderate-term training & Experience	
43-6014	Secretaries, Except Legal, Medical, and Executive	620	\$26,634	Moderate-term training & Experience	Cert. Avail.

Source: LWC Research & Statistics Unit, 2018 Occupational Projections

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

Technical requirements for current jobs and developing new jobs mandate that our workforce participate in life-long learning in order to consistently upgrade their skills. The knowledge and skill needs for the top10 high-growth occupations appear in the following two tables:

Knowledge Required for Occupations

	General and Operations Managers	Registered Nurses	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Elementary School Teachers, Except Special Education	Licensed Practical and Licensed Vocational Nurses	First-Line Supervisors / Managers of Retail Sales Workers	Truck Drivers, Heavy and Tractor-Trailer	Bookkeeping, Accounting, and Auditing Clerks	Customer Service Representatives	Secretaries, Except Legal, Medical, and Executive
Administration and Management	•		•		•	•				•
Biology		•			•					
Clerical	•			•				•	•	•
Computers and Electronics	•			•				•		•
Customer and Personal Service	•	•	•	•	•	•		•	•	•
Economics and Accounting	•		•					•		
Education and Training		•		•	•					
English Language	•	•	•	•	•	•	•	•	•	•
Geography				•						
History and Archeology				•						
Law and Government							•			
Mathematics	•	•	•	•	•		•	•	•	
Medicine and Dentistry		•			•					
Personnel and Human Resources	•									
Production and Processing	•		•							
Psychology		•		•	•					
Public Safety and Security		•		•			•			
Sales and Marketing	•		•							
Sociology and Anthropology		•								
Therapy and Counseling		•			•					
Transportation							•			

Source: USDOL O*Net

Skills Required for Occupations

	General and Operations Managers	Registered Nurses	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Elementary School Teachers, Except Special Education	Licensed Practical and Licensed Vocational Nurses	First-Line Supervisors / Managers of Retail Sales Workers	Truck Drivers, Heavy and Tractor-Trailer	Bookkeeping, Accounting, and Auditing Clerks	Customer Service Representatives	Secretaries, Except Legal, Medical, and Executive
Active Learning		•	•	•		•		•	•	•
Active Listening	•	•	•	•	•	•	•	•	•	•
Complex Problem Solving	•				•					
Coordination	•	•	•		•		•			
Critical Thinking	•	•		•	•	•	•	•	•	•
Equipment Maintenance							•			
Instructing				•		•				
Judgment and Decision Making	•					•	•			
Learning Strategies				•				•	•	•
Management of Personnel Resources	•					•				
Mathematics							•	•		
Monitoring	•	•		•	•	•			•	•
Negotiation			•							
Persuasion			•							
Reading Comprehension	•	•	•	•	•	•	•	•	•	•
Service Orientation		•	•		•	•			•	
Social Perceptiveness		•	•		•			•		•
Speaking	•	•	•	•	•		•	•	•	•
Time Management	•		•	•	•	•	•	•	•	•
Troubleshooting							•			
Writing		•		•				•	•	•

Source: USDOL O*Net

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

The 2010 Census data released in February 2010 showed Louisiana's population at 4,533,372, an increase of 64,396, or 1.4 percent, since the 2000 Census release. Orleans Parish reflects a 140,845 population decline caused by Hurricane Katrina. However, there has been substantial population growth even in the face of another significant hurricane in 2008. Current projections indicate the Louisiana population under the age of 18 is decreasing, while the population over the age of 65 is increasing. This may be indicative of a tightening of the available workforce with the number of retirements outpacing the entry into the workforce from the under-18 population. The most recently available workforce projections indicate that the workforce will grow to 2,207,002 by 2018, representing a 10-year increase of nearly 8.1 percent. With an increasing demand in the workforce that is outpacing the projected population growth, there is a potentially significant tightness in the Louisiana workforce. Increasing the high school graduation rate to create a larger workforce becomes increasingly important as the gap between demand and supply becomes more strained.

The recent national economic crisis has led to substantially higher unemployment rates across the United States. However, the Louisiana rates have not been increasing at the same rate. The unemployment rate in Louisiana has increased to 8 percent for February 2011, from 6.9 percent for last February due primarily to the national financial crisis that began in 2009. The U.S. unemployment rate at 8.9 percent in February 2011 is just beginning to show a gradual decline after increases to more than 10 percent at the beginning of 2010. There are likely two major reasons why Louisiana's rates are increasing at a much lower rate. First, the recovery and rebuilding from the hurricanes was cushioning the state from the worst of the national recession. However, the construction industry showed year-to-year declines as financial institutions withheld lending money. February 2011 nonfarm data showed an increase of 3,000 construction jobs over the month, the largest over-the-month gain since January 2006. The U.S. construction industry experienced a 27.5 percent decline comparing February 2011 to January 2006. This national recession cause the civilian labor force series that were above pre-Katrina level in 2008 to constrict in 2009 and slowly start to regain lost ground at the end of 2010. Nonfarm employment has followed the same pattern with annual losses at the total industry level beginning February 2009 and continuing throughout much of 2010. Hopefully this tide has turned as nonfarm employment has gained 9,400 workers in January and an additional 17,300 in February 2011.

G. Is the State experiencing any "in-migration" or "out-migration" of workers that impact the labor pool?

Based upon studies conducted after the 2005 hurricanes, it appears that out migration continues to be a problem in Louisiana although the extent is not precisely known. The American Community Survey conducted in July 2008 showed that Louisiana's population shrunk to 4,410,796 compared to a count of 4,468,976 during the 2000 Census. However, it does represent an increase of more than 37,000 over the 2007 figure of 4,373,310.

An article published by LSU and the state census demographer stated that from July 1, 2008 to July 1, 2009, Louisiana gained 18,123 residents through positive net migration (i.e. more moved into the state than moved out). This is the first time we have had consistent positive net migration since 1981.

The migration we are seeing is likely not a result of post Katrina repopulation and is likely due to our favorable unemployment rate relative to the rest of the country. The annual average unemployment rate in Louisiana for 2008 was 4.4 percent, which was 1.4 percent lower than the national rate of 5.8 percent.

For the decade, Louisiana led the nation in migration-based population loss (negative net migration largely due to Katrina). However, the 2010 census with an additional 64,396 individuals

over the 2000 census level has surpassed the pre-Katrina population totals for a 2010 count of 4,529,426.

The net migration between 2005 and 2009 is not unprecedented for Louisiana. Between 1985 and 1990, Louisiana lost between 250,000 – 300,000 residents to negative net migration. Louisiana’s 1985 population was 4,408,118, and we did not cross the 4.4 million threshold again until 1997.

Despite the favorable migration trends, we will still lose national representation during the redistricting in 2010 census results.

Though we do not know much about those who moved to Louisiana between 2008 and 2009, data on the 2007 – 2008 migration stream indicate that we are losing people with bachelor’s and graduate degrees and gaining people with associate degrees, some college, high school diplomas only, and people not completing high school. Also, the household income of immigrants is lower than that of the out-migrants.

The 2005 – 2009 composite report from the American Community survey showed:

2005 – 2009 American Community Survey*		
Total Population	4,351,142	% of Total
Same house 1 year ago	3,693,857	84.9
Moved within same parish	407,611	9.4
Move from different parish but stayed in state	184,967	4.3
Moved from different state	105,529	2.4
Moved from abroad	13,178	0.3

* Table B07003 Graphical Mobility in the past year.

Source: U.S. Census Bureau, American Community Survey

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

Employer feedback indicates that Louisiana’s labor pool lacks skills related to technology, literacy, communications, work ethic and civic responsibility. Below is a breakout of skills needed for new high-growth occupations to the year 2018:

Knowledge Required for Occupations

	General and Operations Managers	Registered Nurses	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Elementary School Teachers, Except Special Education	Licensed Practical and Licensed Vocational Nurses	First-Line Supervisors / Managers of Retail Sales Workers	Truck Drivers, Heavy and Tractor-Trailer	Bookkeeping, Accounting, and Auditing Clerks	Customer Service Representatives	Secretaries, Except Legal, Medical, and Executive
Administration & Management	•		•		•	•				•
Biology		•			•					
Clerical	•			•				•	•	•
Computers and Electronics	•			•				•		•
Customer & Personal Service	•	•	•	•	•	•		•	•	•
Economics and Accounting	•		•					•		
Education and Training		•		•	•					
English Language	•	•	•	•	•	•	•	•	•	•
Geography				•						
History and Archeology				•						
Law and Government							•			
Mathematics	•	•	•	•	•		•	•	•	
Medicine and Dentistry		•			•					
Personnel & Human Resources	•									
Production and Processing	•		•							
Psychology		•		•	•					
Public Safety and Security		•		•			•			
Sales and Marketing	•		•							
Sociology and Anthropology		•								
Therapy and Counseling		•			•					
Transportation							•			

Source: USDOL O*Net

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

In July and August 2008, then-LWC Executive Director Tim Barfield, Louisiana Community and Technical College System President Dr. Joe May, and representatives of several cabinet members toured the state to hear firsthand about the needs of business and industry and their thoughts about workforce development activities in Louisiana. The prime issues raised in every region of the state were that too many job seekers lacked soft skills, had substance abuse issues, lacked literacy and numeracy skills at a functional level, and the available labor pool was too small. It was also felt that the state should do more to address what they perceived as a workforce crisis.

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

A systemic transformation of Louisiana's approach to workforce development will require an extensive, sustained effort over several years. The comprehensive plan to redesign workforce development includes these key components:

- Strengthen and prioritize community and technical colleges to match workforce needs, meet market demand, and fill available jobs.
 - Utilize guiding criteria in the funding formula for two-year institutions that will better account for real program costs and create incentives for strengthening high-demand programs.
 - Develop “centers of excellence” at LCTCS campuses to focus on key industries in each economic region and coordinate workforce development planning and activities across relevant public- and private-sector entities. Regular interaction among business leaders, the community and technical college system, Workforce Investment Boards, state agencies, local stakeholders, and four-year universities will consolidate sector-specific information and translate research into curriculum development, flexible workforce training, and quality practice in high-demand fields.
 - “Day One Guarantee” for Louisiana employers that hire workers with LCTCS degrees and/or certificates. The state provides additional training at no cost for workers who do not demonstrate reasonable standards of performance.
- Immediately respond to urgent workforce opportunities and challenges.
 - A standing training fund has been established for high-demand, high-cost training programs at LCTCS as determined by market demand and economic and employment projections. Allocated dollars supplement the higher cost of high-demand occupational training and jump-start the response of frontline LCTCS programs.
 - A nationally recognized “Fast Start” program provides customized, turnkey workforce training solutions for business expansion and recruitment. The program supports LED efforts in partnership with LWC and LCTCS.
- Maximize the input of business and industry to realign and integrate Louisiana's workforce strategy at the statewide and regional levels.
 - In addition to maintaining the responsibilities of the former Louisiana Department of Labor, the LWC coordinates with other state agencies the integrated delivery of all education, training, employment, and apprenticeship programs across the state. The goal is coordinated or integrated administration, functions, and funding streams for more efficient and effective delivery of workforce training.
 - The Louisiana Workforce Investment Council (WIC) was established to serve as the statewide body to create a common vision for an integrated workforce delivery system

and advise the governor with strategies to meet the needs of the state's employers and workforce. The WIC includes representatives from key industries to serve alongside organized labor, parish and municipal leaders, and cabinet members from key state agencies.

- Membership of Louisiana's 18 Workforce Investment Boards (WIBs) is led by business leaders, half whom represent small businesses, in partnership with local government, organized labor, community-based organizations, educational agencies, and other groups. Similar to the state-level integration of programs, WIBs are being encouraged to consolidate and coordinate area workforce training and support services into a regional integrated delivery system that is easy to navigate for job seekers and employers alike.
- Expand career options of high school students.
 - Focus has been given to dual enrollment, which allows students to earn credit for college courses and workforce training while still in high school.
 - Public education reform efforts have had as an overarching goal to better prepare students for jobs, job training or post-secondary education. By exposing students to career and job training opportunities while they are enrolled in high school, their awareness of the relevance of their education increase and they have a greater incentive to graduate.
- Cultivating alternative career pathways
 - Aggressively expand career and technical education program offerings in public schools
 - Implement robust marketing/communications campaign to educate students and their families on viable career tracks that involve vocational and technical education

VI. Overarching State Strategies

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

The Workforce Investment Council reviews programs involved in workforce development to determine available system resources. WIA Title I coordinates employed worker training with the state Incumbent Worker Training Program. At the regional level, WIA and IWTP staff determine if businesses are applying for both WIA and IWTP funding, and coordinate the training in each contract so there is no duplication of services, but rather a synergy of funding streams to produce the most effective result for developing a company's workforce. The governor's Division of Administration has created a State Grants Management Section that is charged with assisting state agencies, local governments and non-profits identify opportunities to apply for grants. It also operates the Louisiana Assistance Resource Center, whose duties include being a resource for grant writing information. This grant resource enables matching available grants to regional projects to meet the governor's priority areas in economic development, workforce development, education and health care.

The Louisiana Recovery Authority (LRA) was utilizing \$332.5 million to stimulate short-term and long-term economic recovery (due to hurricanes Katrina and Rita). \$38 million was allocated to the Recovery Workforce Training Program (RWTP) to provide trained employees for existing businesses and to rebuild the base for developing new, higher-wage jobs for southern Louisiana. This program was initially housed within the former Louisiana Workforce Commission and was re-assigned to the current LWC's Office of Workforce Development. The task of recovery of impacted areas increased the demand for skilled labor in the six key recovery sectors—construction, health care, transportation, advanced manufacturing, oil & gas, and the cultural sector. To date, 16 contracts remain totaling \$19,277,616. The program will end on June 30, 2011.

The LWC was given authority to administer the RWTP, and awarded 18 sub-recipient contracts. Funding was allocated to workforce intermediaries in the six recovery-critical sectors:

Advanced Manufacturing:	\$3,500,000.00
Construction:	\$11,250,000.00
Cultural Economy:	\$2,250,000.00
Healthcare:	\$14,000,000.00
Oil and Gas:	\$3,000,000.00
Transportation:	\$4,000,000.00

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

LWC's strategies are in line with the United States Department of Labor's (USDOL) strategic direction to ensure that the full spectrum of community assets are used in a demand-driven, integrated service delivery system with consistency in policy and service.

A systemic transformation of Louisiana's approach to workforce development will require an extensive, sustained effort over several years and includes these key components:

- Strengthen and prioritize community and technical colleges to match workforce needs, meet market demand, and fill available jobs.
 - Utilize guiding criteria in the funding formula for two-year institutions that will better account for real program costs and create incentives for strengthening high-demand programs.
 - Develop “centers of excellence” at LCTCS campuses to focus on key industries in each economic region and coordinate workforce development planning and activities across relevant public- and private-sector entities. Regular interaction among business leaders, the community and technical college system, Workforce Investment Boards, state agencies, local stakeholders, and four-year universities will consolidate sector-specific information and translate research into curriculum development, flexible workforce training, and quality practice in high-demand fields.
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- Maximize the input of business and industry to realign and integrate Louisiana's workforce strategy at the statewide and regional levels.
 - In addition to maintaining the responsibilities of the former Louisiana Department of Labor, the LWC coordinates with other state agencies the integrated delivery of all education, training, employment, and apprenticeship programs across the state. The goal is coordinated or integrated administration, functions, and funding streams for more efficient and effective delivery of workforce training.
 - The Louisiana Workforce Investment Council (WIC) was established to serve as the statewide body to create a common vision for an integrated workforce delivery system and advise the governor with strategies to meet the needs of the state's employers and workforce. The WIC includes representatives from key industries to serve alongside organized labor, parish and municipal leaders, and cabinet members from key state agencies.
 - Membership of Louisiana's 18 Workforce Investment Boards (WIBs) is led by business leaders, half whom represent small businesses, in partnership with local government, organized labor, community-based organizations, educational agencies, and other groups. Similar to the state-level integration of programs, WIBs are being encouraged to consolidate and coordinate area workforce training and support services into a regional integrated delivery system that is easy to navigate for job seekers and employers alike.

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 - Public education reform efforts have had as an overarching goal to better prepare students for jobs, job training or post-secondary education. By exposing students to career and job training opportunities while they are enrolled in high school, their awareness of the relevance of their education increases and they have a greater incentive to graduate.

C. Based on the State’s economic and labor market analysis, what strategies has the State implemented or plans to implement to target industries and occupations within the State that are high growth, high demand, and vital to the State’s economy? Consider industries projected to add substantial number of new jobs/significant impact on economy/impact on growth of other industries/transformed by technology and innovation that require new skill sets for worker/new emerging or expected to grow.

An Occupational Forecasting Conference (OFC) projects job growth and demand for the purposes of state planning and budgeting. The official information disseminated by the OFC includes projections for the state as a whole, as well as for the eight regional labor market areas (RLMAs). The official forecast and final report of the “Top Demand Occupations List” serves as a tool for developing long-term strategies in providing appropriate training to meet the needs of a skilled labor force.

The OFC provides information that allows for data-driven strategies for promoting and disseminating the final report to the appropriate stakeholders, as determined by the OFC. One of the critical areas is trained healthcare workers.

Within this profession, occupations are represented in which there are a large number of projected openings. Additionally, trained healthcare workers represent the highest percentage of openings in the healthcare industry.

The connection between WIC’s occupational forecasting activities and its role in driving funding for community and technical colleges is another critical integration component that was developed during the past year and is being phased in. The first input into the LCTCS formula for the courses it will fund at its campuses across the state will be the list of demand occupations certified by the WIC. No longer will community and technical colleges be funded only on a per-student basis. The new formula, which is being phased in, will encourage campuses to recruit students for the programs that will be funded, and they will be those programs aimed at preparing students for demand occupations.

D. What State strategies are in place to promote and develop ongoing and sustained strategic partnerships for the purpose of continuously identifying workforce challenges and developing solutions to target industries’ workforce challenges?

Louisiana is developing strategic partnerships to address educational and economic development challenges on several levels. The state examined the use of sector-based approaches to meeting the needs of businesses on a regional level.

WorkKeys® is being utilized in workforce development programs. Participants in Veterans, WIA, Rapid Response, TAA and LEAP may be tested and their scores matched to specific jobs and training opportunities. Agencies participating in Louisiana’s National Career Readiness Certificate initiative provide participants a portable credential that assures businesses that the job seeker

possesses the basic foundational/cognitive skills needed for specific jobs. When there are gaps between the participant's basic skill levels and those required by the business profile, workplace literacy assistance is provided through the One-Stop system by various partners (adult education, LCTCS, Business & Career Solutions Centers, etc.) This coordination of services avoids duplication of services and reduces costs. The LWC has convened an Industry-Based Certification (IBCs) committee that tracks and oversees the development and integration of IBCs into training curriculum. All of the agencies involved in workforce development participate on this committee.

Membership on the OFC includes representation by labor, business, LWC, LED and education.

Louisiana Workforce Supply and Demand Forecast Simulation

The Center for Business and Information Technologies (CBIT), the B.I. Moody III College of Business Administration, and the Picard Center for Child Development and Lifelong Learning, all at the University of Louisiana at Lafayette, are developing a Louisiana Workforce Supply and Demand Simulation tool. This simulation tool will incorporate the Louisiana Industry and Occupational Employment Projections Process, along with a new Louisiana Workforce Supply Forecasting Model, into a simulation environment. The simulation tool will be able to analyze the gaps between Louisiana's demand and supply of workers by skill, industry, and region. It will have the capacity to answer "what if" questions for policy formulation and analysis. Using historical data to develop trends and correlations, the Louisiana Workforce Supply Forecasting Model will forecast the demographic makeup of the Louisiana workforce along several factors, such as age, education, skills, income levels, parish, net migration, industry, etc. The simulation tool will have the capability to compare the supply and demand for labor skills to assist education, disaster recovery and economic development policy analysis. This model will be populated with data from multiple sources throughout the state, including Louisiana Industry and Occupational employment projections, historical public school enrollment and graduation numbers from the Department of Education, enrollment and degree completion numbers from the Board of Regents and the Federal Perkins Career Pathways and Career Clusters crosswalk between educational programs and occupations. Additional data, specifically used for the reporting capability, include adult GED completers, Office of Juvenile Justice (OJJ) profile data, state-in-out migration, and socio-economic data.

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

The OFC identifies high-growth and high-demand occupations. Several LWIAs have Individual Training Account (ITA) policies that provide additional assistance for individuals seeking training in these areas. LWC is working with all LWIAs to implement these policies and institute an expedited process to enroll participants in training that leads to employment in high growth/demand industries. LWC and the LWIAs have developed a new process that provides all job seekers with workforce information related to high growth/demand occupations with career ladders. Staff assists job seekers in determining what skills they possess and determine what skills they need to develop and if training is an appropriate option. The Louisiana Virtual One Stop (LAVOS) displays high growth/demand occupations integrated with O*Net information linked to job openings and training opportunities on the Internet to assist job seekers and students. A comprehensive Career Planning Guide was developed and published in 2010 to serve as a career guide for students and adults seeking new careers. The guide was a joint effort by LWC, Board of Regents, Department of Education and LCTCS and includes information on regional demand jobs and salaries, top employing industries in the state based on career cluster, educational programs and certifications available in the state by career cluster, and true-life accounts of Louisiana students and workers in various demand occupations. Well received by school counselors and those involved in skills development and job placement, the guide was updated with the latest occupational forecast numbers and will serve as a primary resource for the next two years.

The Incumbent Worker Training Program is designed to fund employee training in demand occupations as outlined above. Because demand occupations vary by region, each grant will be evaluated using regional demand occupation data. As targeted industries in each region are identified, these sectors will be considered as criteria in the evaluation of future IWTP grants.

F. What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of state's economic strategy?

During the 2004 session of the Louisiana Legislature, legislation relative to self-employment was enacted (R.S. 23:1553(b)(12) and 1604) to provide for the non-charging of benefits in order to establish a self-employment assistance program where an individual participates for the purpose of establishing a business and becoming self-employed.

To assist individuals who may be interested in pursuing a goal of self-employment, LWC is working toward expanding their Educational Consumer Information database to include entities that provide entrepreneurial training, business counseling and technical assistance.

In 2004, as a direct result of meetings with small businesses, the state enacted the Small Business Employee Training Program. The purpose was to provide incumbent worker training to Louisiana-based businesses that have 50 or fewer employees. Employers can be reimbursed up to \$3,000.00 per trainee per state fiscal year. This program is funded at 2.3 percent of the funds available for the Incumbent Worker Training Program.

The state has university offices staffed by the US Small Business Administration (SBA) to assist small business with information on how to access funds to enhance their business operations. Additionally, the state has Small Business Development Centers throughout the state that offer services to small businesses. LED has an Entrepreneurship Division that assists Louisiana citizens in starting a new business, providing services that include Angel Investor tax credits and business incubator opportunities.

G. How are the funds reserved for Statewide activities used to incentivize the entities that make up the State's workforce system at the State and local levels to achieve the Governor's vision and address the national strategic direction in part I?

Louisiana uses funds reserved for statewide activities to:

- Support and enhance the Louisiana Virtual One-Stop System that provides businesses and job seekers with self-service workforce information related to jobs in demand, skill requirements, training and employment opportunities, including JAWS-enabled access for the disabled. It provides workforce staff with integrated case management, assessment, reporting, enrollment and tracking.
- Increase Rapid Response services and early intervention programs for Unemployment Insurance claimants who have been identified as unlikely to return to their prior jobs.
- Provide technical assistance, training, research and evaluation. LWC is working to establish a training institute to provide training and certification to state and local workforce development professionals and provide staff training by national experts to assist staff in better serving businesses and job seekers, including out-of-school youth, and to identify problems and develop strategies to resolve them.
- Develop innovative projects with faith-based and community organizations to identify job seekers in need of services and link these individuals to Business & Career Solutions Centers.
- Administer the workforce investment system and provide local area incentives based on performance. The state is developing a regional incentive policy to award LWIAs that meet incentive criteria.

- Support of innovative programs, demonstration projects and services to special populations. The state will develop pilot projects using intermediaries to identify target areas and deliver solutions.

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

Through the local workforce boards and youth councils, programs are being integrated and coordinated to both provide youth with the resources and skills necessary to succeed in the state’s economy and assist in closing the poverty gap in this state. The system will broaden and enhance youths’ connections to post-secondary education opportunities, leadership development activities, mentoring training, community service, and other community resources.

LWC is working with juvenile justice to develop a system to link incarcerated youth being paroled back to their local area with WIA youth programs. As the youth are connected to their parole officer, they will register in LAVOS and be linked to a supportive adult in the Business & Career Solutions Center (BCSC) to help them determine if employment and/or training/education is appropriate. This will assist them in linking career planning and goal setting as part of their reattachment process. BCSC staff work to identify youth 18 – 21 who apply for unemployment insurance as potential WIA participants and provide them with linkages to high demand/growth occupations and assist them in building career plans that provide training and entry to jobs with career ladders.

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

1. A System Dedicated to the Success of Young People

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

2. A System Designed by Young People

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

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

Young people who have dropped out of school or have completed high school but lack job skills are helped by establishing a career path to further education and a rapid attachment to work. The system will continue to assist youth in building transferable skills through post-employment strategies, not only on their first job, but also their second job and beyond, including service interventions that assist young people in attaining, retaining and advancing to better jobs. The system will design interventions that provide employability and skills training to succeed at each step of a young person’s career development.

4. *A System that is Locally Driven*

Progressive programming strategies within each of the defined workforce investment areas will drive the system. Proactive WIBs and Youth Councils will spearhead the governance of the system by taking a clear, no-nonsense approach to identifying and addressing youth issues. These governing bodies will oversee the system by convening partners and advocating strong youth policy and quality programming practices.

5. *A System of Committed Partners*

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

6. *A System Responsive to Business Needs*

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

7. *A System Built on Promising Practices*

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

8. *A System Committed to Continuous Improvement*

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

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

Louisiana's ethics reform law enacted in 2008 had some unintentional consequences for LWIBs. Under Louisiana's ethics law, all LWIBs created by two or more political subdivisions, or established by a single parish governing authority with a population in excess of 200,000, must file financial disclosure forms with the Louisiana Ethics Administration. The financial disclosure form must include not only information concerning the employment and source of income of the board member, but also of the board member's spouse. Fifteen of the 18 LWIBs are affected by this new law. The LWIBs throughout the state worked diligently to overcome the resignations of many WIB members due to the new law and are now in full compliance. The boards of all 18 WIBs are now certified.

J. Describe how the state will take advantage of flexibility provisions in WIA for waivers?

Louisiana recognizes workforce development as a major economic issue and strongly supports federal legislation that would better integrate the WIA and Wagner-Peyser systems and funding streams. The state is submitting a series of waiver requests to support LWC's service integration and system alignment model in order to help streamline services, continue to promote ongoing integration efforts, remove duplication and save administrative costs. The package of waivers being submitted by Louisiana is outlined in Section XI. The state feels this package of interrelated waivers should be strongly considered for approval by USDOL. Both state and local partners have worked together to identify those areas that impede progress, force service duplication and incur staff costs that could be better used for training. These waiver requests are the result of this collaborative effort.

VII. Major State Policies and Requirements

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

LAVOS is Louisiana's mechanism to track activities and outcomes for various programs, including but not limited to: WIA, Wagner-Peyser, LEAP, TAA, Rapid Response, and the Veterans Program, along with employer services. Efforts have been made to link the system to the Unemployment Insurance program to provide access to services for all unemployment claimants and data and wage record information for the system. All workforce system customers, both in BCSCs and through the Internet, have access to real-time employment and training information. This provides for integrated service delivery linked to workforce information, including wage, growth and job skill requirements. Job seekers can make informed career decisions by matching their interests, skills, work habits, WorkKeys scores and financial needs to specific training and employment opportunities in their area. All USDOL-funded programs have the capacity to share information and leverage resources, providing customers with seamless service delivery. This common data collection enables Louisiana to fully implement the common measures.

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

LWC's Office of Workforce Development (OWD) brings together all ETA-funded employment and training programs, including WIA Title I, Rapid Response, Wagner-Peyser, TAA, Veterans programs, LEAP and Work Opportunity Tax Credit (WOTC). Also, OWD manages the CSBG program and, in 2010, programs of Louisiana Rehabilitation Services (LRS) were added. With workforce development programs all centrally managed regardless of funding stream, the OWD is able to build integrated work processes and assist the local LWIAs in modeling similar strategies.

LWC's service integration and system alignment model has reduced program requirements, made more efficient use of limited resources, and equalized work across staff. LWC is working with all areas to determine the most cost-effective service delivery methods. Since economy is local, each area is developing solutions to provide services at locations that meet the needs of their citizens, ranging from small neighborhood centers to community college campuses to separate business centers.

LWC believes that a sound economic base is essential to maintaining the quality of life in Louisiana. LWC supports economic development by encouraging and supporting businesses in promoting full employment for our residents. It is evident that the availability of labor is a key regional economic factor. As firms locate or expand in the state, a sufficient supply of skilled labor—a vibrant and diverse applicant pool—is necessary for continued economic success. This potential labor supply is derived from several sources, including current workers, underemployed, unemployed, youth, ex-offenders, recent graduates entering the workforce, and people re-entering the workforce.

Historically, workforce development "programs" have been created to react to economic drivers. When unemployment is high, the job seeker is the focus and all services have a tendency to shift to a "training first" design. Conversely, when unemployment is low, programs may then be dismantled and shifted to a "work first" design. What remains constant, however, is that business requirements shape the goals and services of the LWC system.

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

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

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

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

LWC initially implemented an integrated policy guidance system that provides the same information to all state and local staff. Staff previously assigned to work in specific LWIAs are now working with all programs, including Wagner-Peyser and Veterans programs, to provide consistency in technical assistance.

LWC is developing a staff training institute for workforce development staff. Courses are developed to meet the needs of the collective workforce development system and its partners.

LWC has developed a series of policies (Policy 9 series) outlining the standardization of OWD's Integrated Service Model Work Processes in order to fully develop a seamless integrated system. The goals of the OWD redesign project are (1) restructuring the delivery of employment and training services to eliminate duplication of services; (2) ensuring that the business needs of hiring, retention, training and advancement of workers is the system's driving force; and (3) connecting businesses that are looking for qualified workers with individuals seeking employment. This strategic vision required alignment of workforce services functions across Wagner-Peyser and WIA programs, as well as workforce programs funded through these federal/state monies.

Integrated team-based service delivery provides an increased opportunity for true universal access. The state will continue to develop and refine strategies to meet the needs of targeted populations in its workforce system.

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

In accordance with requirements of WIA to ensure that workforce training dollars are expended on training that leads to occupations with expected growth, Act 743 of the 2008 Regular Legislative Session established the Occupational Forecasting Conference (OFC). OFC is

charged with the task of projecting job growth and demand for the purposes of state planning and budgeting. The official information disseminated by the OFC includes projections for the state as a whole, as well as for the eight RLMAs. The OFC provides recommendations to the WIC for consideration in establishing acceptable standards for defining occupations in demand.

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

In addition, the entire occupational demand list is easily accessible on LWC's website at http://www.laworks.net/LaborMarketInfo/LMI_OccAllProj.asp?years=20082018

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

Workforce information will be developed to meet the needs of many end users, such as attracting new business, developing layoff avoidance measures, and developing education policy. Information is available in various formats to meet customer needs and expectations.

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

In 2010, the OWD Apprenticeship Division developed the first LWC statewide policy (policy number LWIA 05-10) regarding apprenticeship, titled WIA Certification and Implementation Process for Registered Apprenticeship Programs as Eligible Training Program Providers. It specifies how registered apprenticeship programs on the Eligible Training Providers List (ETPL) are eligible to receive WIA funding. It was approved and issued by OWD in late 2010 and presented at the January 2011 quarterly OWD statewide meeting to WIB leadership. In addition, the Apprenticeship state law and administrative rules have been revised to attain compliance with recent changes in federal regulations 29 CFR Part 29. The amendments to the law (Louisiana R.S. 23:381-392) were made official in August 2010 by Gov. Jindal. The substantial modifications to the administrative rules have also been made and are currently moving through the Louisiana Division of Administration's process for promulgating new or amended rules. The revised rules were modified to require the integration of apprenticeship programs with BCSCs.

LWC's Scorecard staff has gone to great lengths to ensure that the statewide ETPL contains a broad array of apprenticeship programs. Ongoing discussions have taken place with apprenticeship program sponsors to encourage new and continued partnerships with their local BCSCs, despite continuing funding challenges. The Apprenticeship Division conducts workshops and webinars to communicate changes in the ETPL and provides ongoing technical assistance to program sponsors who need assistance with the application procedures in LAVOS.

VIII. Integration of One-Stop Service Delivery

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

Louisiana is working toward true integration of its Business and Career Solutions system. LWC is moving toward further integration of services at the local level, either through the co-location of or referral to the following agencies or programs: Louisiana Rehabilitation Services, local community action agencies, LEAP, Disability Program Navigator (DPN), and other non-profit agency services where available. LWC has developed a strategic vision for USDOL-funded employment and training services and integrated work processes that allows for local flexibility based on state policy guidance. This includes promoting a more regional approach to services through the service delivery model, which will allow for increased local flexibility to meet diverse local challenges. Ideally, this regional approach will empower local WIA directors to set the overall policy and vision for the operation of their programs in the BCSCs in their area, within WIA and Wagner-Peyser regulations and in cooperation with the state. All BCSCs will provide the required core services to both job seekers and employers, and to ensure consistency in the quality of service delivery, LWC has developed standardized guidelines that BCSCs will be responsible to follow when developing their respective regional service delivery models. Additionally, LWC is reviewing and revising a center certification policy that addresses this new vision and the existing challenges being faced by the LWIAs.

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

All instructions, guidance and information are available through LWC's website; this ensures that all field staff are fully informed. These policies include service delivery guidelines, regional and local planning guidance, regional and local incentive policies, policies regarding services to veterans and individuals with disabilities, and business service strategies. Additionally, LWC is in the process of reviewing existing policies and processes to ensure that current policies are adequate, and if not, that additional policies are created and then made available.

LWC has issued a series of policies outlining the strategic vision for USDOL employment and training services and integrated work processes.

LWC is implementing an enhanced focus on sector strategies by developing industry and/or sector partnerships within regions to help facilities and measure progress toward targeted regional priorities. LWC will use a dual-customer approach, emphasizing seamless career pathways with support services that include needs-based payments for those engaged in priority or targeted training areas.

LWC will develop and enhance "bridge programs" for educationally disadvantaged youths and adults that emphasize basic skills like communication, math and problem solving in the context of training for advancement to better jobs and post-secondary training.

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

In an effort to promote integration in its BCSCs, Louisiana is examining local infrastructure costs, partner participation and funding structures. The WIBs have received guidance related to cost allocations. They are responsible for reviewing the MOUs and providing the administrative office

with a cost allocation plan according to either staff percentage or square footage. We are to receive a quarterly review of each plan. This process will be reviewed periodically to ensure that the costs are distributed on an equitable basis.

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

D. How does the State use the funds reserved for statewide activities to assist in the establishment and operation of One-Stop Solutions delivery systems?

The state uses discretionary funds to support innovative projects to enhance the quality of One-Stop services, staff professional development, maintenance of the training provider list, development of additional workforce information tools and projects, and enhancement of the Louisiana Virtual One-Stop System. The state has supplemented local areas that demonstrate a need for additional funding to provide training and services to customers. Training that will lead to certification of BCSC staff will be initiated over the course of the next year to maximize effectiveness and efficiency.

These efforts will target regional sector strategies, career pathways, bridge programs, and other mechanisms to identify, develop and meet business needs within the region. LWC will promote collaborations and/or integration of services across workforce entities to ensure participants can access quality, long-term training toward a self-sufficient career path in targeted industries or sectors. LWC will prioritize training that will offer portable credentials and/or industry-based certifications.

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

All of the agencies in Louisiana involved in workforce development have the same goal—to provide businesses with workers who possess the skills needed in today's competitive economy. LWC's vision is to be an indispensable provider of workforce solutions. The implementation of Louisiana's National Career Readiness Certificate, powered by WorkKeys, provides a mechanism for all agencies to work together to ensure that program participants are credentialed and have the requisite skills necessary to ready for work. Job seekers can get the NCRC through the BCSC system. Those in need of assistance to upgrade their skills would work with adult education and the LCTCS.

IX. Administration and Oversight of Local Workforce Investment System

A. Local Area Designations

Pursuant to the criteria set forth in section 116(a) of WIA, the governor designated 18 local workforce investment areas. These 18 areas are consistent with the eight regional labor market areas to ensure regional coordination and collaboration. A map showing the eight regional areas and the 18 workforce investment areas is attached.

The role of the state board in designating local workforce investment areas is prescribed in section 116(a) of WIA. In 1999, eight regional labor market areas were developed within the state. Within these regions, the WIC grandfathered the 18 local service delivery areas under JTPA as Workforce Investment Areas. Each LWIA must be recertified every two years following a review by the WIC of the local area's workforce board and youth council composition and performance for the preceding two years.

In accordance with section 116(a) (5) of WIA, a unit of general local government (including a combination of such units) or grant recipient that requests but is not granted designation of an area as a local area under paragraph (2) or (3) of section 116(a) may submit an appeal to the state board within 30 days of receipt of written notification of non-designation. The governor will provide a decision within 60 days of receipt of the appeal. If the appeal does not result in such designation, the Secretary of the U.S. Department of Labor, after receiving a request for review from the unit or grant recipient and on determining that the unit or grant recipient was not accorded procedural rights under the appeal process established in the State Plan or that the area meets the requirements of paragraph (2) or (3) of section 116(a) of WIA, as appropriate, may require that the area be designated as a local area.

LWC is advocating a more regional approach in the delivery of employment and training services for several reasons: 1) more cost-effective administration of services; 2) aligns with integrated work processes strategy; and 3) achieve better performance outcomes. Discussions are currently underway with the 18 WIBs to explore regional operational opportunities.

B. Workforce Investment Boards

Key principles regarding Local Workforce Investment Board implementation

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

Local boards are encouraged to focus their activities on strategic, not operational, management of the local system. This allows for a wider range of key partners to help shape a clear, local vision that is consistent with the governor's goals and responsive to local needs.

These boards are selected based on key principles established by the governor, in partnership with the WIC.

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

Each LWIB must have a majority of business representatives and the balance of representation from education, organized labor, all One-Stop partners, community-based organizations, economic development agencies and others, utilizing the following guidelines:

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

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

The post-secondary education representative is appointed by the chief elected official from a list of up to three nominees, jointly agreed upon by local post-secondary entities.
- Representatives of each of the One-Stop partners in their local workforce investment area are appointed by the chief elected official from among a list of up to three nominees, submitted jointly by the participating One-Stop partners, identified through the local memorandum of understanding. Louisiana Rehabilitation Services is a member of each LWIB. Under Section 121(b) (1)(A) of the WIA, a community action agency is a required member of the system. The WIC and LWC have worked with local chief elected officials and the LWIBs to define their local representation as well as to add members as appropriate.
- The representative(s) of labor organizations is appointed from among a list of up to three nominees, submitted jointly by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees.
- The representative(s) of community-based organizations is appointed from a list of up to three nominees, submitted jointly by area community-based organizations, including organizations representing people with disabilities and veterans.
- The representative(s) of economic development agencies is appointed from a list of up to three nominees, submitted jointly by area economic development agencies, including private-sector economic development entities.
- Other individuals or representatives of entities that the chief elected official deems to be appropriate may also be appointed.

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

The structure of the One-Stop partner committee requires approval by the WIC. Current requirements result in large, unwieldy boards that experience difficulties conducting business. One reason for the large number of public-sector members is the requirement that each local board must contain at least one member representing each One-Stop partner. This has the potential to require 17 public and 18 private-sector members, before the other required members. The large number of public-sector members is one of the reasons private-sector members frequently do not attend meetings. The One-Stop partners already meet as part of Business and Career Solutions committees to discuss workforce development issues, coordination and organization as part of the MOU process

Regional planning shall be a required activity of LWIBs within each designated labor market planning area. As part of LWC's initiative, all LWIBs in the state are developing regional business sector services and strategies delivered by integrated teams through the BCSC system.

Duties of a LWIB, in partnership with the CEO, shall include:

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

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

C. How will the State build the capacity of Local Boards to develop and manage high performing local workforce investment system?

The state is building the capacity of local boards and youth councils through a well-established system of regional partnerships facilitated by staff of the WIC and LWC, employing core strategies to build capacity of key stakeholders:

1. Cross-pollination of best practices through site visits, conferences and collaboration across regions and with other states
2. Increasing investments in promising practices through assisting partnerships in writing grants and leveraging investments of employer associations and industry consortia
3. Devising an effective grant process for funding research-based youth programs. LWC and WIC staff facilitators work with LWIBs in developing criteria for awarding grants for youth activities. Examples include "target-sector" employment strategies for out-of-school youth and alternative schools offering an alternate diploma.

4. Training is being developed that will lead to certification for WIB members and will be initiated over the course of the next year which will maximize effectiveness and efficiency.

LWC and the Workforce Investment Council will work with the LWIBs to become more strategic than programmatic by providing assistance to the boards to write strategic plans in a similar manner as the state. The state has worked with the LWIBs to be more demand driven and responsive to employer needs in the area by integrating and utilizing all One-Stop partner services.

Staff Capacity Building

LWC is participating in joint local and state activities to improve technical and staff capabilities and will assist in the development and implementation of new technologies to improve services to customers. LWC-funded programs are involved in customer-focused team-building exercises as part of the reengineering/redesign project. Each of the initiatives is designed to facilitate the cross agency/cross program team building and coordination needed to build the Business and Career Solutions system and provide integrated services. We will develop staff capability to serve all types of customers, be sensitive to diversity and customize service plans.

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

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

LWC, in coordination with the WIC, provides policy guidance related to the development of local plans. Each area’s local plan includes WIA, Wagner-Peyser, Veterans, TAA, Rapid Response, LEAP and any other program as appropriate. The plans follow the USDOL Unified Planning Guidance aligned with the Louisiana State Plan and the national strategic vision. In addition, regional plans will build on these local plans. The state is currently analyzing demographic and prior performance information in anticipation of performance negotiations with USDOL. Local and regional performance negotiations with local boards will take place after federal negotiations. State technical assistance staff work with local areas on their plans. All local plans are reviewed prior to final submission to ensure that they address all requirements and are consistent with the USDOL and the state’s strategic vision. LWC and the WIC will work with the LWIBs to become more strategic than programmatic by providing assistance to the boards to write strategic plans in a manner similar to the state.

Regional Planning

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

To streamline Louisiana's system of workforce development programs and make them more responsive to regional/parish needs and economic development priorities, the LWC has implemented the development of joint regional plans by the WIBs within each Labor Market Area (LMA).

1. Joint regional planning process. LWC has established and issued criteria and an outline for joint planning by all WIBs within each LMA; with input from workforce training partners in conjunction with the local plan requirements.
2. Regional plan components. LWC has developed recommended components for the regional plan; including, but not limited to:
 - a. A method to use forecasting information, labor market information and employer surveys to identify demand occupations, identify academic/workplace competencies needed, and jointly prioritize or rank order training needs in the LMA
 - b. A commitment to focus all publicly funded education, employment and training programs on educating and training clients for jobs with career advancement pathways and higher levels of compensation
 - c. The negotiating of regional performance measures
 - d. A process for determining a minimum percentage of funding for training
 - e. A process for the coordination of multiple Business and Career Solutions Centers within the LMA
 - f. A commitment to align training programs
 - g. A plan for working with other agencies and organizations to coordinate transportation, child care and other support services
 - h. A regional leadership strategy to identify emerging issues, developing regional support strategies as needed, and keeping pace with federal and state regulations on changes
 - i. A plan for developing uniform criteria and application procedures among multiple WIBs in a region to ensure easy access to programs by business

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

1. Better respond to industry demand;
2. Maximize clients' career and earning potential; and
3. Recover the investment in these programs in the form of revenue to the State

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

E. Allocation Formulas

1. **If applicable, describe the methods and factors (including weights assigned to each factor) the State will use to distribute funds to local areas for the thirty percent discretionary formula Adult employment and training funds and Youth funds pursuant to §§ 128(b)(3)(B) and 133(b)(3)(B).**
2. **Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.**
3. **Describe the State's allocation formula for dislocated worker funds under § 133(b)(2)(B).**
4. **Describe how the individuals and entities on the State Board were involved in the development of the methods and factors, and how the State consulted with Chief Elected Officials in local areas throughout the State in determining such distribution.**

The formulas set forth at sections 128 and 133 of WIA will be utilized to allocate funds to local areas for PY11. The hold harmless provisions will be applied to ensure that there will be no significant shifts in funding levels.

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

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

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

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

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

- Unemployment Concentration — 25%

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

- Insured Unemployed without earnings — 20%

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

- Exhaustees (Long-Term Unemployed) — 25%

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

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

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

- Declining Industries — 15%

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

- Farmer/Rancher Economic Hardship — 5%

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

F. Provider Selection Policies

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

LWC has been designated as the agency responsible for the SCORECARD system that is used to determine the selection of service providers for Individual Training Accounts. LWC has worked with local workforce boards, training service providers, business, labor organizations and other state agencies in the development of policies and procedures for determining the initial and continuing eligibility for local level training providers.

Policy procedures on becoming an eligible training provider are revised and approved by the Louisiana Workforce Investment Council each calendar year and made available to all stakeholders. The policy outlines the types of training providers and training services that are eligible to be on the State Eligible Training Provider List (ETPL). The WIBs are responsible for notifying entities in their areas of the opportunity to apply for status as approved training providers. Prospective training providers are required to submit an application for each

individual program or course of study to be offered, for each physical location. Applications are considered by the applicable LWIB(s) within the regional labor market area in which the provider/program is geographically located.

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

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

The following standards were presented to the WIC as the state minimum performance levels:

Current Minimum Performance Standards for 2009 are:

- Program Completion Rate: (30%)
- Employment Rate: (50%)
- Wages at placement: (\$8.00 per hour or more)

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

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

The requirement for performance data may be waived by LWC for new providers only, upon a show of good cause. A "new program" has been defined as a program that did not exist in the previous year for a unique training provider, CIP code and degree type. A "new program" will be required to submit performance data for the first year in which adequate performance of program graduates is available. In addition, existing private and non-private training providers that are applying for eligibility for the first time and have not previously collected individual records based on Social Security Numbers shall also be considered a "new program."

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

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

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

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

Initial eligibility determination:

- i. A post secondary institution that is eligible to receive Federal funds under title IV of the Higher Education Act of 1965 and an entity that carries out programs under the Act of August 16, 1937 (commonly known as the "National Apprenticeship Act") shall include submission of an application to the LWIB. Applications submitted and approved during 2008 and were placed on the State ETPL will continue eligibility through December 31, 2011.
- ii. Any other public or private provider of a program of training services shall include submission of an application to the Local Workforce Investment Board accompanied with performance information. Applications submitted and approved during 2008 were placed on the State ETPL and will continue eligibility through December 31, 2011.

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

In an effort to promote quality training, the Louisiana Workforce Investment Council has approved a state minimum wage at placement performance level of \$8.00 an hour for programs providing training funded through WIA during calendar year 2011.

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

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

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

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

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

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

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

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

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

Denial of Training Programs by the LWIB

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

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

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

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

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

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

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

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

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

- a. Contracts for social services that would include adult and youth activities under Title I of WIA may be awarded without the necessity of competitive bidding or competitive negotiation only if the director of the Louisiana State Office of Contractual Review (OCR) determines that any one of the following conditions is present. The using agency shall document the condition present and such documentation shall be part of the contract record submitted to the office of contractual review.
 1. The services are available only from a single source (sole source). Sole source procurement shall be determined by the OCR director. A contract shall also be considered as sole source if a request for proposals is issued and only one or no proposals are received.
 2. The State legislature has made an appropriation for that particular contractor or contractors via the appropriation bill or other statutes.
 3. A quasi-public and/or nonprofit corporation, such as a parish voluntary council on aging, an area agency on aging, or an association of retarded children or equivalent, has been established in accordance with the State to provide the particular service involved in the contract.
 4. Local matching funds of greater than 10% of the contract amount are required to be contributed by the contractor. Such matching funds may be in the form of cash, certified expenditures or in-kind contributions, where applicable to the funding source.

5. The nature of the services being provided necessitates that a continuity of contractors be maintained as in but not limited to therapeutic and crisis support to clients and employment and training programs.
 6. An emergency exists which will not permit the delay in procurement necessitated by the request for proposal procedure. Such emergency shall be determined by the OCR director.
 7. The total contract amount is less than \$150,000 per 12-month period. Service requirements shall not be artificially divided so as to exempt contracts from the request for proposal process.
 8. The contract is with another governmental entity or governmental body.
 9. Funds are specifically designated by the federal government for a particular private or public contractor or political subdivision.
 10. The contract is with a social service contractor who supplies services under a contract in existence as of Nov. 30, 1985, as long as such contractor continues to supply substantially the same services and the using agency certifies:
 - a. The services are satisfactory.
 - b. They intend to continue contracting with that contractor.
- b.** If none of the conditions given above are determined by the OCR director to be present in a contract for social service, then that contract shall be awarded through a request for proposal process, under rules and regulations issued by the Louisiana State Office of Contractual Review.

For social service contracts not qualifying under the non-competitive procedures adequate public notice of the request for proposals shall be given by advertising in the official journal of the State, in the official journal of the parish in which the services are to be performed and such other newspapers, bulletins or other media as are appropriate in the circumstances. Such advertisements shall appear at least twice in the official journal of the State and twice in the official journal of the parish. If the services are to be performed in or made available to residents of a multi-parish area, advertising in the official journal of the State and in one or more newspapers of general circulation in the State at least twice shall be sufficient to meet this requirement. In all cases, the first advertisement shall appear at least 14 days before the last day that the proposals will be accepted. In addition, written notice shall be mailed to persons, firms or corporations who are known to be in a position to furnish such services, at least 14 days before the last day the proposals will be accepted. This last requirement is subject to reasonable limitation at the discretion of the using agency.

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

Institutions of high education, hospitals and other non-profit organizations are required to follow OMB Circular A-1 10 that is codified in the USDOL regulations at 29CFR part 95.

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

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

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

Each local workforce board has developed an RFP policy, using this and other local data to identify effective and ineffective basic skills, dropout prevention and work-readiness type programs. LWC has provided local workforce investment areas with a model RFP and REP policy and procedures guide. LWC has recommended that the local boards and youth councils use Title I funds to help fully develop the youth system to meet the 10 WIA program elements by working with consortiums of service providers to provide service solutions not stand alone programs. As local youth councils and boards develop community-wide strategies that address youth development principles, they are encouraged to look at the following to identify effective and ineffective youth activities and providers:

- Quality Management in programs characterized by sound management, experience and capabilities
- Youth Development programs exhibiting a conscious and professional reliance on the 10 required WIA program elements
- Workforce Development programs that connect youth to the workforce, make appropriate use of training, workplace exposure and work experience, consistently emphasizing the connection between learning and work
- Evidence of success in programs that collect and made credible use of performance data and other outcome measures that reflect their operational effectiveness

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

G. One-Stop Policies

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

Louisiana Local Workforce Investment Boards have been granted considerable authority and flexibility in determining how and to what level their required partners can be integrated into the Business and Career Solutions Centers. Required partners operate within the One-Stop system across the State to provide a full array of services for all populations. LWC and the Workforce Investment Council will work with the LWIBs to become more strategic than programmatic by providing assistance to the boards to write strategic plans in a similar manner as the state.

Within many of the local areas, required partners have representatives assigned to and housed within local Business and Career Solutions Centers on a full-time basis. Staff is fully integrated into operations and is available to service customers. Customers have myriad resources available to them through these collaborative partnerships.

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

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

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

LWC has developed a two-tier technical assistance model. Technical assistance staff housed in the administrative office review performance reports and financial expenditure levels. The MIS section has staff assigned to assist all LWC employment and training programs within each local workforce investment area. This integrated approach assists each LWIA with understanding their performance data, entering participant and employer data into the system, utilizing reports, and using case management functions in the system. MIS staff works with the program advisors to provide solutions to local areas. This will provide a more integrated approach to service delivery.

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

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

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

Between September 2009 and April 2010, the LWC and the Department of Children and Family Services (DCFS) conducted a pilot that focused on the implementation of a practical operations model that would more effectively utilize available LWC and DCFS resources in identifying job-ready customers and efficiently placing them into jobs that would offer a reasonable opportunity/career path. Key collaborators included the local community action agency (SMILE), and two local nonprofits, VITA and Goodwill Industries. The pilot project was limited initially to the pilot populations served through DCFS and/or LWC offices established in Lafayette Parish and eventually expanded to the surrounding seven parishes in the Greater-Acadiana Region. The following specific customer/program populations within LWC and DCFS participated in this pilot project:

- LRS – Vocational Rehabilitation Job Ready
- OFS – STEP and LaJet (TANF/Food Stamp clients)
- OCS – Youth transitioning out of foster care
- One-Stop Job Ready in Lafayette
- Out-of-School Youth
- SES (Child Support) – Non-custodial parents

By the end of the pilot project, 126 participants had gained employment. A number of elements of the project's lessons learned and best practices were incorporated in the STEP and LaJET program redesign, now known as LEAP, and are being considered in LWCs 2011 regional service delivery model guidelines.

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

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

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

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

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

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

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

The **Management Information Systems (MIS) Division** of the Office of Workforce Development will serve as the monitoring agent for data validation of WIA and Wagner-Peyser sub-recipient grants programmatic/performance requirements.

The **Integrated Field Services Division** of the Office of Workforce Development will serve as the monitoring agent for WIA and Wagner-Peyser sub-recipient grants, conducting monitoring of programmatic/performance requirements.

LWIA and Business and Career Solutions Centers are monitored to:

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

The **Equal Opportunity and Compliance Division** (EOCD) within the Office of the Executive Director of the Louisiana Workforce Commission will serve as the monitoring agent for the development and direction of all equal opportunity and nondiscrimination programs administered by Louisiana Workforce Commission (LWC), including but not limited to requirements under the U.S. Department of Labor Federal Regulations, 29 CFR Part 37, relative to WIA services. This oversight covers WIA program offices One-Stop Centers, Job Centers, Unemployment Insurance and Workers Compensation offices, and all other offices (Wagner Peyser) funded in whole or part through the LWC or the Workforce Investment Act – Title I.

WIA

Fiscal Monitoring

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

Internal controls are reviewed to ensure they are adequate, including separation of duties and an adequate review and approval process.

Obligational controls are reviewed to ensure the grantee neither over nor under commits or expends funds not completed during the period reviewed.

Programmatic Monitoring

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

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

Programmatic Monitoring – Data Validation

The ***Management Information Systems (MIS) Division*** will perform a data validation sample from the prior year for each local area using the Mathematical Validation Software. Data is validated to ensure local areas are properly documenting services and outcomes. In addition, a sample of current participants is pulled and the same eligibility and services information is validated.

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

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

Equal Opportunity and Compliance Monitoring

The ***Equal Opportunity and Compliance Division*** (EOCD) has the responsibility to ensure that nondiscrimination and equal opportunity in services are provided. This Division will ensure that policies and procedures have been developed in accordance with EEO requirements

Grantee Sub-Recipient Monitoring

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

Reports

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

The issuance of a final monitoring report, which incorporates or takes into consideration the grantee response to the draft monitoring report, is completed within 60 days of the draft report.

A corrective action response is required within 15 days of receipt of final report if a corrective action is necessary.

WIA and Wagner-Peyser

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

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

Workforce Investment Board Monitoring and Oversight

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

During the recertification process, the State Board reviews:

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

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

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

The performance of the local area on WIA performance measures

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

I. Grievance Procedures

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

Coverage and Provisions

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

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

Structure and Timetable

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

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

Step 1

- Any participant, subgrantee, subcontractor or other interested person shall present the grievance to the LWIA grant recipient and/or administrative entity.
- The LWIA grant recipient and/or administrative entity shall acknowledge the grievance and schedule a hearing.
- The hearing procedure shall include:
 1. Written notice of the date, time and place of the hearing;
 2. Opportunity to be represented by an attorney or other representative of the grievant's choice;
 3. Opportunity to bring witnesses and documentary evidence;
 4. Opportunity to question any witnesses or parties;
 5. The right to an impartial hearing officer;
 6. A written decision from the hearing officer to the grievant
- The LWIA grant recipient and/or administrative entity receiving the grievance shall provide the grievant with a written decision within 60 days of the filing of the grievance. This decision should include the name and address to which an appeal may be made at the state level.

Step 2

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

Step 3

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

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

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

The WIC has issued guidelines for One-Stop system implementation that contains the requirements for the selection of One-Stop operators.

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

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

All One-Stop partners will financially support the Business and Career Solutions system. The memorandums of understanding that all One-Stop partners sign with the LWIBs include their means of financial support of the system. As partners move toward developing a single point of contact within their workforce investment area, they will share the administrative operating costs of the center. By reducing the administrative overhead required by maintaining separate duplicative offices, funds will be made available to provide other services. Each One-Stop partner's program regulations contain specific requirements concerning how those program funds must be used. The system should leverage funds across programs by (1) allowing each program to expend funds for those program components which are a part of its mission, (2) not duplicating services which are the mission of another entity within the Business and Career Solutions system and (3) seeking out additional partners to provide needed services which are a part of their mission. This will provide comprehensive, not duplicated, cost-effective services that expand the involvement of businesses and individuals in the local area.

WIA emphasizes full and effective partnerships between local boards and One-Stop partners. To ensure success of these partnerships:

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

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

Generally, local boards may not directly provide core services or intensive services, or be designated or certified as a Business and Career Solutions Center operator, unless agreed to by the chief elected official and the governor.

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

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

The LWIB must submit a written request that includes:

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

4. Performance information that OJT/customized training providers must provide

Performance information that OJT and Customized Training Providers must provide:

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

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

5. Reallocation policies UPDATED MAY 11, 2011

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

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

LWC ensures that financial reporting will be consistent with current USDOL requirements and that federal funds will be effectively managed for maximum service provision and program performance. Workforce areas that provide quality service will have access to additional resources to meet the needs of employers, job seekers and incumbent workers.

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

State policy for transfer of funds between adult and dislocated worker programs:

Louisiana has a current waiver to allow local boards to transfer up to 50% of a program year allocation for adult employment and training activities and up to 50% of a program year allocation for dislocated worker employment and training activities between the two programs. The state is requesting a continuation of this waiver. Before making any such transfer, a local board must obtain LWC's approval. Requests for transfer must clearly describe the impact that the action will have on the level of services available to meet the employment and training needs of eligible participants in the program from which the funds are being transferred, and the extent to which the proposed transfer will improve the delivery

of employment and training services. All transfers of funds require a proper amendment to the appropriate grant agreement.

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

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

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

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

8. If the state did not delegate this responsibility to local boards, provide the state's definition regarding the sixth youth barrier criteria

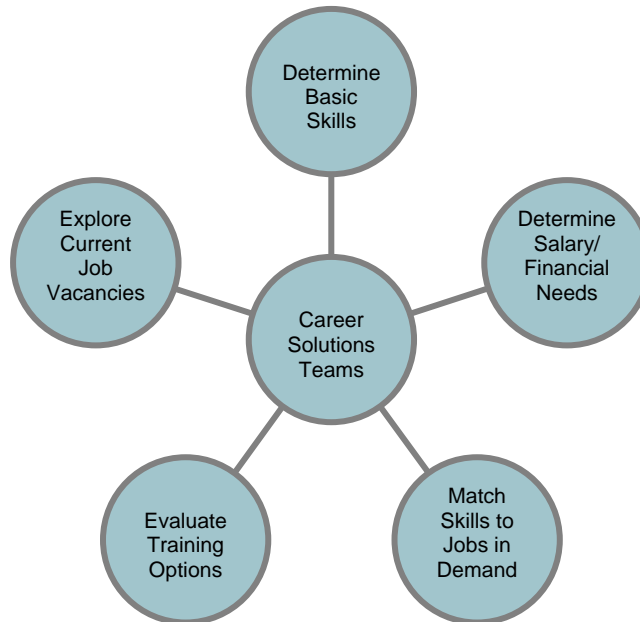
Louisiana delegates the responsibility of defining the sixth youth eligibility criteria to Local Workforce Investment Boards.

X. Service Delivery

A. One-Stop Service Delivery Strategies

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

Business and Career Solutions Centers utilize a team-based triage service delivery strategy. Services at each center are delivered through facilitated self help and group activities. In addition, customers not needing staff assistance can access services outside of the centers through LWC's Internet-based MIS system. Through LAVOS, LWC has maximized employer choice, providing the ability to directly enter the labor exchange process by either self identification or through staff assistance. The system provides job seekers direct access to employer listings through the self-service component, as well as the ability complete skill-based resumes. At the Business and Career Solutions Centers, the skills development team assists in the development of such skills as learning how to apply for jobs using the Internet, developing resumes that match specific jobs, analyzing job skills, determining life-long training needs, etc. By matching customers with identifiable services (Employment Express, Career Advancement, Career Development), staff can quickly determine customer needs and direct customers through the system to intensive services as required. Those customers needing more intensive services have access to career aptitude/interest assessments and more intensive counseling services. The system encourages customer choice, facilitating a better match to needed services for a more rapid entry into the workforce. The career exploration process in the centers includes:



The career exploration process provides staff with the skills, knowledge and tools to provide customer choice in service delivery and design. This approach helps job seekers first develop a financial plan and then use workforce information to build a career plan. This enables customers to ensure the job/training they choose matches their financial needs and is part of a career ladder.

Each local workforce development plan addresses the mix of services in their local area and delivery strategies. Business services are coordinated so that employers will not be approached by representatives from multiple One-Stop partners.

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

Louisiana believes that youth, particularly out-of-school youth, should be introduced to the services available through the Business and Career Solutions system, using the system as a gateway to education, training and job search services. Through use of Wagner-Peyser funds, youth have access to the Business and Career Solutions Centers for age-appropriate services. All WIA youth contractors are required to coordinate their services with Business and Career Solutions Centers in their area to ensure youth access to all appropriate services.

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

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

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

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

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

The Louisiana Virtual One-Stop System is an Internet-based system providing job seekers, businesses and workforce development staff access to workforce information, job openings, training providers, O*Net data, resumes, transferable skill matching, assessment tools and other features 24/7. Job seekers can become customers of LAVOS from any Internet-accessible location. This allows faith-based/community-based organizations to utilize Career Solutions services for their clients. A job seeker can build a resume and attach it to specific job openings for employers to view. Job search uses eight different search criteria, ranging from keyword search to skill matching to industry or specific employer searches. Future enhancements include the ability to match WorkKeys scores to specific job openings. Employers can manage their entire recruitment process online—entering their own job orders, determining referral methods, viewing resumes online and recording hires. LWC staff uses LAVOS to document and manage job seeker and program participant activities as well as business services. The system spiders employer websites and other job banks, providing access to most online job opportunities in the state. LAVOS also provides access to various free online learning resources for job seekers. These resources can benefit individuals that require non-occupational specific skills upgrades.

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

Certain services, resources and procedures are mandated for all Business and Career Solutions Centers. Where feasible, centers are staffed by four integrated teams, each providing discreet services to system members. The Career Solutions sector has membership services and skills development services. The Business Solutions sector is composed of recruitment and placement services and business services. Smaller offices must provide the same services, but without the use of teams.

All services are provided through facilitated self help and workshops. All offices have computers with Internet access. LAVOS contains all of the USDOL tools, including interest inventories, work importance profiler, career explorer and skills matching. The skills development area at centers includes telephone, fax and copier for customer job search use, as well as books, pamphlets, newspapers and videotapes to enhance an individual's job search. Membership staff triages customers to determine the appropriate mix of services: Employment Express, Career Advancement or Career Development. Once the membership team has completed the membership process, customers are sent to the skills development team to develop an approach for employment skill development. The goal is for all customers to receive value-added services within 15 minutes of entering a center and have tangible results from all visits to the centers.

Customers have access to services provided by all mandatory partners. All unemployment insurance claimants must be registered and receiving job search assistance. Special emphasis is placed on those claimants most likely to exhaust their benefits. Re-employment Services offered to claimants focuses on better integration and connection between the UI claimant and One-Stop center services. Early connectivity between the claimant and employment and training opportunities yields rapid re-employment and a reduction in claim duration. Services mandated by the Jobs for Veterans Act are required. Business and Career Solutions Centers must be accessible to all individuals. Beyond the mandatory components, Business and Career Solutions Centers are urged to provide workshops on specific job search issues to all customers. Outreach to specific populations, such as ex-offenders and persons with disabilities, are being implemented. Centers work with the probation and parole system to assist ex-offenders. Disability Program Navigator services are provided statewide. Agreements with faith-based and community-based organizations, both formal and informal, are pursued.

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

B. Workforce Information

The Labor Market Information Unit (LMI) of the Louisiana Workforce Commission strives to provide workforce information that helps efforts to gain job readiness skills, provide training, search for jobs, find employees and provide career options. This is accomplished by continuing to maintain and improve the electronic delivery of labor market information and by providing automatic email notifications for any data added to the LMI website to the Business and Career Solutions Centers and Workforce Investment Boards, employment and training planners and providers, economic development agencies, researchers and grant writers, government officials, employers, job seekers, dislocated workers, libraries, educators, community and technical

colleges, universities, proprietary schools, rehabilitation facilities, career planners and guidance professionals.

New initiatives from the Louisiana Workforce Commission in partnering with LSU include a study on “green jobs” in Louisiana and the creation of a workforce longitudinal database that will enable the agency to tie high school and higher education graduates to the state’s employer wage record database.

Green Jobs Grant:

The study, funded by a \$2.3 million grant from the USDOL, focuses on economic activity that helps protect or restore the environment or conserve natural resources. This includes industries involved in renewable energy production, energy efficiency, greenhouse gas reduction, pollution reduction and clean up, recycling and waste reduction, sustainable agriculture, and coastal restoration. The study is looking at organizations that produce related goods and services as well as businesses that are implementing environmentally friendly production processes and business practices. LSU and Mississippi State researchers are determining how each sector of the economy is affected by the adoption of new technologies and business practices that benefit the environment. The project’s goal is to estimate the number of jobs involved in these identified green activities and to develop a comprehensive body of knowledge to guide future workforce and economic development strategies. These strategies will help new and existing businesses grow and provide training for job seekers starting careers in new industries. Results of this study will be posted on the LWC website in September 2011.

Workforce Data Quality Initiative Grant

Louisiana was one of 13 states selected to receive the Workforce Data Quality Initiative grant. The grant, which will run through Oct. 31, 2013, will enable states to develop or expand workforce data systems that also link to education data. With the grant, the LWC will enhance and improve the state's ability to plan, monitor and further research various services within the workforce and educational systems by providing first-ever linkages of data. Data sets will merge information from workforce development and social services programs with education data to provide more comprehensive programmatic data than has previously been available in Louisiana. The LWC will rely on its longstanding partnership with Louisiana State University to create, maintain and ensure security for the project.

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

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

Customer service and a focus on consumer needs for user-friendly resources in the areas of skill assessment, career planning, post-secondary training opportunities and workforce information are the highest priority. Louisiana Occupational Information System (LOIS) was integrated into LAVOS to provide a seamless delivery point for occupational and career data.

The LOIS website is updated with the latest workforce information available in a timely manner. All data users have the option to sign up for e-mail notification any time that current data is moved to production on the LMI and LOIS websites, whose web address are linked on the LWC home page. All WIBs and Business and Career Solutions Centers receive the monthly employment data press releases on the day the data is released.

A network to employers for job searches and career development is provided through *infogroup's* employer database in the LOIS. This is a searchable database of employers available at the parish level that can be accessed by the employer's industry or even by the size of the company.

Customer feedback on the relevance and usefulness of the labor market products and services offered by LMI is an integral part of all work processes. Surveys are included in all printed products to gather customer feedback to improve future publications.

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

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

2. Describe the approach the State will use to disseminate accurate and timely information to businesses, job seekers and counselors in centers and remote locations and homes in easy to use formats.

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

New workforce information additions to the LMI website are emailed to all media outlets, WIB directors, and Career Solution Centers within minutes of it being released.

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

The "comprehensive labor market information system," called for in Act 743 of the 2008 Louisiana Legislature, includes four components: 1) a consumer information component on employment and training, 2) a report card on training programs, 3) information on projected workforce and job growth and demand, and 4) an automated job-matching information system. The third component includes an occupational forecasting system that forecasts new and replacement needs of occupations. The fourth component is accessible to employers, job seekers and other users via the Internet. All efforts toward the long-term industry and occupational projections are coordinated under the guidance of the Louisiana Occupational Forecasting Conference, which is staffed jointly by the Workforce Investment Council and LWC. In accordance with the legislation creating the comprehensive labor market information system, occupational information on targeted cluster industries is to be identified by the Louisiana Department of Economic Development (LED). LWC has been designated as the

agency responsible for the SCORECARD system to calculate performance outcomes of post-secondary training programs and is used in the Eligible Training Provider List certification process. The provider list is a part of WIA/SCORECARD and is published on the Internet. It is available in all Business and Career Solutions Centers through LAVOS/LOIS. The system currently displays information on all public and most private training providers in the state, including contact information, course offerings, tuition and supportive services (such as childcare, transportation, financial aid, job placement, etc.). Quality employment statistical information using the ALMIS format is delivered through LAVOS/LOIS.

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

4. Describe how State workforce information products and tools are coordinated with national electronics workforce information tools.

Louisiana's information delivery system, Louisiana Occupational Information System (LOIS), is designed as an electronic resource for retrieving information from ALMIS for research and analysis. LAVOS integrates ALMIS with electronic tools to help job seekers match workforce information with career tools. The O*Net Interest Inventory and Work Importance Locator are embedded in the system and are linked to occupational information, including job openings and training opportunities. All job openings are also linked to specific occupational information. LOIS and LAVOS are enhanced as new data tables and/or products are introduced. Staff participates in all available system training opportunities.

LOIS and LAVOS, both developed as Internet-based systems, ensure that labor statistics are timely and provide relevant information about the local labor market area. LWC continually strives to improve the accuracy of the LMI system by working with both state and local economic entities.

C. Adults and Dislocated Workers

1. Core services

- a. State strategies/policies to ensure adult/dislocated workers have universal access to minimum core services**
- b. Describe WP three tiers and how accessible at local level**
- c. How state will integrate resources provided under WP and WIA as well as resources provided by other partner programs to deliver core services?**
- d. Louisiana is committed to providing seamless service delivery to all job seekers through the Business and Career Solutions system. Through LAVOS, all job seekers have self-service access to jobs, training opportunities and workforce information at any location that has Internet access. Job seekers can access staff-facilitated services through Business and Career Solutions Centers. Skills development team members provide limited one-on-one staff services to those job seekers, including veterans, who require additional assistance. LWC is working to deliver services based on customer need rather than by program delivery or funding source.

2. Intensive services

Intensive services may be provided to adults and dislocated workers who are unemployed and unable to obtain employment through core services based on an assessment by Business and Career Solutions Center staff. Adults and dislocated workers who are employed but need intensive services to obtain and retain self-sufficient employment are also eligible. An individual must receive a core service in order to receive intensive services.

Intensive services include, but are not limited to:

- Intensive assessment (beyond initial) of knowledge, skills and abilities. Generally these involve non self-service tools, including O*Net Skills Profiler to determine job seekers aptitudes, skill matches, development of career ladders, etc.
- Development of an individual employment plan
- Group counseling
- Individual career planning
- Case management
- Short-term pre-vocational services, such as basic skills upgrade, GED, English as a second language, soft skills, job readiness and pre-employment training and basic computer literacy

3. Training Services

a) Describe the Governor's vision for increasing training access/opportunities including the investment of WIA Title I funds and the leveraging of other funds and resources.

Talent development services will be provided through employer-based training, including OJT or customized training, or through Individual Training Accounts (ITAs). This system maximizes customer choice in training activities.

Dislocated workers access services through Business and Career Solutions Centers and through Rapid Response efforts for specific layoffs. Displaced homemakers no longer supported by family income are served under the dislocated worker program. Based on individual assessments, LWIAs provide services that dislocated workers need, including transition workshops and occupational skill training ITAs. In addition to LWIA-funded activities, the State plans to continue efforts to identify and provide assistance and transition services to unemployment insurance claimants. Other state-funded activities may include innovative programs for displaced homemakers as well as non-traditional job programs. The State will provide additional assistance to local areas with limited WIA resources that experience layoffs or other events that precipitate substantial increases in the number of unemployed individuals.

As part of the assessment process, Business and Career Solutions Centers staff assists job seekers in matching their interests, WorkKeys scores and current job skills to high demand/high wage jobs. A plan outlining the jobs that match the participant's interests, skill gaps and financial needs is developed. The participant is then directed to appropriate training, including basic skills upgrades. In some cases, short-term training or OJT is the appropriate approach, particularly for dislocated workers who need rapid return to the workforce. Where feasible, participants are connected to IWTP training for better coordination of training resources.

The State has determined that WIA adult funds are generally considered not limited. However, priority for WIA Title I adult grant funds budgeted for intensive and training services are given to TANF or other low-income individuals. Through LWC's redesign initiative using the career exploration process, low-income individuals (including

recipients of public assistance) and other individuals with multiple barriers to employment will have access to an integrated service delivery system designed to assist in job placement as well as family self-sufficiency. LWC is emphasizing non-traditional employment that provides the greatest growth and earnings potential and will make this information available through the Business and Career Solutions Centers. LWC has worked extensively with programs providing services to older workers and individuals with disabilities and will continue activities through the Business and Career Solutions Centers and State-level funding.

b) Individual Training Accounts (ITAs)

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

Louisiana does not intend to institute any statewide policies limiting Individual Training Accounts (ITAs). LWIBs have been asked in the local planning guidelines to describe any limitations they intend to place on the local use of ITAs. The guidelines specify that such limitations may not undermine customer choice in the selection of eligible training providers. LWC is working with the LWIAs to implement ITA policies that promote training in high-skill, high-demand and high-growth occupations where appropriate. Several LWIAs have sliding scale policies that relate the amount of the ITA to the wage and skill level of the occupation.

As discussed previously, the Occupational Forecasting Conference creates the "Top Demand Occupations List" as a tool for developing long-term strategies to provide appropriate training to meet the needs of a skilled labor force related to the targeted cluster industries, as identified by the Department of Economic Development. LWC and the Workforce Investment Council (WIC) have developed innovative strategies to address the workforce needs of businesses in these targeted industries. For example, the Louisiana Health Works Commission identified trained healthcare workers as a critical shortage area. LWC and the WIC amended the ETPL process to address this shortage and developed a process to address other industries facing skill gaps. In addition to an inadequate number of eligible training providers in these shortage areas, some LWIAs have identified patterns of more applicants than openings, particularly in programs being implemented through the Health Works Commission initiatives. A policy and procedure has been developed to allow LWIAs to leverage resources for programs with insufficient providers.

Louisiana's WIA Eligible Training Provider system is a completely Internet-based statewide standardized system that eliminates duplication and provides uniformity in the provider information gathered for the statewide WIA eligible provider list. Potential training providers apply to the system through LWC's Louisiana Occupational Information System's Educational Information Collection Facility component. Each training provider is assigned an individual data entry access code for the system. They complete all applicable information on the school and the programs they wish to include on the eligible provider list. The training provider can update information on the system as needed. Applications are electronically transmitted to the applicable

LWIBs for review and approval. The LWIBs electronically transmit those programs they would like to include on the state eligible training provider list to LWC for final certification and inclusion on the statewide eligible provider list. The state SCORECARD system is linked to the ITA system and provides individual program completer information including placement, wage, retention and earning change information using wage records. Through LAVOS, the statewide eligible training provider list is available to all interested persons. Users can review and compare schools and programs, costs and completer information on all schools in the state and identify those programs certified as WIA-eligible training providers. Through the linkage of the SCORECARD and LAVOS, the system can provide current information on service providers that can enhance and maximize usage of the ITA system. LWC is working with the Department of Education, Board of Regents, Proprietary School Board, Community and Technical College System Board and other training providers to consistently improve the SCORECARD system's performance information on training providers.

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

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

c) Eligible Training Provider List (ETPL) – state process for providing broad access to list and performance

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

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

LWC is requesting a waiver of the requirements for eligible training provider subsequent eligibility at WIA section 122(c) based on performance data which would allow the State to use the initial eligibility determination process at WIA section 122(b) if needed. Following Hurricanes Katrina and Rita, many individuals enrolled in these institutions relocated to other areas. This will affect the completion rate for many areas in calendar year 2008. The ability to return to initial ETPL eligibility for at least one year will provide areas with sufficient providers to ensure training is available in demand occupations in relevant sectors in their region. Enactment of this waiver will be conditional based on the calculation of training provider performance during the base period for the 2008 calendar year ETPL and approval by the state WIC.

d) OJT/Customized Training (major directions, policies, requirements)

- **Describe governor's vision for increasing use**
- **How does the state identify OJT/CT opportunities**
- **Market as an incentive to untapped employer pool**

- **Partner with high growth, high demand industries to develop potential OJT/CT strategies**
- **Tap business partners to help drive the demand-driven strategy through joint planning, training, curriculum development, and determination of training length, and**
- **Leverage other resources to support OJT/CT ventures**

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

LWC is requesting an extension of the waiver of the required 50% employer match for customized training at WIA section 101(8)(C) to permit a match based on a sliding scale as follows: (a) no less than 10% match for employers with 50 or fewer employees, and (b) no less than 25% match for employers with 51 – 100 employees. For employers with more than 100 employees, the current statutory requirements continue to apply. Customized training optimizes the resources available under workforce development initiatives to provide employer-driven training programs focused on employers' and job seekers' needs while minimizing programmatic and bureaucratic barriers. Louisiana currently administers an Incumbent Worker Training Program that focuses on retraining existing employees according to the employers' needs and creating new jobs. This waiver will enhance the ability of the two projects to better coordinate and integrate services and allow the state to market the services rather than programs with very different program requirements. The proposed sliding scale for the employer match will create the necessary flexibility for employers to compare their cost benefit ratio of contributing a match amount to the benefits of a skill increase for their employees. Allowing businesses and industries to apply the sliding scale to determine the match amount will increase employer participation in WIA customized training programs at the local level. Boards will increase their participation rates for skilled job seekers that receive training and find employment in high-skill, high-wage occupational areas. Employers will benefit by having a labor pool with the marketable skills they require. In addition, Louisiana will be able to integrate various funding streams to provide employers with an integrated seamless approach to workforce development.

In addition, LWC is requesting a waiver of WIA section 101(31)(B) to permit LWIAs to reimburse the employer for on-the-job training on a graduated scale based on the size of the business. The following reimbursement amounts will be permitted: (a) up to 90% for employers with 50 or fewer employees, and (b) up to 75% for employers with more than 50 but fewer than 100 employees. For employees with 100 or more employees, the current statutory requirements will continue to apply.

To ensure consistency in dealing with employers participating in OJT and customized training, past performance is used to determine whether an employer is eligible for subsequent contracts and agreements. The local program must not contract with an employer who has previously exhibited a pattern of failing to provide OJT or

customized training participants with continued long-term employment with wages, benefits and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work. Two areas are examined to determine if the employer should lose his/her eligibility for a subsequent period: the extent of the failure to retain a significant portion of the participants and the reason for separation of the WIA-trained employees.

Each LWIB must describe all policies regarding OJT and customized training in its local plan. Utilizing the WIC's demand occupation criteria, each LWIB determines the industries and occupations to target.

4. Services to specific population

a) Describe state's strategies to ensure full range of services are available and meet needs of Dislocated Workers, displaced homemakers, MSFWs, women, minorities, individuals training for non-traditional employment, veterans, TANF (LEAP), individuals w/multiple barriers such as older workers, limited English and disabled

Special emphasis is placed on serving the needs of special applicant groups. LWC's LMI section provides census information to each LWIB on the population figures for these groups. The Business and Career Solutions Centers, in coordination with the system partners, must develop service strategies designed to meet the specific needs of these groups. LAVOS gathers information on placement and retention of special applicant groups to determine the best service strategies. Local Veterans' Employment Representatives (LVER) and Disabled Veterans' Outreach Program (DVOP) staff are maximized to provide all-inclusive case management services to veterans. To the extent feasible, services will be given to migrant seasonal farm workers. Faith-based and community-based organizations are involved in the process, both as a provider of services and as a skills resource for special applicant groups.

The following populations with special needs have been identified:

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

LEAP is designed to enable participants to transition from social services programs that provide cash assistance and/or nutrition assistance to self-sufficiency by providing intense job readiness activities and job search training with employee contacts, which will ultimately help participants obtain and retain employment. Currently, LEAP program services are being offered in 10 LWIAs representing all major metro areas of the state.

LWC's career exploration process provides at the local level a way to structure processes, identify services needed and make decisions on responsibility of service availability. It serves as a planning guide that system partners can use to determine responsibility for given sets of services to ensure comprehensive, non-duplication of services. It can assist with recommended service strategies (employment express,

career development, career advancement) needed to assist customers in career and income goals.

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

Louisiana Rehabilitation Services (LRS)

Louisiana Rehabilitation Services is authorized under the Federal Rehabilitation Act of 1973 (Public 93-112) as amended in 1998 as part of the Workforce Investment Act (WIA) of 1998; and the Code of Federal Regulations Volume 34, Sections 361, 363, 365, and 370.

The Rehabilitation Services Administration (RSA), a component of the Office of Special Education and Rehabilitative Services (OSERS) in the U.S. Department of Education, administers the Vocational Rehabilitation Services Program (VR Program) under a mandate established by the *Rehabilitation Act of 1973*. As such, LRS follows the direction of its federal partners in relation to the long-term strategic focus and direction of the vocational rehabilitation program.

Act 939 of the 2010 Legislative Session transferred regulatory authority for Louisiana Rehabilitation Services (LRS) from the Department of Social Services to the Louisiana Workforce Commission and the Department of Health and Hospitals (DHH).

The purpose of the transfer was twofold: (1) to realign DSS' resources around children and families and (2) to create efficiencies and improvements to service delivery by transferring programs to agencies that better align with their core competencies.

The major programs under the umbrella of LRS that transferred to LWC are Vocational Rehabilitation, Randolph-Sheppard Program, Independent Living Part B Program and Independent Living Older Blind Program.

Louisiana Rehabilitation Services' mission is to assist persons with disabilities in their desire to obtain or maintain employment and/or to achieve independence in their communities by providing rehabilitation services and working cooperatively with business and other community resources.

Vocational Rehabilitation

As a **mandated partner** in the Workforce Investment Act, the Vocational Rehabilitation Program is instrumental in meeting the workforce needs of individuals with disabilities in the state of Louisiana. The purpose of the VR Program is, in part, "to empower individuals with disabilities to maximize employment, economic self-sufficiency, independence, and inclusion and integration into society." The VR Program operates a statewide comprehensive program to assess, plan, develop and provide vocational rehabilitation services for individuals with disabilities, "consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice, so that such individuals may prepare for and engage in gainful employment."

Professional Rehabilitation staff provide individuals with disabilities services designed to develop skills, resources, aptitudes and expectations needed to compete in the interview process, obtain a job, and maintain the job that will lead to a lifetime career. Services that can be provided through the Vocational Rehabilitation program include but are not limited to vocational guidance and career counseling; evaluation of rehabilitation potential; restoration (physical/mental); vocational and other training services; rehabilitation technology, including assistive technology services, assistive technology

devices and rehabilitation engineering; occupational tools and equipment; transportation to access other vocational rehabilitation services; job placement into suitable employment; maintenance to cover additional costs incurred during the period of vocational rehabilitation; personal assistance services, such as personal care attendant, scribe, reader or interpreter; transition services from school to work; and/or Randolph-Sheppard Business Enterprise.

The Rehabilitation Act of 1973, as amended in 1998, requires states to have a State Rehabilitation Council. This mandate was fulfilled by the establishment of the **Louisiana Rehabilitation Council (LRC)**, which consists of a diverse membership, appointed by the governor, who are interested in and representative of Louisianans with disabilities. The LRC consults with and advises LRS on the performance of its responsibilities under Title I of the Rehabilitation Act, particularly in the areas related to eligibility, extent and scope of services provided. The Council also conducts a review and analysis of the effectiveness of, and consumer satisfaction with, rehabilitation services. A majority of the membership of LRC must be individuals with disabilities.

Randolph-Sheppard Business Enterprise Program

One of the unique programs under Vocational Rehabilitation is the Randolph-Sheppard Business Enterprise Program, which provides entrepreneurial opportunities for legally blind consumers of the VR program to manage their own businesses. The following legislation authorizes the Randolph-Sheppard Program:

- Randolph-Sheppard Act of 1936 - Sponsored by Congressman Jennings Randolph of West Virginia and Senator Morris Sheppard of Texas.
- 1943 Vocational Rehabilitation Act - allowed use of VR funds for Randolph-Sheppard purposes.
- 1954 Amendments to Randolph-Sheppard Act – changed “authorized” to PREFERENCE to operate vending facilities.
- 1965 Amendments to Vocational Rehabilitation Act – established the VR agency in the state as the one to provide supervision to Randolph-Sheppard Programs.
- 1974 Amendments to Randolph-Sheppard Act – changed “preference” to PRIORITY to operate vending facilities. It also established the COMMITTEE OF BLIND VENDORS and the requirement of active participation.

As a result of the Randolph-Sheppard Business Enterprise Program blind entrepreneurs manage a wide variety of food-service operations, including cafeterias, coffee shops, vending locations and highway rest area vending sites. Through this program, blind persons receive training and opportunities to become productive, tax-paying citizens and proud business owners.

Independent Living Part B

The Independent Living (IL) Part B program is authorized per Chapter I of Title VII of the Rehabilitation Act of 1973, as amended. The IL program promotes a philosophy of independent living, to include consumer control, peer support, self-help, self-determination, equal access, and individual and system advocacy, in order to maximize the leadership, empowerment, independence, and productivity of individuals with disabilities, and the integration and full inclusion of individuals with disabilities into the mainstream of American society.

In accordance with Section 705 of Chapter I of Title VII of the Rehabilitation Act of 1973, as amended, each state must establish a **Statewide Independent Living Council** (SILC). Members of the SILC are appointed by the governor and are selected based on

recommendations from representatives of organizations representing a broad range of individuals with disabilities and organizations interested in individuals with disabilities.

Independent Living For Older Individuals Who are Blind

This program is in accordance with the Rehabilitation Act of 1973, as amended, Title VII, Chapter 2. Independent living services to older individuals who are blind conducts activities that will improve or expand services and improve public understanding of the problems facing these individuals. Services are provided to help persons served under this program adjust to their blindness by increasing their ability to care for their individual needs. The services are geared toward increasing the level of functional independence of Older Blind individuals in an effort to maintain their ability to function in their home or community.

Integration of Louisiana Rehabilitation Services into Workforce Commission

The integration of LRS into the Louisiana Workforce Commission resulted in the placement of LRS under the Office of Workforce Development (OWD), thereby creating better outcomes for Louisiana's citizens with disabilities and enhancing service delivery in areas such as skills development and job placement to increase their likelihood of financial independence. This structural alignment supports the shared goal of putting people to work.

LRS, governed by Title 4 of the Workforce Investment Act (WIA), joined the other WIA programs and several state-funded programs in the Office of Workforce Development, which is appropriate since the intent of WIA is "to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs." Fully integrating LRS with these workforce programs will produce better results for Louisianans with disabilities.

The integration of LRS and OWB also includes the co-location of staff in Business & Career Solutions Centers in an effort to develop service models that will incorporate the needs of individuals with disabilities. In addition, LRS continues to have representatives in LWC's Workforce Investment Areas and is represented on each of the 18 Workforce Investment Boards.

LRS continues to provide consultation to the Business & Career Solutions Centers to improve knowledge relating to assistive technology and to address accessibility issues of individuals with disabilities. The LRS Rehabilitation Employment Development Specialists (REDS) work in partnership with LWC Business Services Representatives (BSRs) to provide services to individuals with disabilities and employers.

LRS is committed to the success of becoming fully integrated into the Workforce Commission.

b) Describe reemployment services for Unemployment Insurance (UI) claimants and worker profiling serviced

Re-employment services (RES) focuses on connecting UI claimants with re-employment and training services through the One-Stop system. RES offered to claimants, in accordance with the Wagner-Peyser Act, will utilize assessment as part of the core services in the Business and Career Solutions Center to determine the level of service needed to rapidly assist the claimant in returning to work. Re-employment services available to worker profiling and reemployment services claimants include the full array of core, intensive and training services. Current job openings are reviewed and appropriate

referrals made if possible. If no current openings are available, Business and Career Solutions Center staff conducts job development activities. Based on assessment results, claimants receive intensive placement services by the recruitment and placement team. Intensive group activities and job clubs are an integral part of the service mix for worker profiling and re-employment services.

Along with RES, Louisiana was awarded a Re-employment and Eligibility Assessment (REA) grant in May 2010. The purpose of this pilot program is to focus on better integration and connection between UI services and One-Stop center services. The REA program will pro-actively integrate with RES and other WIA-funded services geared towards rapid re-employment and reduction in claim duration. The state benefits by having a reduction in erroneous overpayments as well as a reduction in the depletion of the Louisiana Trust Fund.

Claimants, selected through the state's profiling system, based upon defined variables and who are most likely to exhaust their benefits, will participate in the REA program. This pilot program will operate in four areas: Baton Rouge, Lake Charles, Alexandria, and Shreveport.

Re-employment and eligibility assessments are provided to UI claimants who have been profiled with a factor of .35 or higher. These claimants receive one-on-one services for eligibility review and the development of an individual re-employment plan informing and referring claimants to the full array of services available at local Business and Career Solutions Centers. The RES and REA programs ensure that UI services delivered through One-Stop system are well integrated with other services offered.

c) Describe how state administers the Unemployment Insurance (UI) work test and how feedback requirements for all UI claimants are met

WORKTEST AND FEEDBACK REQUIREMENTS

LWC is currently developing a comprehensive plan that will address the process from the point a claimant files for benefits up to and including the point of exhaustion. Throughout the claimant's duration of benefits, the full array of services available through the Business and Career Solutions Centers are offered. Claimants will have the accessibility of re-employment services through various entry points including two programs, Re-employment Services (RES) and Re-employment and Eligibility Accessibility (REA). Through services available in the Business and Career Solutions Centers, the claimant is referred to appropriate job search workshops and supportive services as needed.

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

ELIGIBILITY REVIEW PROGRAM

Unemployment Insurance call center staff and REA field staff provide an eligibility review process that meets the requirements under the unemployment insurance law.

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

The Trade Adjustment Assistance Unit is integrated with the Rapid Response unit. LWC is delivering the TAA's Program benefits and services with merit staff housed at the local LWIAs with State oversight. This will allow certified trade-impacted workers to receive seamless employment transition services through the same service delivery system. All TAA-funded participants are being co-enrolled in the Dislocated Worker program. This

integration provides greater flexibility and maximizes limited resources to provide efficient services to job seekers, displaced workers and the employer community.

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

LWC is working corroboratively to recapture those underutilized segments of the state's population. In particular, LWC is working with the TANF, LaJET, disabled and ex-offender populations to remove barriers and assist them in obtaining both the work-ready and job-specific skills needed to compete in today's economy. The various agencies involved in workforce development are working to develop strategies to overcome barriers to skill achievement and employment by special populations. The system is using a sector approach to identify businesses with growth potential that are currently experiencing or projecting workforce shortages and determining how to service their workforce needs. LWC conducts a job vacancy survey once a year to help determine these shortages. LED and both secondary and post-secondary education are using career clusters to align workforce preparation at all education and training levels. LWC is working to display job openings in these same career clusters. The STEP and LaJET programs have been redesigned into a new program, Louisiana Employment Assistance Program (LEAP) LEAP provides TANF and SNAP recipients with integrated services from LWC, adult education (currently TANF recipients only) and the technical and community college systems (currently TANF recipients only), helping them move from dependency to self sufficiency. This collaboration assists the entities improve services to all low-income individuals. LWC is working with the probation and parole system to support and increase job opportunities for transitioning ex-offenders. LWC has re-established the federal bonding program to assist this population. The Disability Program Navigator (DPN) is statewide, providing a resource to all Business & Career Solutions Centers. The integration of LRS and OWD also includes the co-location of staff in Business & Career Solutions Centers in an effort to develop service models that will incorporate the needs of individuals with disabilities. In addition, LRS continues to have representatives in LWC's Workforce Investment Areas and is represented on each of the 18 Workforce Investment Boards.

LRS continues to provide consultation to the Business & Career Solutions Centers to improve knowledge relating to assistive technology and to address accessibility issues of individuals with disabilities. The LRS Rehabilitation Employment Development Specialists (REDS) work in partnership with LWC Business Services Representatives (BSRs) to provide services to individuals with disabilities and employers. LWC is working with shelters for victims of domestic and workplace violence to ensure they have access to job opportunities onsite.

f) Describe how state will ensure full array of One-Stop services are available to disabled and that services are fully accessible

The U.S. Department of Labor (USDOL) and Social Security Administration (SSA) established the DPN initiative to better inform SSA beneficiaries and other people with disabilities about the work support programs available at One-Stop Career Centers. The DPN develops new/ongoing partnerships to achieve seamless, comprehensive, and integrated access to services. This effort creates systemic change and expands the workforce development system's capacity to serve customers with disabilities and employers.

WIA and Wagner-Peyser funded services for persons with disabilities are coordinated with Vocational Rehabilitation and other One-Stop system partners. WIA and Wagner-Peyser services are available to all persons, including those with disabilities. All Business

and Career Solutions Centers are fully accessible in accordance with USDOL TEIN 16 – 99.

Recognizing the high unemployment rate among individuals with disabilities and the qualified employee shortage businesses are facing, LWC is committed to providing reasonable accommodation to all programs, services and facilities. Each Business and Career Solutions Center utilizes the one-stop disability access checklist to self evaluate the current level of accessibility.

Louisiana assures that all Business and Career Solutions Centers are in compliance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973 requirements that accessibility encompass physical accessibility of the One-Stop sites, including the removal of barriers as well as program accessibility for the various partner programs and service providers. Access to services offered at each of the Business and Career Solutions Centers is equitably available to all individuals, including those individuals with disabilities. LWC continues to ensure all materials and delivery methods are appropriate to diverse cultures, languages and education levels. These program accommodations include, as appropriate, the provision of interpreters for individuals with hearing impairments, use of Braille and large print material and enlarged computer screens for individuals with visual disabilities, earphones with enhanced sound for individuals with hearing disabilities, etc. LAVOS is JAWS-enabled to assist visually disabled individuals access to employment and training services via the Internet. LWC's Disability Program Navigators (DPNs) and EEO office provide technical assistance to the Business & Career Solutions Centers as necessary and monitor the system for compliance.

The integration of LRS and OWD also includes the co-location of staff in Business & Career Solutions Centers in an effort to develop service models that will incorporate the needs of individuals with disabilities. In addition, LRS continues to have representatives in LWC's Workforce Investment Areas and is represented on each of the 18 Workforce Investment Boards.

g) Describe role Local Veterans' Employment Representative (LVER)/ Disabled Veterans' Outreach Program (DVOP) staff have in One-Stop delivery system. How will state ensure adherence to legislative requirements for veterans' staff. How will services take into consideration the agreement reached between secretary and state regarding veterans' employment program

Recognizing the current needs of military veterans living in or returning to Louisiana, the Louisiana Workforce Commission has established an integrated delivery system through our Business and Career Solutions Centers. The Jobs for Veterans Act of 2002 (also known as P.L. 107-288, as well as Title 38 U.S.C. Chapters 41 and 42 (as amended by the Jobs for Veterans Act), and the Workforce Investment Act, (also known as P.L. 105-220) as amended, all provide guidance on the requirements for the provision of priority employment and training services to veterans.

The Jobs for Veterans Act program is monitored at least annually by the LWC audit and security team. They analyze and report on veterans' service delivery and program compliance, particularly in the area of priority of service for veterans. The audit results will be communicated to the LWIB director, state veterans employment representative (SVET), and the USDOL/VETS state director (DVET). Findings are identified and deadlines for corrective action plans are issued as appropriate.

The SVET will work closely with the Business and Career Solution Center managers and their staff to ensure that information about the Jobs for Veterans Act (JVA) compliance requirements are communicated to them and will coordinate with them to provide advice

and suggestions about how to best meet those requirements. The SVER will also serve as the main contact between the DVOP/LVER staff, Local BCSC managers and the state administrative staff. Any questions about the Jobs for Veterans State Grant or the Veterans Program will go through the SVER.

As a main contact with the veteran population, the DVOP and LVER staff will work with the center and their partner program staffs to ensure that a full array of network or direct services are provided for veterans. Outreach to employers, veterans and community service providers are one of the most important program functions they will provide on behalf of and for the benefit of veterans'.

The Business and Career Solutions Centers have procedures in place to conduct outreach to locate and provide services to veterans in the community. The SVER and LVER staff, administrative staff and the USDOL/VETS state DVET work with employers, employer consortiums, labor unions, chambers of commerce, training providers and community partners to develop jobs and training opportunities for veterans and eligible persons to maximize the services available for them.

Veterans with barriers to employment are in homeless shelters, VA Hospitals, Veterans' Centers, half-way houses, and other community-based facilities. The DVOP staff, make personal visits to those facilities in order to locate and assist veterans in need of intensive services, who otherwise may not ever visit a Business and Career Solutions Center. This outreach helps the DVOP develop relationships and a community provider network designed to enhance the services available to the veterans they serve.

The DVOP and LVER roles and responsibilities were amended by the Jobs for Veterans' Act (JVA) of 2002, which created a clearer distinction between the duties of the DVOP and LVER. In addition, the U.S. Department of Labor, Veterans Employment and Training further clarified and refocused both their duties in a Veterans' Program Letter (VPL) 07-10 to better reflect legislative intent. The JVA Act also mandates Priority of Service for veterans in all Workforce Investment Area offices and programs funded by USDOL and it's 29 other partner programs. The DVOP and LVER are directly involved within the Business and Career Solutions Centers to provide direct services, and help coordinate other staff services to veterans. They are housed in the One-Stops to assist, advise, inform, and train One-Stop and partner program staff, and network with staff, employers, and other community service providers. The DVOP is primarily involved with the Skills Development team and provides staff-assisted intensive services, including case management, to meet the needs of the disabled and economically or educationally disadvantaged veterans, with identified barriers to employment. While the LVER's, work with the Business Services team, to conduct employer outreach designed to develop jobs and training opportunities for veterans. In addition, the LVER coordinates with the One-Stop and partner staffs to assist, refer, facilitate, or directly serve the needs of veterans. The LVER serves as an advocate for veterans, by enhancing employer knowledge and recognition of the skills and abilities of military veterans. They also conduct seminars, job fairs, stand downs and other networking events with employer organizations and trade associations.

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

In a demand driven system, the needs of the particular customer determines the services rendered. An employer may have a certain need for trained staff, or a veteran applicant may have a particular employment or training need or interest, which should be addressed. For veteran applicants, initial conversational and observational assessment is

made by the DVOP or a Membership team member in the Business and Career Solutions Centers. The Membership team, or DVOP can generally determine “job ready” status and recommend appropriate services. The Skills Development team, or DVOP will provide staff facilitated services to assist the job ready veteran with resume preparation, job searches, Labor Market Information, job skills self-assessment tools, and other assistance.

The veteran who seems to be unprepared to conduct a job search, or has numerous unsuccessful referrals, will be provided Career Advancement or Career Development services. These services will be provided by a DVOP or a member of the Skills Development team, who will develop a plan and work with the veteran to ensure he gets the necessary skills training or upgrade to enable the veteran to become job-ready and self sufficient.

Each Veteran who has been identified as having significant barriers to employment, will receive intensive services, in a case-management setting. The DVOP upon discovery or notification that a veteran has been assessed as needing case management services, will open a Case Management file, and will in conjunction with other pertinent partners, develop an Individualized Employment Plan that is tailored toward meeting current and longer-term employment and training needs of the veteran. All DVOP staff are trained and certified, as case managers and will use the case management approach developed by the National Veterans’ Training Institute in Denver, Colo.

The veteran applicant is identified separately from other applicants in the States LAVOS database so that staff can track and target this applicant group for priority service for special programs, initiatives, electronic job referrals, outreach, and case management. Further, the LAVOS system provides the information and data used to track Performance Measures and determine performance outcomes for the state veterans’ served through the BCSC offices, as well as specific reporting data for the ETA 9002 and VETS 300 reports.

The SVER coordinates with other Veteran Service providers and meets monthly with a Veteran Program Coordination Team consisting of a multitude of other agencies and programs, which specifically serve veterans. The purpose of these meetings is to better integrate programs, share program specific knowledge, which can then be passed down to each agencies field staff. Program managers and directors ensure that each agencies field staff are outreaching and coordinating with each other to maximize the supportive services available to veterans and prevent duplication of services, wherever possible. The Team looks at new veteran grant opportunities and determines the best way to assist each agency with grant applications, program development and coordination to support program operations. New Veterans Programs are continually integrated into team discussions, so that all agencies are informed about new services and opportunities for veterans. The Team also develops and electronically shares each agencies staff contact lists, a calendar of events identifying each agencies activities, programs and events. Administrative Heads share program specific knowledge and pass that down to their field staff. Any new program or projects being developed are discussed for the benefit of all veterans within the state.

h) Describe how state will ensure access to services by persons with limited English proficiency and how state will meet requirements of TEGl 26-02.

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

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

LWC will continue to comply with the requirements of 20CFR653, Subpart B, Service to Migrant and Seasonal Farm Workers (MSFW). The agency will continue to make use of all available resources to accomplish the task of providing information and services to MSFWs. Louisiana is not designated as a significant MSFWs state. We will continue to attempt to make sufficient penetration into the farm workers' community so that as large a number of MSFWs as possible are made aware of the full range of services available to them through our statewide network of Business and Career Solutions centers including job referrals, counseling, testing, and training referral.

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

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

It is estimated that there are currently 3090 MSFW in Louisiana.

- 1250 – Sugarcane
- 200 – Strawberry
- 1000 – Crawfish and Soybean
- 540 – Nursery
- 360 – Non-migrant seasonal farm worker

In order to promote and facilitate the provision of services to MSFWs, LWC through the Business and Career Solutions centers, will coordinate the services of One-Stop partners, community based organizations, the state MSFW contacts, MSFW groups, state cooperative extension service, and county agents to do the following:

1. Give local presentations on Business and Career Solutions Center services,
2. Set up an integrated referral system to provide maximum services to MSFWs,
3. Meet on a regular basis to exchange information, discuss problems, and coordinate efforts,
4. Offer to distribute their information pamphlets during outreach contacts and provide materials for them to distribute to MSFWs,
5. Offer services that are relative to their needs, and
6. Advise them of all employment changes affecting their community.

The Monitor Advocate will work with LWC administrative and local office staff on issues of concern (compliance with indicators, reviving local interest, proper documentation of services, etc.) This technical assistance is provided to all Business and Career Solutions staff as needed.

5. Priority of Services

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

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

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

Priority of service for veterans also occurs with the Business and Career Solutions jobs listing service. Using LAVOS, staff members are able to locate new job orders daily. These may have been entered by employers on the laworks.net web site, or called in to the Business and Career Solutions center where a staff member will assist the employer. Once located, each job order is searched for qualified veterans, who are promptly notified of this job opportunity. If the applicant is not yet registered after finding a job of interest, the system will prompt the person to electronically register, and then select jobs of interest.

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

LWC Program Monitors periodically review the Business and Career Solutions Centers to determine if veteran's priority is followed according to the mandates of the Jobs for Veterans Act.

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

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

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

On behalf of veterans, Business and Career Solutions offices:

- a. conduct Job Fairs that brings employers and veterans together;
- b. use media and promotional programs to enhance employer awareness of the skills and training veterans offer;

- c. provide immediate job referral information to qualified veterans on new job orders;
- d. offer an Internet-based registration system for resumes, background job skills and abilities, and job; search capabilities on a 24-hour basis;
- e. employ staff who are trained and aware of veterans' priority of service, who offer core, mediated or intensive services to serve the veteran's employment and training needs;
- f. offer a wide network of community services information;
- g. offer a variety of training opportunities;
- h. electronically networked, using the LAVOS registration and jobs system; and have staff dedicated to priority service to veterans.

D. Rapid Response (RR)

- 1. Identify entity responsible for providing Rapid Response (RR) services. Describe how RR activities involve local boards and CEOs. If RR activities are shared between state and local areas, describe functions of each and how funds are allocated to local areas**
- 2. Describe the process involved in carrying out RR activities**
 - a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)**
 - b. What efforts does RR team make to ensure that RR services are provided if possible prior to layoff date, on-site at the company on company time**
 - c. What services are included in RR activities? Does RR team provide workshops or other activities in addition to general info services? How do you determine what services will be provided for a particular layoff (including trade affected layoffs)**
- 3. How does state ensure seamless transition between RR services and One-Stop activities for affected workers**
- 4. Describe how RR functions as a business service. Include whether RR partners w/economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers. How does RR promote full range of services available to help companies in all stages of economic cycle, not just those available during layoffs? How does state promote RR as a positive, proactive, business-friendly service, not only a negative reactive service**
- 5. What other partnerships does RR engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network**
- 6. What systems does the RR team use to track its activities? Does the state have a comprehensive integrated MIS that includes RR, TAA, NEG and One-Stop activities**
- 7. Are RR funds used for other activities not described above — provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events.**

Rapid Response is administered through the Office of Workforce Development housed within the state's administrative office, which provides statewide program oversight and technical assistance statewide. Rapid Response activities are decentralized regionally to better meet local and regional needs, Rapid Response coordinators are housed within most regions of the state to lead and manage activities, as well as to promote customized responses to businesses and workers within their regions.

The process involved in carrying-out activities is initiated upon receipt of a layoff notification. Rapid Response staff confirms the validity of the information. If the notice warrants a public announcement, notices are disseminated to personnel identified within the WARN network. To ensure timeliness, the State's Rapid Response team is prepared for deployment within 48 hours of notification. Rapid Response Regional Coordinators initiate contact with employers and gather information regarding the cause of the layoff, demographics of the affected workers, immediate needs of the workers, etc. If the layoff is suspected to be Trade impacted petitions are filed during Rapid Response intervention. To accommodate workers' schedules and enable more employees to access services every effort is made to negotiate on-site services and paid time-off for impacted employees. Needs assessment surveys are conducted during worker orientation meetings. Based upon survey results, the team begins assessing, coordinating and planning services based upon the immediate needs of the workers. To maximize and align all available resources a variety of community partners are engaged in rapid response service delivery.

When possible, Worker Transition Centers are established on site. A variety of core services and, as appropriate, Trade Adjustment Assistance services are provided within the established Worker Transition Center. Services include: workshops tailored to the specific dislocation event, job search, career counseling, career assessment, career testing, career fair schedules, linkages to community and faith based resources, labor market information and assistance filing with UI claims. These temporary centers are established on-site or at a convenient location within the community to meet the immediate needs of workers prior to lay-off if possible and continue to operate until the layoff is completed and all participant needs are met. Exit interviews/surveys are completed to determine customer satisfaction. To ensure a seamless transition into enhance training and support related services; impacted workers are transitioned to their local Career Solutions Centers as a final step in the Rapid Response process.

Rapid Response functions as a business service. Rapid Responders serve on the Business Services Team within their designated One-Stop centers. By working together, the Business Service Representatives provide an Early Warning Network to Rapid Response staff through their business visitation program, allowing the Customized Workforce Division in cooperation with the LWIA to bring together necessary local, regional and state partners to develop strategic solutions to businesses in distress. The business visitation program promotes Rapid Response as a positive, proactive, business-friendly service. Rapid Response funds are also used to support the cost of the Job Vacancy Project, which surveys businesses bi-annually to determine regional job vacancies and match skills required for high-growth high-demand jobs to those of dislocated workers.

Each regional Rapid Response coordinator has the ability to establish a labor management committee that combines the model of the traditional community adjustment committee with the worker transition committee. This ensures that attention is given to the unique set of circumstances surrounding each layoff coupled with efforts to engage community stakeholders and service providers. Each committee works with local service providers to develop initiatives to promote training of dislocated workers including tuition waivers for workers who will be laid-off, condensed training options that will build on individuals existing skills and lead to jobs in high-demand occupations. Start-up financial and technical assistance is provided to these committees as needed.

The state has a partially integrated MIS system to capture data on RR, TAA and NEG dislocated worker services. Business services are tracked manually through an access database. Rapid Response funds are contracted to local workforce investment boards for the provisions of additional assistance during multiple or massive layoffs. An application is made for a National Emergency Grant during Rapid Response activities if local funds cannot support the capacity of the dislocation.

The Trade Adjustment Assistance program is an integral part of Rapid Response and is fully integrated with WIA. In October 2007 the State incorporated a trade integration policy, which decentralized trade operations to local Workforce Investment Boards. The policy contains co-enrollment guidance. All trade-impacted workers initially receive services through Rapid Response intervention and are transitioned to their local career centers to continue accessing services. Administration and oversight is provided through the Rapid Response/Trade Unit, which is housed within the Office of Workforce Development. In order to be in compliance with Training and Employment Guidance Letter, No. 1-10, each region adopted an operational plan that went into effect October 1, 2010. As required by TEGL N0.1-10, only state merit staff make now decisions regarding TAA benefits so as to avoid any adverse reactions for the participants.

E. Youth

State programs/services should take a comprehensive approach, including basic skills remediation, stay in or return to school, employment, internships, help with attaining high school diploma/GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges.

- 1. Describe state's strategy for providing comprehensive integrated services to eligible youth. Include any state requirements and activities to assist youth who have special needs/barriers to employment, including pregnant, parenting or disabled. Include how state will coordinate across state agencies responsible for workforce investment, foster care, education, human services. Juvenile justice, and other relevant resources as part of the strategy**
- 2. Describe how coordination with job corps and other youth programs will occur**
- 3. How does state plan to utilize 10% to support state's vision for serving youth, including:**
 - a. Utilizing funds to promote cross agency collaboration,**
 - b. demonstration of cross-cutting models of service delivery**
 - c. development of new models of alternative education leading to employment**
 - d. development of demand driven models with business working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successful into workforce pipeline with the right skills**
- 4. Describe how the State will in general meet Act's provisions regarding youth program design.**

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

linkages to high demand/growth occupations and assist them in building career plans that provide training and entry to jobs with career ladders.

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

1. *A System Dedicated to the Success of Young People*

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

2. *A System Designed by Young People*

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

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

Young people who have dropped out of school or have completed high school but lack job skills are helped by establishing a career path to further education and a rapid attachment to work. The system will continue to assist youth in building transferable skills through post-employment strategies, not only on their first job, but also their second job and beyond, including service interventions that assist young people in attaining, retaining and advancing to better jobs. The system will design interventions that provide employability and skills training to succeed at each step of a young person's career development.

4. *A System that is Locally Driven*

Progressive programming strategies within each of the defined workforce investment areas will drive the system. Proactive WIBs and Youth Councils will spearhead the governance of the system by taking a clear, no-nonsense approach to identifying and addressing youth issues. These governing bodies will oversee the system by convening partners and advocating strong youth policy and quality programming practices.

5. *A System of Committed Partners*

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

6. *A System Responsive to Business Needs*

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

7. *A System Built on Promising Practices*

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

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

8. A System Committed to Continuous Improvement

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

LWC's youth and young adult's State Plan effectively integrates three essential themes that will position LWC well:

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

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

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

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

Youth Eligibility Criterion

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

Louisiana will provide comprehensive services to youth in accordance with Title I of WIA and with the vision, goals and emphasis areas outlined in section I of the State Plan. The youth system in Louisiana is closely aligned to the labor market and provides participants with a comprehensive set of service strategies. It is based on several key elements: integrated academic and vocational education; integrated work-based and classroom-

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

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

Louisiana's youth vision is predicated on providing "just in time" service interventions, training, and supportive services. The strategy is to provide youth with positive interactions with knowledgeable, caring adults in success-oriented environments which foster holistic educational, leadership, and employment skill development. LWC is working with the Shared Youth Vision workgroup on youth, local workforce boards, youth councils, and community-based organizations to continue development of the systems needed to provide these comprehensive services to eligible youth, including coordination with Job Corps and other youth programs within each local workforce investment area. Vocational rehabilitation is involved in the development of these service strategies to ensure that youth with disabilities or other barriers to employment are included in the comprehensive service strategy. Additional services are also available for pregnant youth. After meeting certain TANF-eligibility requirements, these youth may qualify and be referred by DCFS to one of LWC's 11 LEAP programs throughout the state for job readiness and job search training.

LWC is working with partner agencies to continue to identify additional programs to assist dropouts and out of school youth. The Business and Career Solutions system will be linked to the youth service system to ensure a seamless delivery system. Core services including training provider information and job listings will be available to youth.

Each participant is provided with information on the full array of appropriate services available through the Business and Career Solutions system and will receive an objective assessment (WorkKeys) of academic and occupational skill levels, service needs, and will develop an individual service strategy that tailors services to effectively meet each youth's specific needs. Any youth served under WIA will receive some form of follow-up services for at least twelve months. Local programs will determine the specific mix of services for each youth based on each participant's objective assessment and service strategy. The mix of activities for each youth will be tied to their service need and maturity

level. Programs will emphasize the connections between school and work as well as linkages to work activities as appropriate. Expenditures for out-of-school youth must be a minimum of 50% of total youth expenditures. Youth age 18 and over may be co-enrolled in both adult and youth programs.

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

Coordination with all entities serving youth, including foster care, education, and TANF assistance, occurs on many levels. Such coordination may include but not be limited to: membership on the youth council or local WIB, sharing documentation for eligibility determination, sharing assessment and case management notes on joint clients; joint service provision and joint technical assistance sessions and training for staff.

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

Youth Program Design

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

Preparation for post-secondary educational opportunities

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

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

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

- Having students complete a challenging program of study with an upgraded academic core and a major
- Involving each student and his/her parent in a career guidance and individualized advisement aimed at completion of an accelerated program of study with a career major

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

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

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

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

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

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

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

- **Strong linkages between academic/occupational learning**

The 16 educational clusters identified by the U.S. Department of Education are a key component of the Career Major planning process that will form the core linkage between academic and occupational learning. WIA title I participants are exposed to various occupations within each cluster, the skills required for each job and the underlying career ladder. This allows youth to determine not only which career field to pursue but also within each career what educational levels they wish to achieve. This exposure to the world of work enables both in-school and out-of-school youth to determine the career and educational levels needed to meet their future needs.

- **Preparation for unsubsidized employment opportunities**

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

- **Effective linkages w/intermediaries w/strong employer connections**

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

- **Alternative secondary school services**

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

- **Summer employment opportunities**

Summer employment opportunities are used as a linkage between academic and occupational learning and as an entry point for out of school youth to serve as a dropout recovery option. LWC and the LWIBs continue to build a summer youth employment opportunity system that coordinates resources from multiple local funding streams. This provides not just Title I participants but also all youth system participants with exposure to work related to learning.

- **Paid and unpaid work experience**

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

- **Occupational skill training**

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

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

- **Leadership development opportunities**

The Louisiana Department of Education is committed to assisting LWC and the LWIBs and youth councils identify best practices and share the information. In addition, the state’s vocational youth organizations and non-profit organizations serve as valuable resources for leadership opportunities.

- **Comprehensive guidance and counseling**

One of the state’s emphasis areas is for all youth to have a five-year career plan or individual service strategy. Therefore each youth, either through in-school career options planning requirements or out-of-school career exploration process, develop a comprehensive strategy that will identify the services needed to either stay in school or return to school, develop the skills needed to be successful in the workplace and devise a plan for life long learning. Each individual service strategy will identify not only career goals but also the work readiness skills needed to be successful in the workplace. This

front door assessment is the key to identifying the appropriate intervention. LWC has built a statewide comprehensive assessment system. Each workforce investment area has a computerized aptitude assessment system. WorkKeys is available in all Business & Career Solutions Centers. By building an integrated system not just a series of programs, youth will have positive interactions with peers and caring adults.

- **Supportive Services**

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

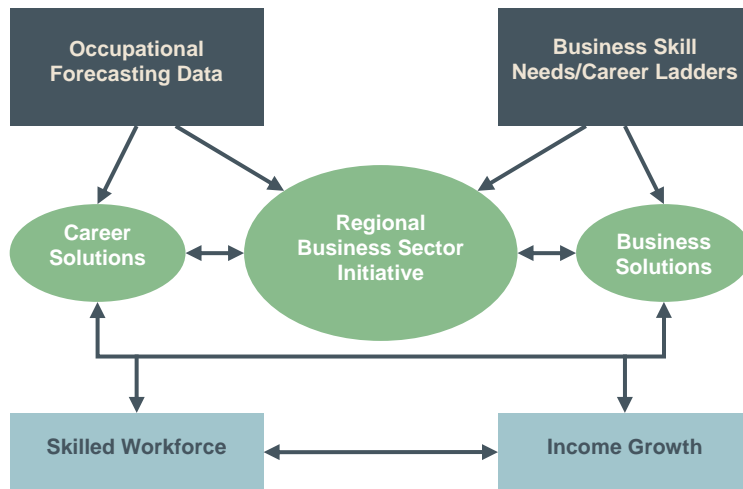
- **Follow-up Services**

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

- F. Business Services – describe state’s strategies to improve services to employers, including a description of how state intends to:**
- 1. Determine employer needs in local areas and on statewide basis**
 - 2. Integrate business services, including WP Act services, to employers through Career Solutions system**
 - 3. Streamline administration of Federal tax credit programs within Career Solutions system to maximize employer participation**

LWC contracts with Louisiana State University to conduct an annual regional job vacancy survey to provide the workforce development system insight into the number and types of jobs available in specific industries and regions of the state. Employers can use this information to gauge the existence of labor shortages and to plan solutions to hiring needs. Training providers can use this information to help design just-in-time training to meet employer needs.

The Business System Information Flow



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

For the business community, regional business sector initiatives will coordinate services regionally for employers and provide them with a single point of contact to the employment and training system. Each center will have dedicated staff providing services to businesses. The business services teams will work with employers in their community as part of an initiative coordinated across the region. This coordination process will ensure that labor market information, training needs, employment opportunities, etc., are shared among all partner entities. Each partner entity in the region will be involved in a regional planning process utilizing their local staff.

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

Wagner-Peyser traditional employer relations programs have been integrated into the LWIA business sector teams using business teams assigned to the local Business and Career Solutions Centers, thus broadening their employer contact capabilities. Use of non-traditional methods to generate quicker turnaround and broader exposure for high-demand occupations include unsanitized job openings, employers listing job openings directly on the Internet and exposure and access to these job openings in non-traditional locations, such as community-based and faith-based organizations, etc. All partner agency staff will share job information that will provide employers with access to a broader range of possible employees.

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

The Customized Workforce Solution concept was developed to address the workforce challenges of large employers, industry sectors, regions and agencies across the state through the development of detailed workforce plans, leveraging the various resources available through the LWC, LED and other agencies as necessary. Each plan will identify the specific challenge and include a detailed action plan, establishing stakeholder responsibilities, timelines for execution, and the anticipated outcome. The goal is to draw from its full complement of available resources in the area of employee recruitment, training and funding availability to best serve the dynamic needs of business and industry in Louisiana.

G. Innovative Service Delivery Strategies

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

- A "Fast Start" program provides customized, turnkey workforce solutions for qualifying business development projects.
- Neighborhood Place, a joint effort between LWC, DCFS and several other agencies, is an effort to co-locate a broad array of programs that share the same clientele. Neighborhood Place centers are located in Many, Zwolle, and New Orleans.
- The integration of LRS and OWD staff includes the co-location of staff in BCSCs in an effort to develop service models that will incorporate the needs of individuals with disabilities.
- As we move toward the vision of developing a statewide workforce development system that responds to industry demand and that maximizes and streamlines services to its customers, the priority is to create a new system guided by the principles of universal access, increased accountability, individual choice and comprehensive service delivery for all Louisiana citizens. This new system will have as its goals:

- Create a demand-driven workforce development system that connects employers to a well-educated and highly skilled workforce
- Develop a labor market system that provides employers, job seekers, incumbent workers, future workers including out-of-school youth and other at-risk and special populations with the labor market information, training, and supportive services they need
- Implement a governance system focused on unified planning, eliminating duplication, maximizing resources, continuous improvement and accountability for results
- Continue development of an effective, high-quality, statewide network of Business and Career Solutions Career Centers that serve as the “front door” to Louisiana’s workforce development system, driven by accurate, timely labor market information
- Utilize a common intake/assessment system that is customer focused and streamlines workforce education and training programs by eliminating duplication

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

Business Solutions	Career Solutions
A strategic approach to develop and maintain relationships and partnerships with the business community	Funding and staffing integration to advance the efficiency and maximize the resources of the one-stop centers processes.
Ensure services and service delivery methods meet business demands, including improvement of existing services and development of new business services	Move from a focus and delineation on “ <i>programs</i> ” to well-structured and customer-appropriate sets of “ <i>services</i> .”
Move to exceptional high quality standards for delivery of employer services, focused on 1) job vacancy processing from receipt to follow-up, 2) recruitment services, and 3) optimum connections between the business and job seeker community	Create highly satisfying services and processes that 1) remove wait time and get customers started on services immediately, 2) are clearly identified and easily accessed from start to finish, and 3) provide options for direct entry into the labor market and/or training to build skills to advance in the labor market

H. Strategies for Faith based and Community based Organization

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

Louisiana is fully committed to providing employment and training services for all citizens; however, many of our most vulnerable citizens do not access these services. Many faith-based and community-based organizations have developed relationships with these individuals and can provide the needed connections to help link them with the workforce development system. LWC is utilizing a number of approaches to collaborate with these organizations. The Community Services Block Grant Program (CSBG) program is administrated through LWC. This enables the state to directly involve the 42 community action agencies with WIA and Wagner-Peyser workforce development strategies. Community-based organizations sit on each LWIB. In addition, community-based organizations that provide occupational specific skills training are contacted for possible inclusion on the statewide Eligible Training Provider List (ETPL). Solicitation efforts resulted in several community based organizations being added to the ETPL.

XI. State Administration

A. What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system facilitate case management and service delivery across programs, state job matching system, web based self service tools, fiscal management, etc

LWC implemented an integrated Internet-based management information system in 2001. The system includes common intake, case management and data tracking components to meet the reporting requirements of and provide a single interface for WIA Title I, Wagner-Peyser, Veterans, Business Services, TAA, Rapid Response, MSFW and One-Stop system requirements. The system provides LWIBs with the tools needed to deliver WIA services through an income growth model, integrating workforce information, transferable skill sets and career paths into the case management system. With data from other One-Stop partners, LWC data provides seamless information sharing and data exchange and increased customer service. This connectivity forms the basis for the development of enhanced interagency data exchange. LWC has an agreement with WRIS wage record exchange system in order to maximize documented performance outcomes.

This integrated intake system and resulting tracking system provides LWC, other state agency funded One-Stop partners and local entities, the Workforce Investment Council and most importantly the local workforce boards with the data necessary to locally operate and coordinate programs effectively. From this data, Louisiana is able to evaluate how our systems are functioning, provide timely technical assistance and help the local boards make programmatic and funding decisions. Local entities and workforce boards continue to be involved in the development of our MIS system. Louisiana is fully prepared to provide USDOL with any data it requires.

B. Describe the State's plan for use of the funds reserved for Statewide activities

Provision of funding for technical assistance, training, and research and evaluation: LWC is developing a training institute to provide training to all levels of staff, focusing on front-line staff to improve the quality of services to businesses and job seekers. In addition, LWC will concentrate on LWIA board member training. LWC is working with subject matter experts to identify areas that need additional development, build new work processes and improve services.

Support of innovative programs, demonstration projects, and services to special populations: The State will explore the potential to pilot projects including intermediaries to identify target areas and deliver solutions. LWC is working on projects with the juvenile justice system to work with the parole system to provide services to adjudicated youth. In an effort to better connect low-income citizens with Business and Career Solutions Centers, LWC is working with a series of faith-based organizations.

Programs that support early interventions for dislocated workers to assist them quickly re-enter the workforce include Rapid Response activities, transition centers to bring Business and Career Solutions services directly to workers affected by layoffs and programs to assist UI claimants identified as unlikely to return to their previous occupations return to the workforce.

LWC will use local and regional incentive grants managed by regional teams to emphasize coordination and integration of services, particularly to the business customer.

LWIA adult and youth program funding will be supplemented as needed, particularly in areas with high concentrations of out-of-school youth or areas experiencing significant layoffs.

Support and enhancement of technology infrastructure, LAVOS, and workforce information: Efforts continue to better serve business and job seeker customers with improved labor market information products, including geocoding data, additional self-service functions, strengthened

case management and reporting components and improved connectivity with other MIS systems to reduce duplication and reduce costs.

Waivers in place or planned UPDATED MAY 11, 2011

Louisiana has submitted the following waiver requests. The rationale, justification and implementation of each waiver request are included in the related section of the plan. The WIC has approved these waivers. They are included in the state plan public hearing. LWC firmly believes that the approval of these waivers will enhance the state's ability to move in USDOL's national strategic direction.

1. Waiver of the funds transfer limitation at WA section 133(b)(4) to permit states to approve local area requests to transfer up to 50% of local area formula allocation funds between the WIA Adult and Dislocated Worker programs. (granted)
2. Waiver of the required 50% employer match for customized training at WIA section 101(8)(C) to permit a match based on a sliding scale as follows: (a) no less than 10% match for employers with 50 or fewer employees, and (b) no less than 25% match for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50%) continue to apply.
3. Waiver of WA section 101(31) (B) to permit LWIAs to reimburse the employer for on-the-job training on a graduated scale based on the size of the business. The following reimbursement amounts will be permitted: (a) up to 90% for employers with 50 or fewer employees, and (b) up to 75% for employers with more than 50 but fewer than 250 employees. For employees with 250 or more employees, the current statutory requirements will continue to apply. (modified with specific scale)
4. Waiver to permit implementation of, and reporting only for, the common measures in place of the current WIA measures. The common measures have become the basis of the workforce system's performance accountability. Louisiana Workforce Commission requests a waiver of the current performance measures referenced in WIA Section 136(b) in order to implement the common performance measures.
5. Waiver of the prohibition on the use of Individual Training Accounts for youth. This waiver provides increased flexibility in the provision of training services to youth, and may be particularly useful to states in light of the Recovery Act provision that raises the eligible youth age range to 24. Louisiana Workforce Commission requests a waiver of the prohibition of the use of Individual Training Accounts (ITAs) for older and out of school youth. (WIA 123, WIA 134(d)(4), 20CFR 661.305(a)(3), 20 CFR 664.510)
6. Waiver of the time limit on the period of initial eligibility for training providers. This waiver has addressed barriers for meeting eligible training provider requirements, thereby increasing the number of community colleges and other entities that are available to deliver training to WIA Adult and Dislocated Worker participants. LWC requests a waiver regarding the requirement that training providers meets subsequent eligibility based on performance data and allow the state to use initially eligibility determination at(WIA 122(c)(5), 20 CFR Section 663.530)
7. An exemption from the competitive procurement requirement for the follow-up and supportive service elements and inclusion of these elements in the design framework of youth services. (WIA 123, 20CFR 664.405(a) (4), 20 CFR 661.305(3).

C. Performance Management and Accountability

1. Describe the state's performance accountability system

Louisiana implemented the common measures in PY05. These measures are more conducive to development of a demand-driven integrated system. Therefore, Louisiana, with the approval of the WIC, is requesting a waiver of the current performance measures at WIA Section 136(b) in order to implement the common performance measures.

As part of LWC's implementation the USDOL youth vision, the LWIAs are required to spend at least 50 percent of their youth allocation on out-of-school youth. The state is emphasizing coordination with programs serving these harder-to-serve populations, such as youth aging out of foster care and adjudicated youth. As a result of this shift in service design, it may negatively impact the youth performance levels. The state will work with the LWIAs to attempt to continue to improve performance.

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

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

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

In order to support the redesign initiative, LWC is continuing to develop a real-time report card. The LWIAs and the state are using this data to manage business and job seeker processes, measure the effectiveness of service design and ensure that services are meeting the goals set by the state and LWIBs.

Over the past year, the LWC has been developing real-time performance metrics for the various programs it oversees. Metrics related to WIA activities focus on budget management, developing human capital through increasing training placements either directly funded with WIA dollars or other leveraged resources and real time employment outcomes utilizing the State's New Hires data. These reports are compiled and discussed on a monthly basis.

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

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

Each LWIA can access their own WIA quarterly report that incorporates Louisiana wage records and data from the Wage Record Interchange System. In addition, MIS staff assigned to each local area continually review local reports and work with the program advisors to

provide technical assistance. At the state level, a data extract is run through the Mathematica Data Validation software to eliminate errors and produce the required federal reports. The State continues to provide training and technical assistance to WIA, Wagner-Peyser, veteran and TAA staff on performance management.

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

LWC is working to consolidate and coordinate programs funded through USDOL in order to eliminate duplication and reduce costs. LWC is developing a training program to build capacity among workforce development entities. The LEAP program, a redesign of STEP and LaJet, is providing an opportunity for LWC, the LWIAs, DCFS, adult education and LCTCS to collaborate on providing services to low-income individuals. The WIC will continue its role as convener and collaborator.

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

Both the WIC and LWIBs evaluate overall performance based on the 18 LWIAs' performance on the common performance measures. In addition, LWC's computer system calculates the required WIA performance measures for the state and the LWIAs. LWC monitors performance on the permanence measures for all of the LWIAs. If a local area fails the same performance measure two years in a row, LWC works with the local area to develop a corrective action plan. If the area continues to fail, sanctions, including reorganization of the board, are an option. LWC provides technical assistance and training to those areas that have experienced difficulty meeting or exceeding the measures. LWC is re-establishing a training institute to provide training to all levels of staff, with a focus on front-line service delivery staff, in order to help improve the quality of services delivered. As part of the OWD redesign initiative, LWC is also working with subject area experts who work closely with state and local staff to identify problems, improve services, revised operational processes and provide training that supports those efforts.

• What steps has state taken to prepare for implementation of new reporting requirements against common performance measures (TEGL15-03)

The U.S. Office of Management and Budget (OMB) developed a common set of performance measures for all workforce development programs to help Congress better compare services across programs. LWC currently collects all data required to compute the common measures and is currently computing these measures for all LWIAs. LWC is using the common measures for all LWIAs to evaluate their performance. Therefore, Louisiana, with the approval of the WIC, is requesting continuation of the current waiver to implement the common measures.

7. Include proposed level for each performance measure for each of two program years. States are encouraged to address how performance goals for LWIAs and training providers will help them attain their statewide performance goals

Proposed Common Performance Measures for Louisiana

WIA Common Measures				
	PY08 Actual	PY09 Actual	PY10 Negotiated	PY11 Proposed
Adult				
Entered Employment	66.2%	56.6%	56.0%	56.0%
Employment Retention	79.8%	74.3%	70.0%	70.0%
Average Earnings	\$12,613	\$12,349	\$12,100	\$12,100
Dislocated Worker				
Entered Employment	72.1%	64.8%	68.0%	68.0%
Employment Retention	83.4%	78.4%	72.0%	72.0%
Average Earnings	\$18,418	\$16,148	\$13,900	\$13,900
Youth				
Placement in Employment or Education	66.8%	54.6%	57.0%	57.0%
Attainment of a Degree or Certificate	51.7%	54.4%	52.0%	52.0%
Literacy and Numeracy Gains	43.4%	55.5%	44.0%	44.0%

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

The state continues to provide technical assistance to Local Workforce Investment Areas on achieving performance levels. For the past two years the primary focus has been on the Youth Measures. The state has made on site visits that included intensive hands on workshops for Youth coordinators. The state has developed training materials that highlight key definitions and parameters on specific performance measures criteria. These efforts have resulted in significant gains in the Youth measure Attainment of Degree or Certificate and Literacy Numeracy. The state continues to face challenges in the Placement and Employment of Education. This year's technical assistance will focus on Case Management best practices to improve not only the Youth Placement in Employment and Education measure but the Adult and Dislocated Worker Entered Employment measures.

As outlined in the table below, Louisiana's risk index statistically paints a clear portrait of the challenges our state faces in assisting its citizens become productive and improve the state's economic base. To assist these persons, our system must provide effective investments and more creative interventions that are family focused, comprehensive, longer term and engage the entire community.

Indicator	Louisiana (rank)	National
Median income of families with children (2009):	\$49,400	\$56,300
Annual Average 2009 Average Weekly Wage (Total Private)	\$777	\$873
% of 4 th graders who scored below basic reading level:2007	49.0%	34.0%
% of 8 th graders who scored below basic reading level:2007	36.0%	26.0%
% of children in extreme poverty (income below 50% of poverty level): 2009	11.0% (39)	9.0%
% disconnected young adults (ages 18-24) who are not enrolled in school, are not working, have no degree beyond high school	20.0%	16.0%
% of children living with parents who do not have a full-time, year-round employment (2009)	33.0% (35 tied with 2 other States)	31.0%
% of teens who are high school dropouts (age 16-19) (2009)	18.0% (50)	6.0%
% of teens not attending school and not working (age 16-19) (2009)	11.0% (40 tied with 4 other States)	9.0%
% of children in poverty (2009)	24.0% (41 tied with 4 other States)	20.0%
% of families with children headed by a single parent	42.0% (49)	34.0%

All other sources: 2009 Kids Count Databook from the Annie E. Casey Foundation
www.aecf.org

LWC is committed to a continuous improvement strategy to ensure quality practices are embedded in the planning and execution process during the one year covered by this plan. These statistics indicate the challenges our system faces in improving employment, retention, earnings and educational levels for both adults and youth. Our baseline data and performance levels are being developed within this framework. The one-year performance levels will assist us in measuring the delivery of services with ever-improving value to customers, resulting in marketplace success and improvement of overall organizational performance and capabilities.

D. Administrative Provisions

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

In accordance with section 116(a)(5) of WIA, a unit of general local government (including a combination of such units) or grant recipient that requests but is not granted designation of an area as a local area under paragraph (2) or (3) of section 116(a) may submit an appeal to the Louisiana Workforce Commission within 30 days of receipt of written notification of non-designation. The governor will provide a decision within 60 days of receipt of the appeal. If the appeal does not result in such designation, the USDOL Secretary after receiving a request for review from the unit or grant recipient and on determining that the unit or grant recipient was not accorded procedural rights under the appeal process established in the state plan or that the area meets the requirements of paragraph (2) or (3) of section 116(a) of

WIA, as appropriate, may require that the area be designated as a local area.

2. Describe the steps taken by the State to ensure compliance with the non-discrimination requirements

To ensure compliance with Section 188, LWC does extensive equal opportunity technical assistance and oversight. The EEO section of LWC reviews policies and procedures to guarantee that LWIAs are in compliance with EEO requirements. Participant data is reviewed to ensure there are equitable services. Customers and potential customers are made aware of their rights, including the right to file a grievance if they feel there has been any discrimination. LWC conducts training for LWIA EEO officers yearly to share best practices and review requirements.

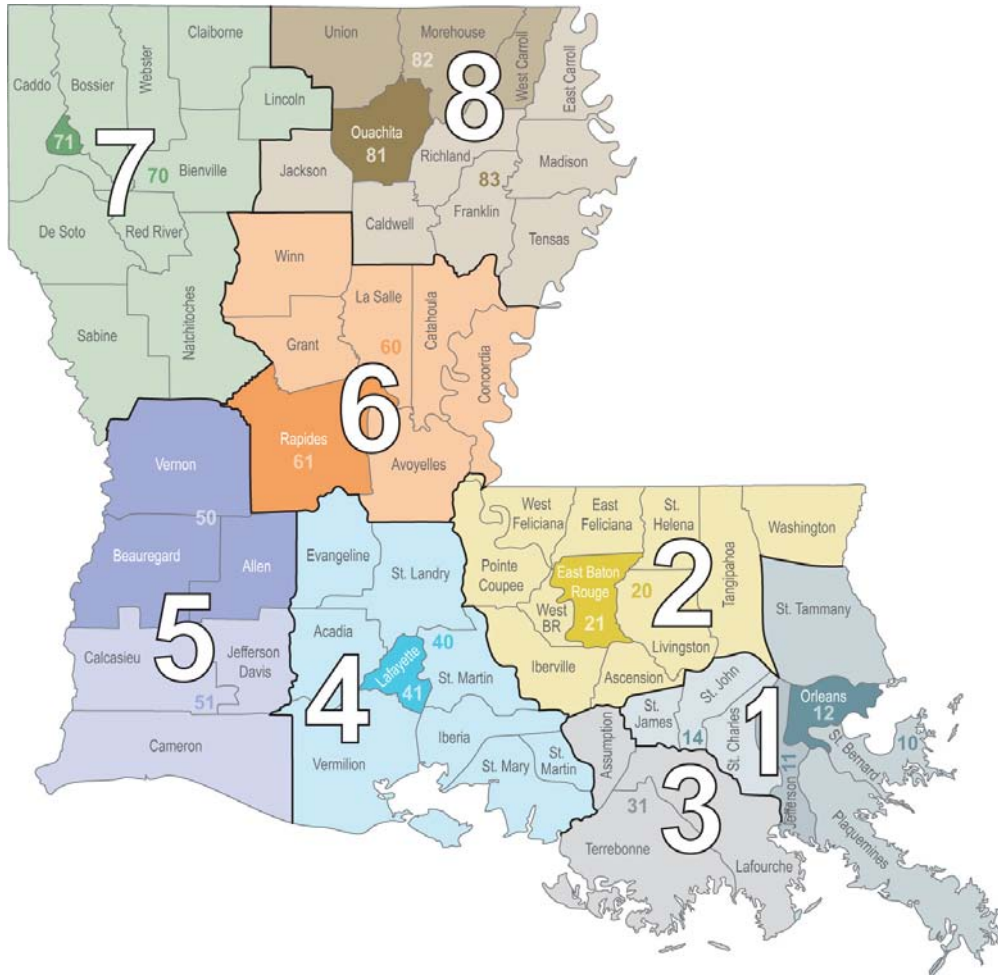
XII. Assurances

- A.** The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11)).
- B.** The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that –
 - a. the State has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - c. the State has taken appropriate action to secure compliance with section 184 (a)(3) pursuant to section 184(a)(5). (§184(a)(6)).
- C.** The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
- D.** The State 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)).
- E.** The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2)).
- F.** The State assures that it will comply with the confidentiality requirements of section 136(f)(3).
- G.** The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7)).
- H.** The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
- I.** The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).
- J.** The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
 - General Administrative Requirements:
 - 29 CFR part 97 – Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
 - OMB Circular A-87 – Cost Principles (as amended by the Act)
 - Assurances and Certifications:
 - SF 424 B – Assurances for Non-construction Programs

- 29 CFR part 37 – Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20
- CFR part 93 – Certification Regarding Lobbying (and regulation)
- 29 CFR part 98 – Drug Free Workplace and Debarment and Suspension Certifications (and regulation)
- Special Clauses/Provisions:
 - Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
- K.** The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
- L.** The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- M.** The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
- N.** The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
- O.** The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
- P.** As a condition to the award of financial assistance from the Workforce Commission under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I--financially assisted program or activity
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin
 - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.
 - The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.
- Q.** The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws and regulations.

Attachment A

Louisiana Workforce Investment Areas by Regions



WIA Parishes by Region:

1. Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John, St. Tammany
2. Ascension, East Baton Rouge, East Feliciana, Iberville, Livingston, Pointe Coupee, St. Helena, Tangipahoa, Washington, West Baton Rouge, West Feliciana
3. Assumption, Lafourche, Terrebonne
4. Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary, Vermilion
5. Allen, Beauregard, Calcasieu, Cameron, Jefferson Davis, Vernon
6. Avoyelles, Catahoula, Concordia, Grant, LaSalle, Rapides, Winn
7. Bienville, Bossier, Caddo, Claiborne, DeSoto, Lincoln, Natchitoches, Red River, Sabine, Webster
8. Caldwell, East Carroll, Franklin, Jackson, Madison, Morehouse, Ouachita, Richland, Tensas, Union, West Carroll

